

**“Lucian Blaga” University of Sibiu
Faculty of Engineering
Engineering and Management**

DOCTORAL THESIS

**COMMUNICATION – A DEVELOPMENT
FACTOR IN ORGANISATIONAL CULTURE**

- SUMMARY -

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KEYWORDS

Communication, organisational culture, European integration, entrepreneurial communication, communication theories, dress code, career advancement in the workplace, work–life balance, workplace communication, decision-making process, behavioural consequences, communication channels used within the organisation, types of communication strategies, teamwork, motivation level, transformational leadership.

PREFACE

"Time passes; the question is how it passes."

Constantin Noica

Argument

Communication represents one of the most profound and essential functions of a modern organisation. In an era in which change is constant and adaptability becomes a fundamental condition for organisational survival, the way communication takes place both within and outside organisations defines not only their culture but also their long-term performance.

The present work aims to highlight the major role of communication in the construction and consolidation of organisational culture. Starting from a rigorous theoretical analysis and extending to relevant quantitative and qualitative empirical studies, this research demonstrates that there is a profound bidirectional relationship between communication and organisational culture, with significant implications for leadership, employee satisfaction, performance, and organisational resilience.

This thesis is based on the belief that successful organisations are not only those that adopt innovative strategies, but especially those that know how to communicate effectively, manage conflicts, inspire, and create meaning. In this context, organisational culture becomes the concrete outcome of a coherent, transparent communication process adapted to the current needs of human resources.

The thesis is structured into seven chapters and conclusions, beginning with the theoretical foundations of communication and extending to case studies and in-depth analyses regarding the perceptions of employees and employers. Concepts such as entrepreneurial communication, transformational leadership, organisational motivation, and resistance to change are discussed, and strategic directions are proposed for optimising performance through internal communication.

Ultimately, this doctoral research seeks to provide an integrative framework for professionals in management, human resources, and organisational

communication, while also offering a solid foundation for future interdisciplinary research.

This work is the result of a passion for the field of communication and the conviction that a healthy organisational culture begins with authentic and strategic dialogue.

Acknowledgements and recognition of contributions

I would like to express my sincere gratitude to **Professor Dan-Maniu Dușe**, the supervisor of my doctoral research, for his professionalism, patience, dedication, and understanding throughout the entire process of scientific training. His guidance was essential for the completion of this work.

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Finally, I would like to thank my family with deep gratitude for their unconditional support, patience, and encouragement during this intense period of study and research.

RESEARCH OBJECTIVES

The research proposed in this paper begins with a fundamental question concerning the role of entrepreneurial communication within modern organisational culture and its impact on innovation and organisational success. This question arises from the growing interest of contemporary organisations in optimising both internal and external communication, in the context of accelerating innovation processes and the ongoing changes in the labour market.

Thus, the research questions are the following:

Q1. What is the importance of entrepreneurial communication within organisational culture?

Q2. How does entrepreneurial communication influence innovation and organisational success?

These questions open multiple directions for scientific investigation, allowing the exploration of the relationships between communication, employee satisfaction, organisational culture, and the outcomes achieved by organisations.

In order to achieve the general objectives of the research, four complementary perspectives were adopted, each addressing an essential dimension of employees' workplace experience:

O1. Analysis of the current level of communication in the workplace.

O2. Analysis of the level of satisfaction with the facilities provided in the workplace.

O3. Analysis of the current level of work–life balance among employees.

O4. Analysis of employees' main concerns regarding the workplace dress code.

Thus, four distinct scientific investigations were conducted, each corresponding to a specific objective of the study. These are formulated as follows:

I. General Objective O1. Analysis of the current level of communication in the workplace.

O1.1. Investigating employees' perceptions regarding the current level of organisational communication and transparency, as well as the main communication channels and concerns related to workplace communication.

O1.2. Analysing the relationship between entrepreneurial communication and factors such as satisfaction with workplace facilities, work–life balance, preferences regarding working schedules, and teamwork collaboration.

O1.3. Exploring the impact of effective communication on employees' quality of life and productivity, as well as the way in which organisational culture and workplace dress code influence professional perceptions and behaviours.

II. General Objective O2. Analysis of the level of satisfaction with the facilities provided in the workplace.

O2.1. Identifying the frequency and relevance of keywords associated with entrepreneurial communication in job advertisements posted by employers in the fields of engineering and medicine.

O2.2. Analysing the manner in which values and competencies related to organisational culture, collaboration, adaptability, and communication are reflected in candidates' CVs, including those of candidates holding doctoral degrees.

O2.3. Evaluating employers' perceptions regarding the ideal candidate profile, based on professional experience, socio-communicative competencies, and alignment with the organisational values expressed in job offers.

III. General Objective O3. Analysis of the current level of work–life balance among employees.

O3.1. Evaluating IT sector employees' perceptions of the quality of organisational communication in the context of organisational change processes.

O3.2. Identifying the communication channels, strategies, and practices perceived as most effective in reducing resistance to change within organisations in the IT sector.

