



Communication, an index of organizational performance

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Abstract. Communication is the modeling of a common world, through a combined action. This common perspective does not mean a simple convergence of personal points of view, but the fact that the partners build together the common place (rules rules), from which starting they will relate to each other, will relate to the world and organize their actions together.

There are presented, in this sense, some ways, the most common, of staff appreciation. The emphasis is on modern evaluation techniques, on the mechanisms that underlie their implementation. The issue is also addressed in terms of the usefulness and benefit that an appraisal system can bring to an organization.

A possible direction of rethinking communication to the level of its conditions of possibility is provided by the programs of conversation theory.

Another problem, encountered in some organizations, is that of employee selection, training and professional development.

A special emphasis must be placed on understanding the structure of the human personality, exemplified by the dynamics of creative work, by analyzing professional success and failure.

As long as there is good communication, there is maximum efficiency, but if it is missing, dissensions can be reached. The operation of a larger group is based on the network that connects different parts of it and ensures its coherence.

Keywords. communication, index, performance, organization

Introduction

The present material aims at both communication as a theoretical activity and as a practical activity, as well as performance as a result of the communication process.

Communication is the modeling of a common world, through a combined action. This common perspective does not mean a simple convergence of personal points of view, but the fact that the partners build together the common place (rules rules), from which starting they will relate to each other, will relate to the world and organize their actions together.

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implementation. The issue is also addressed in terms of the usefulness and benefit that an appraisal system can bring to an organization.

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Social communication. Definitions, methods and theories of communication

The term communication, derived from the Latin *communis* (meaning common, to agree, to be in touch with, to be in relation to, but especially was used as: to transmit to others, to share something with others), *communicatio* that is, "of someone else / others"), is presented in the form of a conceptual agglomeration with multiple (and often unexpected) ramifications, being seen as an integral part and, at the same time, procedurally comprising a large number of sciences. In ancient Greece, in the public square (agora) every citizen had the right to give a speech, to be elected to lead cities by drawing lots.

The definition given by sociology is: communication is the process of psychosocial interaction through articular language and other codes that transmit information, following behavioral changes and stabilizations at individual and group level (Larousse, 1996).

Thus, all human activities, from the simplest to the most complex (cultural, organizational, social) cannot be carried out outside the communication process.

Communication is defined as a transfer of information from a sender (sender) to a receiver (receiver), provided that the receiver correctly understands the content of the message. Organizational theories consider communication an essential element. The purpose of communication is to alert others, to inform them, to explain something, to entertain and describe or to lead.

There are, however, not only individual reasons for communication, but also "social reasons":

- people increase the uniformity of information, thus exceeding the stage in which some are informed and others are not;
- social communication contributes to increasing the uniformity of opinion of group members, which is established in an essential premise of uniformity of action;
- the change of the hierarchical order of the groups can be obtained through the exchange of information;
- communication also satisfies the need to express emotions.

From this perspective, ammunition and organizational psychology can capitalize on research related to communication, such as: the role of the information system in the life of the organization, the characteristics of effective feedback, the relationship between communication



system and organizational structure, organizational communication barriers, impact of information technology organization in general and organizational communication in particular.

Communication and social interaction

Communication theory considers communication as the way of connecting space and time between an "object-system" and the external environment, as a source generating information-carrying signals or as a transfer of information from the source system (sender) to a receiving system (consignee). According to this meaning, communication becomes not only an attribute of man, but also of the physical and biological systems, at the level of which regulation processes are performed.

The study of social cognition went wrong because of the insistence on antisocial determinants. However, language and communication are social phenomena because they take place between individuals, refer to individuals and follow rules and conventions that are the product of a community. All communicators follow the rules of the "communication game" and, in doing so, they organize their verbal messages according to their assistance.

Information that enhances the image of in-group members to the detriment of the image of out-group members acquires a more stable and personal status.

Communication in work groups

Grupul de lucru este definit ca doi sau mai mulți indivizi care interacționează în mod interdependent pentru a realiza un scop comun. Această definiție larg acceptată evidențiază elementele esențiale ale grupului:

- *interacțiunea* – arată cine este și cine nu este în cadrul grupului; interacțiunea nu trebuie să aibă loc neapărat față în față și verbal; prezența ei înseamnă că membrii grupului se bazează într-o anumită măsură unii pe alții în atingerea scopurilor;
- *interdependența* – delimitează potențialul de exercitare a influenței între membrii grupului;
- *scopul comun* – în virtutea lui, membrii se află la un moment dat în cadrul unui anumit grup, iar prezența lor în grup se remarcă prin acțiuni în beneficiul acestuia.