O3.3. Analysing the relationship between communication effectiveness and the level of acceptance of organisational change, with the aim of formulating strategic recommendations for improving the transition process.

IV. General Objective O4. Analysis of employees' main concerns regarding the workplace dress code.

O4.1. Investigating how different levels of communication (employee–colleague, employee–management, interdepartmental communication, and external communication) influence perceptions of organisational culture and cohesion within IT organisations.

O4.2. Analysing the impact of communication channels (such as face-to-face meetings and digital platforms) on the development of interpersonal relationships, the enhancement of transparency, and the prevention of organisational silos.

O4.3. Evaluating the correlation between communication transparency, dress code, working schedule flexibility, and employee satisfaction, in order to identify practices that can strengthen organisational culture.

RESEARCH HYPOTHESES

In the current labour market context, characterised by dynamism, diversity, and increased attention to employees' needs, understanding employees' perceptions of their work environment becomes essential for optimising the organisational climate. Factors such as internal communication, the facilities offered by employers, work–life balance, and even seemingly minor aspects such as the dress code directly influence professional satisfaction and performance.

This research aims to investigate how employees perceive these dimensions of their working environment. The hypotheses formulated below are intended to guide the analysis and interpretation of the data, providing a coherent framework for understanding employees' expectations and preferences regarding different aspects of the organisational experience.

H1. The majority of employees consider that the current level of communication in the workplace is good.

H2. The majority of employees are very dissatisfied with the facilities offered at the workplace.

H3. The majority of employees consider that they have a healthy work–life balance.

H4. The majority of employees consider comfort to be their primary concern regarding the workplace dress code.

Part I: Current State of Research on Communication and Organisational Culture

➤ Structure

The first part of the thesis is dedicated to the analysis of the most important theoretical perspectives and recent research in the fields of communication and organisational culture, with particular emphasis on their interdependence and their impact on organisational performance. The structure of this section consists of three major chapters:

- **Chapter 1: *The Dynamics of Communication - Theory, Process and Applications in the Organisational Context*** (5 sections);
- **Chapter 2: *The Role of Communication in Stimulating Motivation and Organisational Leadership*** (7 sections);
- **Chapter 3: *Optimising Communication through the Development of Organisational Culture*** (7 sections).

This part has an extensive and detailed character, covering approximately **25% of the total volume of the thesis**. Two main reasons justify this level of extension. First, the central theme of the study communication as an essential element in strengthening organisational culture requires an **interdisciplinary approach**, incorporating theoretical perspectives from communication studies, organisational psychology, and management sciences. Second, the complexity of the contemporary organisational environment (digitalisation, rapid change, and generational diversity) necessitates a comprehensive analysis of how communication shapes internal culture and influences organisational success.

➤ Content Elements

Chapter 1 explores the theoretical foundations of communication within organisations. It begins with the definition of key concepts, followed by a description of the communication process and the identification of forms, channels, and barriers to communication. The chapter also presents the principal classical and contemporary

theories and models (such as Shannon–Weaver, the Palo Alto School, semiotics, and cybernetics) that support the understanding of communication as a dynamic and relational process within organisations.

Chapter 2 focuses on the direct relationship between communication and organisational culture. It analyses the typologies of communication (formal/informal, upward/downward, interpersonal), the functions of communication within the organisational environment, as well as the impact of leadership, the manager–subordinate relationship, and managerial communication. Particular attention is given to the influence of communication on employee motivation, satisfaction, and performance, as well as to communication barriers and strategies for overcoming them.

Chapter 3 proposes a constructive approach to how communication can be strategically utilised in the development of a healthy organisational culture. The chapter analyses effective communication practices that support a positive organisational culture, the role of leadership in this process, and the effects of communication breakdowns on the organisational climate. In addition, concrete strategies for optimising internal communication are presented as drivers of cohesion and innovation.

➤ **Perspectives**

Over the past two decades, organisational communication has been recognised as an essential factor in institutional success, alongside strategy, organisational structure, and human resources. In the digital age, communication becomes more than an operational skill it transforms into a strategic competence, deeply rooted in the values and culture of an organisation.

In this sense, organisational culture, understood as the totality of values, norms, symbols, and behaviours shared by the members of an organisation, cannot be maintained or developed without effective, coherent, and empathetic internal communication. Communication acts as a vehicle through which culture is expressed, transmitted, and adapted in response to external changes.

At the same time, communication plays a decisive role in managing resistance to change, motivating teams, and facilitating collective decision-making processes. Modern organisational models rely on transparency, feedback, collaboration, and co-creation, all of which are expressions of effective communication and of an organisational culture oriented towards inclusion and innovation.

The findings of the studies included in this thesis (analysis of job advertisements, professional CVs, and applied questionnaires) confirm that fundamental terms such as collaboration, team, organisational climate, adaptability, dialogue, and motivation are not only frequently used but also highly valued by both employers and employees. This reinforces the hypothesis that a high-performing organisational culture cannot exist without strong internal communication centred on people and constructive interaction.

Therefore, the first part of the thesis provides the conceptual framework necessary for understanding communication as a critical dimension in the formation and consolidation of organisational culture. This theoretical foundation supports the empirical approach of the research, which focuses on analysing the perceptions of employees and employers regarding internal communication and its role in the development of a positive, adaptable, and performance-oriented organisational culture.

Part II structures the **methodological framework of the research** and describes the studies conducted, detailing the instruments, procedures, and analytical methods used to achieve the established scientific objectives.

The structure of this section consists of the **research methodology and the empirical research**, presented in the following chapters:

- **Chapter 4. Research Methodology** (4 sections);
- **Chapter 5. Quantitative Study on Employees' Perceptions of Entrepreneurial Communication in Organisational Culture** (2 sections);
- **Chapter 6. Qualitative Study on Employers' Perceptions of Entrepreneurial Communication in Organisational Culture** (5 sections);
- **Chapter 7. Quantitative Study on the Role of Communication in Managing Resistance to Change** (2 sections).

Building upon the **analysis of the specialised literature**, this research aims to test the **SECO Model** an acronym for *Strategies for Communication Efficiency in Organisations*. This model highlights the importance of communication within organisations and emphasises the connection between the development of organisational culture and employee involvement in the communication process.

Such a model can contribute to enhancing organisational performance, improving employee and customer satisfaction, and strengthening an organisation's position in the market. The model includes the analysis of several key dimensions, such as the level of workplace communication, working schedules, workplace facilities, work–life balance, teamwork, career advancement opportunities, the image of the ideal workplace, and the workplace dress code.

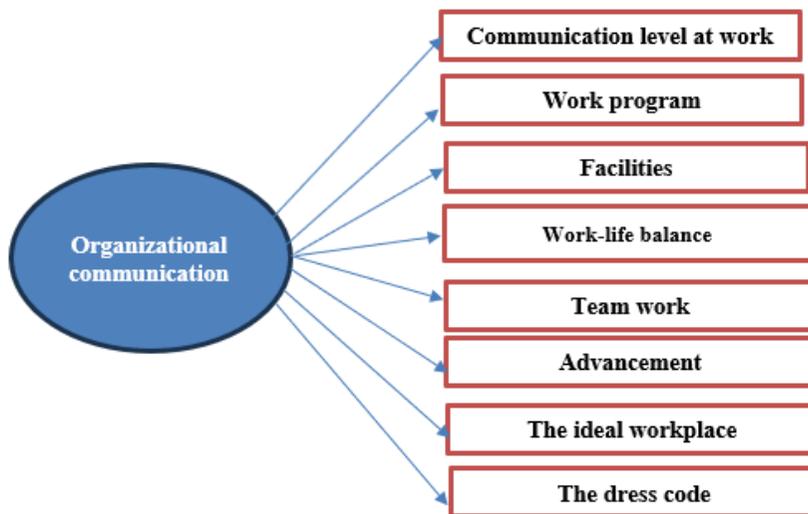


Figure 1. The SECO model
Source: own development.

To validate this model, we aim to apply both quantitative and qualitative research tools.

Chapter 5. Quantitative Study on Employees' Perceptions of Entrepreneurial Communication in Organisational Culture

- Purpose: The purpose of this chapter is to conduct a quantitative analysis of employees' perceptions of entrepreneurial communication within organisational culture. The data were collected through a questionnaire administered to a sample of 172 employees from Romania and address the following specific objectives:
 - **O.I:** Evaluating the level of communication and the communication channels used in the workplace;
 - **O.II:** Analysing organisational transparency and concerns associated with workplace communication;
 - **O.III:** Examining the impact of communication on both professional and personal life;

- **O.IV:** Identifying employee preferences regarding working schedules, workplace facilities, work–life balance, dress code, teamwork, and career advancement opportunities.

The questionnaire was inspired by the works of Armenakis et al. (2011), Carriere and Bourque (2009), Elving (2005), Goleman (2018), Grunig (1992), Locke and Latham (2002), and Meenakshi et al. (2013). The instrument includes 29 questions, and the data were processed using SPSS software.

➤ **Analysed Results**

Chapter 5 presents the results of a quantitative study based on a questionnaire administered to a sample of 172 employees in Romania, aiming to analyse the role of entrepreneurial communication in organisational culture and to identify employees' preferences and perceptions regarding workplace communication, transparency, collaboration, working conditions, facilities, work–life balance, career advancement opportunities, and workplace dress code.

The research instrument was designed in accordance with the research objectives and research questions and grounded in the specialised literature (e.g., Armenakis et al., Carriere & Bourque, Elving, Goleman, Grunig, Locke & Latham, Meenakshi et al.). Data analysis was conducted using SPSS (version 26).

The main results indicate that the level of workplace communication is generally evaluated positively:

- 50% of respondents consider it “good”,
- 17.4% consider it “very good”, confirming Hypothesis H1.

However, 25% hold a neutral position, while 7.5% cumulatively evaluate communication as “poor” or “very poor.”