Effective listening is based on shifting the emphasis in communication from sender to receiver and relationship / interaction. We can follow the listening process in four steps:

- sensation - the result of several analyzers: visual, auditory, etc
- interpretation - people give meaning to what they have heard
- comprehension - develops, in addition to interpretation, a critical evaluation
- the answer - establishes the result of the listening process according to its purpose.

The term brainstorming refers to "solving problems or making decisions following a request to all members of the group to think of as many ideas as possible" (Oxford Wordpower Dictionary, Oxford University Press, New York, 1998).

Taken by its initiator from Zen Buddhism, brainstorming involves postponing the evaluation of ideas issued for a later stage, no statement being subjected to a critical approach in the first stage.

The Newcomb model is the first model that introduces the issue of the role of communication in a society or in a social relationship. This role is a simple one: to maintain balance in a social system.



The way this model works is the following: the communicator and the receiver can be individuals or the management of an organization, enterprises, union representatives, government, governors, etc. They interact with a part of the social environment.

Leadership and communication

Defining the term leadership is difficult. As Stogdill remarked in 1974, almost as many definitions can be identified as there are those who have tried to develop such a definition. For example, for T.K. Gamble and M. Gamble, "leadership is the ability to influence others."

Communication barriers and communication efficiency issues

Communication is an open system, influenced by many factors; that is why when we refer to the concept of barrier in the communication process, things are not exactly simple. The difficulty lies in the need for a procedural vision and, especially, progressive on these elements, otherwise important components of the communication process as such.

In order to remove the barriers, a prior planning of the communication is necessary in order to determine precisely the purpose of each communication. It is also very important to choose the right time to communicate and, implicitly, to clarify the main ideas before communication, as well as to use the right language.

Communication barriers (filters, noise) are disruptions that can occur in the communication process. The disturbance of the message can be so great that it can no longer be perceived at all.

Disturbances can be:

of internal nature: physiological, perceptual, semantic, interpersonal, intrapersonal factors;
external factors: noise pollution, successive interruptions of the communication process.

Performance in organizations

The real efficiency of a generation can only be assessed taking into account the ratio between the actual cost of implementation and the minimum cost.

The differences between gross performance result from the fact that networks offer different possibilities. The appreciation of professional performances is a justified measure, with multiple implications both personal and directly related to production.

Cognitive approaches in performance evaluation Performance evaluation was considered a purely psychometric problem, a direction in which the contribution of psychologists was substantial and auspicious. We are currently witnessing a change in optics, more. The major objective of the cognitive approach to the evaluation of professional performances is to reduce the possible distortions in assessments, to get out of the stereotypes frequently associated with assessments, to minimize systematic errors of assessment.

This is due to the feelings of frustration that have arisen as a result of the failure of traditional evaluation methods to give the expected results, as well as changes in the nature of organizations as such.

The concept of motivation has acquired, over time, different interpretations, depending on the purposes that formed the basis of the analysis. Many theories of motivation have been developed from a managerial perspective that emphasized the idea that a better knowledge of the



mechanisms of motivating people would allow the development of organizational strategies to "motivate" employees to increase organizational performance.

The psychosocial significance of the appreciation of professional performances

The appreciation of professional performances is a justified measure, with multiple implications both personal and directly related to production. When it is not seen as a pretext or pure and simply a mechanical action at the end of each year, it proves to have a strong influence on social life, the general climate of a production or research unit, with direct repercussions on labor productivity.

Feedback or in the French wording, *feedback*, is a process that allows maintaining balance in a system; it is the basic principle of adapting any system to the environment, by reacting the effect of the cause and coagulating the self-regulatory reflex circuits, thus achieving dynamic co-balancing and at the same time self-delimiting the system from its specific environment.

Research objectives

Identifying aspects of communication in the organization.

Measuring performance in the organization.

Establishing the relationship between communication and performance in the organization.

Research hypotheses

It is assumed that in an organization where the level of communication is high, the performance is high.

Research tools

Two questionnaires and a scale with behavioral anchors were applied in this research. One of the questionnaires applied is that of self-assessment of personal style of oral communication aimed at communication style: blaming or problem solving.