The most frequently used communication channels are dominated by face-to-face communication (43.6%), followed by email (18%) and instant

messaging (17.4%). Collaboration platforms (e.g., Microsoft Teams or Slack) show relatively limited use but are mentioned as having growth potential, particularly in balancing direct communication with digital tools.

Regarding transparency, 48.8% of respondents consider it good but improvable, while 15.7% rate it as excellent. At the same time, 34.9% cumulatively indicate insufficient transparency or areas lacking transparency, highlighting opportunities to improve information flow and communication between organisational levels.

The most significant communication issue identified is the lack of communication between departments (45.3%), followed by unclear or contradictory information (33.1%) and the lack of feedback from management (13.4%). These results highlight the risk of organisational silos and their potential impact on efficiency and collaboration.

Respondents associate effective communication with both performance and well-being. A significant majority (67.4%) believe that more efficient communication would improve both quality of life and productivity, while only 1.7% perceive no significant impact.

Preferences regarding working schedules show a relatively balanced distribution between fixed schedules (39%) and flexible schedules (37.2%). Flexibility in starting hours is considered very important (42.4%) or important (36%) by most respondents. Regarding remote or hybrid work, 47.1% prefer this option, while 51.7% prefer working exclusively from the office.

The most frequently offered workplace benefits include professional development opportunities (29.1%), coffee/kitchen facilities (25.6%), and medical insurance (20.9%). In terms of personal importance, respondents prioritise medical insurance (25%) and professional development (23.8%), followed by flexible working schedules (15.7%). Overall satisfaction with workplace facilities is moderately positive (39.5% satisfied, 26.7% neutral), although 19.2% express dissatisfaction.

Work–life balance is perceived as a priority: 70.9% consider it very important, and 54.7% state that they maintain a healthy balance. However, 37.2% report spending too much time at work. The main measure suggested for improvement is establishing clear working-time boundaries (44.2%), followed by taking leave and engaging in relaxation activities. Therefore, Hypothesis H3 is accepted.

Both teamwork and project collaboration are evaluated as important: 54.7% consider teamwork “very important”, while 62.2% rate collaboration as “very important.” Career advancement opportunities are also highly valued (44.8% “very important,” 33.7% “important”).

The most important characteristic of a workplace is considered to be a competitive salary (52.9%), followed by professional development opportunities (23.8%). The ideal workplace is most often described as relaxed and free from pressure (40.7%) or collaborative (37.2%), suggesting a preference for a balanced and cooperative organisational climate.

Regarding the dress code, casual (43%) and business casual (42.4%) styles dominate. The majority (86.6%) consider the current dress code appropriate and comply with it, while 80.2% do not wish for further flexibility. The main concern is comfort (55.8%), confirming Hypothesis H4. Additionally, 59.3% do not believe that changing the dress code would significantly impact organisational culture or productivity, although 34.9% perceive potential improvements to organisational culture.

The sample is predominantly female (77.9%), with the highest proportions in the 36–45 age group (32.6%) and 46–55 age group (34.3%).

In conclusion, the study indicates a generally positive perception of workplace communication, while highlighting structural vulnerabilities: insufficient interdepartmental communication and unclear or contradictory messages, together with the need for stronger managerial feedback. The results support the necessity of managerial and cultural interventions aimed at clarifying communication processes, strengthening interdepartmental

cohesion, and modernising collaboration tools, as key pillars of entrepreneurial communication within organisational culture.

➤ **Conclusions**

- Face-to-face communication is the most frequently used communication channel, followed by email and instant messaging.
- Collaboration applications (such as Slack and Microsoft Teams) are used to a limited extent but show significant growth potential.
- The main communication problems identified are insufficient communication between departments and unclear or contradictory messages.
- Flexible working schedules and hybrid work arrangements are preferred by many employees.
- Work–life balance is considered a priority, suggesting the need for supportive organisational policies.
- There is a strong interest in developing a collaborative, open organisational culture centred on effective communication.
- Respondents emphasise the need to strengthen interdepartmental communication and clarify organisational messages.
- Increasing the use of digital collaboration platforms is necessary for more efficient and modern communication.
- The implementation of flexible working policies is desirable to support work–life balance.

Chapter 6 – Employers’ Perceptions of Entrepreneurial Communication in Organisational Culture represents a qualitative evaluation approach and includes an in-depth analysis structured into the main sections outlined below.

➤ **Structure:**

- **6.1 Methodology** – overview of the sample and research method: content analysis of job advertisements and CVs (engineers, doctors, and doctoral candidates).
- **6.2 Results** – Employers’ Job Advertisements – frequency of the 15 keywords identified in the 506 job advertisements analysed.
- **6.3 Results** – Engineers’ and Doctors’ CVs – frequency of the selected terms in the 541 analysed CVs.
- **6.4 Results** – Doctoral Candidates’ CVs – specific frequency patterns identified in the 145 doctoral-level CVs.
- **6.5 Professional Experience** – distribution of work experience across the two professional categories.
- **6.6 Conclusions** – synthesis of findings and strategic interpretations.