The second questionnaire applied aims at diagnosing the communication climate: the defensive climate, which includes behaviors such as: evaluation, neutrality, control, superiority, opacity, safety and the cooperative climate, which includes behaviors such as: flexibility, spontaneity, empathy, problems, equality, description.

In terms of performance measurement, the scale with anchor behaviors was applied. The appraisal system proposed by Smith and Kendall is known as a procedure based on behavioral evaluation, in which each evaluation scale consists of a series of "scaled expectations". Using such a scale, the assessor notes the "expected" behavior of a person during his work. In this case, this scale aims at both self-assessment and assessment of the head of department, focusing on: responsibility at work, physical and psychological skills, decision-making capacity, ability to guide the route, self-control, interpersonal relationships and communication collectively.

Description of study participants

Any research involves selecting a multitude of subjects. The distribution in the experimental group participating in this research was performed randomly or randomly. Randomization is indispensable to control foreign sources of experiment variation.



Randomization was performed multistage, proceeding to the indirect selection of the individuals that make up the sample, through the selection of the groups to which they belong, the subjects being employees of the Cernavoda Nuclear Power Plant. Of these, 71.2% have a work experience of 1-5 years, 7.5% have a work experience of 6-10 years and 15% have a work experience of 11-15 years.

Data analysis and interpretation

The frequency distribution for the "blame" dimension is symmetrical, characterized in that the values of the numbers located on either side of the class with the maximum number differ quite a bit from each other. The general trend of the data for this dimension indicates that in this organization there is a moderate style of blame, more precisely tendencies towards blame. Inspecting a frequency distribution provides a description of the general trend of the data. The average and the median are used more frequently.

The communication style is also highlighted by the fact that the average has a value of 18.1, and the median and the mode have the value of 18. Since in this case the median is an appropriate parameter to describe the data string, we could say that obtained a grade of 18 at the blame size, so a moderate blame style is present.

Table 1 Starting statistical indices - "Blame"

	Răspunsuri lipsă	0
Mean		18.125
Median		18.000
Module		18.00
Standard deviation		2.3459
Minimum		13.00
Maximum		21.00
The amount		1450.0
Oblique indicator		-1.035
Standard error of obliquity		0.269
Vaulting indicator		0.442
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 13 points, and the maximum limit is 21 points. We can say that there is a moderate style of blame in the organization, because the maximum score for this size is 22 points. The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "blame" dimension, this value is 2.35.

The result, in absolute value, is below the specified threshold, of 1.96, therefore we are dealing with a negative asymmetric distribution. A negative asymmetric distribution indicates an imbalance of values in the opposite direction, which indicates that more results will appear large than small. A negative asymmetric distribution means a low degree of difficulty of the sample. This is when high values indicate higher performance and low values indicate low performance.



The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 0.83 indicates trends towards a moderate leptocurtic distribution. The leptocurtic distribution indicates a homogeneous group of data, in which most results are distributed around the mean.

Table 2. Starting statistical indices - "Troubleshooting"

Total number of subjects	Valid answers	80
Mean		24.712
Median		25.000
Module		25.00
Standard deviation		2.3771
Minimum		19.00
Maximum		28.00
The amount		1977.0
Oblique indicator		-0.866
Standard error of obliquity		0.269
Vaulting indicator		0.401
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 19 points, and the maximum limit is 28 points. We can say that in the organization there is a dominant style of problem solving, because the maximum score for this dimension is 30 points.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "troubleshooting" dimension, this value is 2.7.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Being tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain -3.21. The result, in absolute value, is lower than the specified threshold, of 1.96, therefore we are dealing with a negative asymmetric distribution. A negative asymmetric distribution indicates an imbalance of values in the opposite direction, which indicates that more results will appear large than small. A negative asymmetric distribution means a low degree of difficulty of the sample. This is when high values indicate higher performance and low values indicate low performance.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher they are, show a tendency towards platonic distributions. In this case the value of 0.75 indicates tendencies towards a platicurtic distribution. The platicurtic distribution indicates a group a platicurtic curve is obtained when the subjects have very scattered results. There is not a high frequency of results around the average, which leads us to the idea of



a heterogeneous group.