➤ **Content Elements**

Starting from the importance of entrepreneurial communication (dialogue, culture, motivation, etc.) within organisational culture, 15 keywords were selected to reflect values, attitudes, and behavioural orientations: climate, team, culture, dialogue, collaboration, organisational culture, dress appearance, professional appearance, employee motivation, team motivation, seriousness, sociability, adaptability, stress level, discipline.

The qualitative analysis of the frequency of these terms enables the identification of priorities and shared perceptions, both in institutional communication (job advertisements) and in professional self-presentations (CVs), including those of doctoral-level candidates.

➤ **Results**

6.2. Employers' Job Advertisements (n = 506)

Table 18. Frequency of terms

Keyword	Frequency
Team	178
Collaboration	40
Stress	37
Adaptable	14
Sociable	12
Culture	10
Dialogue	9
Climate	6
Serious	6
Disciplined	5
Professional appearance	1
Team motivation	1
Organisational culture	0
Dress appearance	0
Employee motivation	0

The priorities expressed by employers in job advertisements emphasise collaboration, resilience to stress, and social skills. Managers rarely explicitly request cultural development or organisational commitment.

6.3. Engineers' and Doctors' CVs (n = 541)

Table 19. Frequency of terms in CVs

Keyword	Frequency
Team	144
Collaboration	83
Stress	56
Sociable	36
Adaptable	30
Team motivation	27
Climate	5
Dialogue	5
Culture	4
Serious	3
Disciplined	3
Employee motivation	2

These results show a strong emphasis on collaborative and adaptive competencies, combined with self-selection regarding stress resilience and teamwork orientation.

6.4. Doctoral Candidates' CVs (n = 145)

Table 20. Frequency of terms in doctoral CVs

Keyword	Doctoral Engineers	Doctoral Doctors
Collaboration	40	41
Team	38	55
Adaptable	7	13
Sociable	15	–
Stress	21	–
Dialogue	–	–
Disciplined	–	–

Collaboration and teamwork emerge as **key competencies**. Stress management appears more frequently in the CVs of **doctoral engineers**. Terms such as **motivation** or **culture** are notably absent.

6.5. Professional Experience

- Engineers: The majority have 11–15 years of experience (116), followed by 21–25 years (79) and 26–30 years (76); early-career professionals (less than 5 years) account for only 17 respondents.
- Doctors: The highest concentration is in the 16–20 years of experience category (138), followed by 6–10 years and 11–15 years (84 each); only one respondent reports more than 40 years of experience.

These results indicate a predominance of professionals with medium to advanced levels of experience, providing organisational stability and mentoring potential. However, attracting new talent remains a challenge.

➤ **Conclusions**

Teamwork and collaboration emerge as central values consistently present across all analysed categories. This recurrence confirms a clear orientation toward cooperative communication and functional synergy between organisational actors, both from the perspective of employers and candidates.

Stress management appears as a recurring concern, particularly in engineers' CVs and employers' job advertisements. This highlights a shared responsibility between individuals and organisations in maintaining professional resilience within increasingly demanding work environments.

Interpersonal competencies, such as adaptability and sociability, are among the most frequently mentioned attributes in the analysed documents. These characteristics suggest an entrepreneurial organisational culture in which flexibility, relational openness, and the ability to integrate into diverse environments are highly valued.

The lack of clarity regarding organisational culture is visible in the low frequency—or even absence—of related terms across both types of documents. This may indicate either a lack of awareness or insufficient communication of internal organisational values by employers.

Differences observed among doctoral candidates show a strong focus on collaboration and teamwork, but a certain reluctance to express elements related to motivation, leadership, and managerial orientation. This may reflect a tendency toward professional specialisation rather than leadership roles.

The majority of respondents display substantial professional experience, suggesting a mature, stable, and well-established workforce. However, limited generational diversity could represent a vulnerability in relation to innovation and adaptation to evolving labour market requirements.

➤ **Strategic Implications**

Explicit organisational communication represents a strategic opportunity for employers seeking to differentiate themselves and attract high-quality talent. The clear integration of terms such as organisational culture, professional development, and motivation in job advertisements can transform recruitment into an organisational branding exercise, increasing transparency and authenticity.

Stress reduction programmes and workplace wellness initiatives are becoming essential organisational elements, particularly given that both employers and candidates frequently mention stress as a significant variable. Such initiatives can improve the organisational climate and enhance employee retention by promoting a sustainable and balanced working environment.

Promoting leadership competencies is crucial for developing a healthy organisational culture. Concepts such as motivation and team management can be cultivated internally through training and coaching programmes, as well as communicated externally in organisational messaging. This approach can strengthen an organisation's credibility and reputation among candidates and business partners.

Finally, recruiting younger professionals becomes a strategic necessity in the context of a mature and stabilised workforce. Generational diversity fosters dynamism, creativity, and knowledge transfer through mentoring. Achieving a balance between experience and new energy can create a continuous learning environment and enhance organisational adaptability in the face of change.

Chapter 7 – The Role of Communication in Managing Resistance to Change, continues the analytical approach to the dimensions of organisational communication, addressing one of the most significant challenges of the contemporary corporate environment: resistance to change. The study focuses on the perceptions of employees in the Romanian IT sector and investigates the relationship between the quality of communication and the effectiveness of organisational transformation processes.

- **Structure:** The chapter includes the research methodology, the analysis of the administered questionnaire, and the statistical interpretation of the results.

The research instrument, a questionnaire, was developed based on solid theoretical foundations drawn from recent international literature.

➤ **Content Elements**

Communication is analysed as a key element in organisational dynamics, with particular emphasis on its capacity to anticipate and reduce employees' psychological and behavioural resistance to change. The analysis is based on the premise that organisational change is constant, and its success depends directly on how information is transmitted, understood, and internalised.

Effective communication is approached both as a formal process (structured and intentional) and as an informal process (spontaneous and interpersonal), each having direct implications for employee engagement and strategic alignment.

The research instrument a questionnaire administered to a sample of 100 IT employees evaluated the following dimensions:

- perceptions regarding the quality of internal communication;
- communication channels used during organisational change processes;
- the effectiveness of communication in reducing resistance to change;
- communication strategies perceived as effective;
- recommended practices for facilitating organisational transitions.

➤ **Results**

- The quality of internal communication is perceived positively by the majority of participants: 59% consider it *good*, while 32% consider it *very good*. Only 9% hold a neutral perception.
- The preferred communication channels during organisational change are face-to-face meetings (82%), followed by the intranet (14%) and informational bulletins (4%).

- Involvement in organisational change processes is universal among respondents: 100% reported having experienced at least one change process within the last 3–5 years.
- Regarding the communication of change, respondents indicate a preference for regular team meetings (74%) and direct communication from supervisors (26%).
- The effectiveness of communication in reducing resistance to change is rated very highly, with 78% of respondents describing it as *very effective* and 22% as *effective*.
- Strategies perceived as effective in managing resistance include:
 - recognition of achievements and successes (48%),
 - transparent communication (27%),
 - continuous feedback (25%).
- Recommended practices include:
 - clear communication of the objectives and benefits of change (83%),
 - the use of supporting explanatory materials (17%).

➤ **Conclusions**

The quantitative study confirms the essential role of communication in managing resistance to change, particularly within the IT sector, a field characterised by rapid and continuous transformation.

The main conclusions are as follows:

- Interpersonal communication, particularly through direct meetings, is perceived as the most effective approach, even in a context where technological solutions might suggest a predominance of digital channels.
- The overall quality of communication is positively evaluated by the majority of respondents, indicating the existence of functional organisational communication practices.

- Participatory strategies, involving continuous feedback and public recognition, are the most highly valued by employees. This highlights the importance of emotional and relational communication, not only informational communication.
- Transparency and clarity of objectives are essential for reducing ambiguity and fear of the unknown, which represent two of the main sources of resistance to change.

Based on these conclusions, a model for improving communication in the management of resistance to change has been developed.

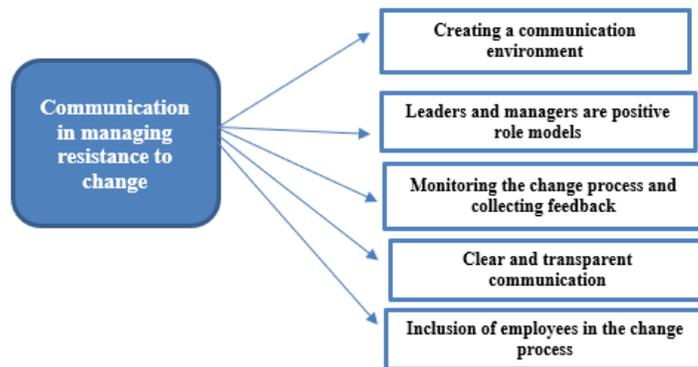


Figure 2. The CRS Model
Source: own elaboration.

Therefore, in order to support the success of change initiatives, organisational leaders must adopt clear, coherent, and empathetic communication that builds trust and encourages long-term engagement. Communication should not be viewed merely as a tool for transmitting change, but rather as a fundamental pillar of an adaptive organisational culture.

Part III – Conclusions, Limitations, and Future Research Directions

- **Structure.** This part of the thesis contains a single chapter dedicated to the general conclusions, synthesising the results obtained through both qualitative and quantitative research. The structure is organised into three main sections:
 - Conclusions and research limitations
 - Future research directions
 - Implementation proposals and practical applicability

CONCLUSIONS, LIMITATIONS, AND FUTURE RESEARCH DIRECTIONS

- Entrepreneurial communication plays a fundamental role in organisational culture, acting as a driver of innovation, creativity, employee motivation, and organisational development.
- Promoting an environment in which ideas and initiatives are encouraged and implemented ensures organisational agility and competitiveness.
- The relationship between open communication and innovation supports long-term success by contributing to employee satisfaction and a positive reputation within the community.
- A well-managed work schedule improves both efficiency and employee satisfaction.
- Workplace facilities and appropriate working conditions stimulate productivity, safety, and employee satisfaction.
- Promoting a balanced relationship between professional and personal life contributes to the creation of a healthy and motivating working environment.
- Effective teamwork increases competitiveness by combining diverse competencies and creativity.
- Career advancement leads to mutual benefits for employees and organisations through personal and professional development.
- The dress code contributes to maintaining a professional working environment and a positive organisational image.