Table 3. Starting statistical indices - "Defensive climate"

Total number of subjects	Valid answers	80
Mean		58.2625
Median		59.0000
Module		59.00
Standard deviation		11.4646
Minimum		32.00
Maximum		79.00
The amount		4661.00
Oblique indicator		-1.035
Standard error of obliquity		0.269
Vaulting indicator		0.442
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 32 points, and the maximum limit is 79 points. We can say that in the organization there is a defensive climate that includes behaviors such as: evaluation, neutrality, control, superiority, opacity, safety, because the maximum score for this dimension is 90 points.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "defensive climate" dimension, this value is 11.4646.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Being tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 3.84. The result, in absolute value, is below the specified threshold, of 1.96, therefore we are dealing with a positive asymmetric distribution. A positive asymmetric distribution indicates that there are more values small than large. An indicator of a high degree of difficulty for this test can be considered.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 0.83 indicates a leptocurtic distribution, so a homogeneous group of data, in which most results are distributed around the average.

Table 4. Starting statistical indices - "Climate of cooperation"

Total number of subjects	Valid answers	80
Mean		42.6625
Median		40.0000
Module		38.00
Standard deviation		9.8994



Minimum		30.00
Maximum		66.00
The amount		3413.00
Oblique indicator		0.922
Standard error of obliquity		0.269
Vaulting indicator		0.042
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 30 points, and the maximum limit is 66 points.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "cooperation climate" dimension, this value is 9.8994.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively.

Being tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 3.42. The result, in absolute value, is higher than the specified threshold of 1.96, therefore we are dealing with a positive asymmetric distribution. A positive asymmetric distribution indicates that there are more small than large values.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 0.07 indicates a leptocurtic distribution, a homogeneous group of data, in which most results are distributed around the average.

Table 5. Start-up statistical indices - "Responsibility at work"

Total number of subjects	Valid answers	80
Mean		1.8750
Median		1.0000
Module		1.00
Standard deviation		1.4176
Minimum		1.00
Maximum		5.00
The amount		150.00
Oblique indicator		1.320
Standard error of obliquity		0.269
Vaulting indicator		0.298
Standard vault error		0.532



The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 1 point, and the maximum limit is 5 points. We can say that in the organization there is an avoidant style of assuming responsibilities.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "responsibility at work" dimension, this value is 1.4176.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive or negative values indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Having tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 4.90. The result, in absolute value, is higher than the specified threshold of 1.96, therefore we are dealing with a positive asymmetric distribution. A positive asymmetric distribution indicates that there are more values small than large. A positive asymmetric distribution can be considered an indicator of a high degree of difficulty for that sample.

Because in this case the median is an appropriate parameter to describe the data string, we could say that the respondents obtained a grade of 1 in the work responsibility dimension, so there is an avoidant style of assuming responsibilities.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 0.56 indicates trends towards a leptocurtic distribution. The leptocurtic distribution indicates a homogeneous group of data, in which most results are distributed around the mean.

Table 6. Starting statistical indices - "Physical and mental skills"

Total number of subjects	Valid answers	80
Mean		2.6875
Median		3.0000
Module		3.00
Standard deviation		1.0505
Minimum		1.00
Maximum		4.00
The amount		215.00
Oblique indicator		-0.681
Standard error of obliquity		0.269
Vaulting indicator		-0.795
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 1 point, and the maximum limit is 5 points. We can say that in the organization there is an avoidant style of assuming responsibilities.



The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "responsibility at work" dimension, this value is 1.4176.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Being tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 2.53. The result, in absolute value, is higher than the specified threshold of 1.96, therefore we are dealing with a positive asymmetric distribution. A positive asymmetric distribution indicates that there are more values small than large. A positive asymmetric distribution can be considered an indicator of a high degree of difficulty for that sample. This is when high values indicate higher performance and low values indicate low performance.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 1.49 indicates trends towards a leptocurtic distribution. The leptocurtic distribution indicates a homogeneous group of data, in which most results are distributed around the mean.

Table 7. Starting statistical indices - "Decision-making capacity"

Total number of subjects	Valid answers	80
Mean		1.9000
Median		2.0000
Module		1.00
Standard deviation		1.2689
Minimum		1.00
Maximum		5.00
The amount		152.00
Oblique indicator		1.717
Standard error of obliquity		0.269
Vaulting indicator		1.879
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 1 point, and the maximum limit is 5 points. We can say that in the organization there is an avoidant style of assuming responsibilities.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "decision-making capacity" dimension, this value is 1.2689.