The research questions addressed in this study are the following:

Q1. What is the importance of entrepreneurial communication within organisational culture?

This research demonstrates that:

- Entrepreneurial communication is essential for the success and development of companies, encouraging employees to propose innovative solutions and identify growth opportunities.
- Within a culture that promotes openness, employees are motivated to take initiative, assume calculated risks, and contribute to organisational development.
- Effective communication helps organisations respond rapidly to change, enabling them to capitalise on opportunities and manage challenges more efficiently.
- Promoting open communication fosters a collaborative environment and more cohesive teams, improving interpersonal relationships and cooperation.
- Employees who are connected to organisational goals and customer needs contribute to the development of competitive products and services, increasing customer satisfaction and loyalty.
- Entrepreneurial communication supports the development of leadership skills and professional growth, offering employees opportunities for advancement.
- When employees feel heard and valued, their motivation and commitment to organisational objectives increase.
- An organisational culture that supports entrepreneurial communication becomes attractive to talented professionals, contributing to talent retention.

Q2. How does entrepreneurial communication influence innovation and organisational success?

The research findings indicate that:

- Entrepreneurial communication encourages employees to propose new solutions

and contribute to improvements in products, services, and organisational processes, transforming the organisation into an innovation-friendly environment.

- Through open collaboration, teams can identify market trends, customer needs, and opportunities for business expansion or diversification.
- Valuing employees' ideas encourages continuous innovation, transforming organisational culture into a motivational factor for creativity and continuous improvement.
- Open communication helps identify employees with entrepreneurial potential, capable of initiating and leading innovative projects.
- Organisations recognised for their innovation potential are more likely to attract investments, partnerships, and external collaborators essential for sustaining innovation.
- Effective communication allows organisations to adapt quickly to new demands and implement necessary changes within a dynamic business environment.
- Innovation supported by entrepreneurial communication enables organisations to develop distinctive products and services, attracting new customers and strengthening their market position.
- Entrepreneurial communication contributes to the creation of a sustainable organisational strategy, enabling organisations to remain relevant and competitive over time.

Following the application of the research instruments, the SECO Model (Strategies for Communication Efficiency in Organisations) was validated. The results indicate that:

- Effective communication between departments and teams ensures efficient information flow, reduces errors, improves coordination, and supports informed decision-making, contributing to organisational productivity.
- Effective communication promotes collaborative relationships between colleagues and between employees and managers, while mutual listening and understanding increase willingness to cooperate and support one another.
- An organisational culture that encourages transparency and open communication

increases employee engagement and motivates them to contribute actively to organisational success.

- Open and constructive communication helps prevent conflicts or resolve them effectively, avoiding the escalation of misunderstandings.
- Employees who feel free to share ideas and provide feedback contribute to the development of innovative products and services, stimulating creativity within the organisation.
- Clear and open communication with customers, partners, and the public supports the development of a strong reputation and enhances brand trust.
- Organisations that prioritise informing employees manage change and organisational challenges more effectively. Well-informed employees are more willing to adapt and contribute to the implementation of new strategies.
- Clear communication regarding expectations and flexible work arrangements supports work–life balance, increasing employee satisfaction and reducing stress.

The research demonstrates that this type of communication plays a decisive role in stimulating innovation, creativity, responsibility, and employee engagement. Entrepreneurial communication contributes to the development of an open and participatory organisational culture, where employees can express ideas and influence organisational development. It also creates a framework for autonomous initiatives and increased intrinsic motivation.

The SECO Model, validated within this research, confirms that effective communication ensures optimal information flow, supports informed decision-making, reduces conflicts, and stimulates organisational creativity and adaptability. Effective communication is therefore directly associated with both individual and collective performance.

A balanced, flexible, and transparent working schedule contributes to productivity, employee well-being, and organisational loyalty. Workplace facilities—such as ergonomic conditions, modern spaces, and safety measures—have a direct impact on employee satisfaction and retention. The dress code, when adapted to the

specific organisational context, influences perceptions of professionalism and organisational climate.

Work–life balance is essential for preventing burnout and sustaining active employee engagement. Effective teamwork develops synergies, diverse competencies, and mutual support in achieving shared objectives. Career advancement contributes to individual development and the retention of valuable human resources.

➤ **Research limitations**

- The sample size may limit the generalisation of the results.
- Potential response bias: although anonymity was ensured, some respondents may have been influenced by concerns related to personal image or job security.
- Lack of a longitudinal dimension: the study captures a contextual reality without analysing the evolution of communication and organisational culture over time.
- Theoretical limitations: certain aspects of organisational and entrepreneurial communication could not be explored in greater depth due to the limited availability of integrative studies in the literature.

➤ **Future research directions**

- Expanding the research sample to include additional sectors beyond IT and healthcare.
- Conducting longitudinal studies to analyse how perceptions of communication evolve in contexts of organisational change.
- Complementing quantitative research with qualitative studies (interviews, focus groups) in order to examine more deeply the relationship between communication and innovation.
- Testing and adapting the SECO Model in international contexts or within organisations of different sizes and structures.

- Evaluating the impact of specific organisational interventions (for example, implementing continuous feedback programmes or flexible dress code policies) on organisational culture and organisational performance.

THEORETICAL CONTRIBUTIONS

- ✓ The concept of organisational communication was defined as a complex process incorporating psychological, behavioural, and digital dimensions, introducing the concept of “hybrid communication.”
- ✓ Classical communication theories were reviewed, and an integrative model of communication based on structural and functional perspectives was developed.
- ✓ Communication theory was adapted to the managerial context, proposing the concept of “adaptive managerial communication” together with a model of feedback communication.
- ✓ The influence of intercultural and psychosocial factors on communication in multicultural organisations was analysed, leading to the development of a model of intercultural competencies.
- ✓ A framework for evaluating the communication climate within organisations was created, together with solutions for overcoming communication barriers.
- ✓ The relationship between organisational communication, leadership, and motivation was demonstrated, highlighting the role of leaders in strengthening organisational culture.
- ✓ Types of organisational communication and their effects on organisational culture were systematised, with the analysis adapted to the Romanian cultural context.
- ✓ Managerial communication was defined as a tool for managing organisational change, emphasising the importance of bidirectional communication.
- ✓ The relationship between communication types and employee motivation was analysed based on classical behavioural models.
- ✓ An integrated communication model for transformational leaders was proposed, highlighting the impact of motivational communication on performance and innovation.
- ✓ The role of effective communication in shaping organisational culture and

reducing conflicts was emphasised.

- ✓ The matrix “Organisational Culture vs. Communication” was introduced as a tool for analysing relationships between types of organisational culture and forms of communication.
- ✓ The importance of transformational leadership in developing transparent communication and increasing employee engagement was demonstrated.
- ✓ The need for a culture of listening and diversity was highlighted as essential for optimising internal relationships and supporting innovation.

METHODOLOGICAL CONTRIBUTIONS

- The combined use of quantitative methods (questionnaire) and qualitative methods (CV analysis) was employed to validate data and obtain an integrated perspective on organisational communication.
- The SECO theoretical model (Strategies for Communication Efficiency in Organisations) was developed and validated, correlating organisational culture, employee engagement, and performance, including factors such as communication, work–life balance, and teamwork.
- A customised questionnaire was developed, tested, and refined through a pre-testing process to ensure the relevance and validity of the research instrument in exploring organisational communication.
- An innovative method of analysing 1,200 CVs was applied to understand professional motivations and the factors that contribute to employee involvement in the development of organisational culture.
- A research matrix was created to ensure clear alignment between research objectives and questionnaire questions, facilitating the interpretation of results.
- The research was conducted on a sample of 200 employees in Romania, using digital questionnaire distribution to obtain relevant data regarding communication perceptions and behaviours.

EXPERIMENTAL CONTRIBUTIONS

Within this thesis, several significant experimental contributions were developed, reflecting both the complexity and practical applicability of the research topic. These contributions can be grouped into four main directions:

1. **Development and application of an original quantitative research instrument**

A structured questionnaire was designed and validated, adapted to the specific characteristics of organisational culture and internal communication. It was applied to a sample of 200 employees in Romania, with a focus on a sub-sample of 100 employees from the IT sector.

Data analysis, conducted using SPSS, enabled the identification of significant relationships between communication, professional satisfaction, organisational facilities, and work–life balance.

2. **Complex qualitative study of recruitment documents and CVs**

The research included the analysis of 506 job advertisements and 686 CVs collected from the fields of engineering, medicine, and doctoral research.

Content analysis was used to identify correlations between competencies required by employers (such as collaboration, adaptability, and leadership) and the values promoted by candidates.

This approach provided an integrated perspective on entrepreneurial communication and organisational culture reflected in recruitment and selection processes.

3. **Investigation of the role of communication in reducing resistance to change**

Another quantitative study evaluated the impact of communication on managing resistance to change, with direct applicability in technology-oriented organisations.

The results demonstrated that clear, bidirectional, and transparent communication significantly contributes to reducing employee resistance and increasing engagement in organisational transformation processes.

4. Development of practical recommendations and conceptual models

The thesis proposes models and strategies for optimising internal communication, adapted to the cultural realities of Romanian organisations.

Best practices are identified for strengthening organisational culture, developing communication-oriented leadership, and promoting a climate supportive of innovation and collaboration.

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The Doctoral Thesis in Numbers

Indicator	Value
Total number of pages	185
Number of content pages	162
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