The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Having tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 6.38. The result, in absolute value, is higher than the specified threshold of 1.96, therefore we are dealing with a positive asymmetric distribution. A positive asymmetric distribution indicates that there are more values small than large. A positive asymmetric distribution can be considered an indicator of a high degree of difficulty for that sample.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 3.53 indicates trends towards a leptocurtic distribution. The leptocurtic distribution indicates a homogeneous group of data, in which most results are distributed around the mean.

Table 8. Starting statistical indices - "Field orientation capacity"

Total number of subjects	Valid answers	80
Mean		2.5750
Median		3.0000
Module		1.00
Standard deviation		1.3759
Minimum		1.00
Maximum		4.00
The amount		206.00
Oblique indicator		-0.175
Standard error of obliquity		0.269
Vaulting indicator		-1.839
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 1 point, and the maximum limit is 4 points. We can say that in the organization there is an avoidant style of assuming responsibilities.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "field orientation capacity" dimension, this value is 1.3759.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Having tested, in this case, a number of 80 subjects, we will divide



the obliquity to its standard error and we will obtain -0.65. The result, in absolute value, is lower than the specified threshold of 1.96, therefore we are dealing with a negative asymmetric distribution. A negative asymmetric distribution indicates that there are more values small than large.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocortical distributions. In this case, the value of 3.45 indicates trends towards a leptocurtic distribution. The leptocurtic distribution indicates a homogeneous group of data, in which most results are distributed around the mean.

Table 9. Starting statistical indices - "Self-control"

Total number of subjects	Valid answers	80
Mean		5.9250
Median		7.0000
Module		7.00
Standard deviation		1.6746
Minimum		2.00
Maximum		7.00
The amount		474.00
Oblique indicator		-1.305
Standard error of obliquity		0.269
Vaulting indicator		0.218
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 19 points, and the maximum limit is 28 points. We can say that in the organization there is a dominant style of problem solving, because the maximum score for this dimension is 30 points.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the "self-control" dimension, this value is 2.7.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Having tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 4.85. The result, in absolute value, is higher than the specified threshold, of 1.96, therefore we are dealing with a negative asymmetric distribution. A negative asymmetric distribution indicates an imbalance of values in the opposite direction, which indicates that more results will appear large than small. A negative asymmetric distribution means a low degree of difficulty of the sample.



The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher they are, show a tendency towards platonic distributions. In this case the value of 0.40 indicates tendencies towards a platicurtic distribution. A platicurtic curve is obtained when the subjects have very scattered results. There is not a high frequency of results around the average, which leads us to the idea of a heterogeneous group.

Table 10. Starting statistical indices “Interpersonal relationships and communication”

Total number of subjects	Valid answers	80
Mean		1.6250
Median		1.0000
Module		1.00
Standard deviation		1.3253
Minimum		1.00
Maximum		5.00
The amount		130.00
Oblique indicator		1.731
Standard error of obliquity		0.269
Vaulting indicator		1.207
Standard vault error		0.532

The distribution of scores aims at the analysis of limits. Thus, it is observed that the minimum limit of the normal variation of the scores is 1 point, and the maximum limit is 5 points. We can say that the employees of this organization develop pleasant interpersonal relationships in the work team.

The standard deviation is par excellence an indicator of variability. It is calculated as the square root of the square of the deviations from the mean. The standard deviation can have values between ± 2.58 . In the case of the dimension “interpersonal relationships and collective communication” this value is 2.7.

The inclination of the frequency distribution curve, or the obliquity, refers to its asymmetry. A symmetric distribution is denoted by the value zero. Positive values (positive asymmetry) or negative values (negative asymmetry) indicate the direction of inclination of the curve to zero. Typically, a value less than or greater than ± 0.80 is an indicator of negative or positive bias, respectively. Having tested, in this case, a number of 80 subjects, we will divide the obliquity to its standard error and we will obtain 6.43. The result, in absolute value, is much higher than the specified threshold, of 1.96, therefore we are dealing with a positive asymmetric distribution. A positive asymmetric distribution has more small than large values. An indicator of a high degree of difficulty for this test can be considered.

The vaulting indicator is estimated by SPSS based on the same principles as in the case of obliquity. Positive values, the higher, show a tendency towards leptocurtic distributions. In this case, the value of 2.27 indicates trends towards a leptocurtic distribution. The leptocurtic distribution indicates a homogeneous group of data, in which most results are distributed around the average.



Table 11. Pearson correlation coefficient
Correlations between communication and organizational performance

Dimension	Correlation coefficient	Blame it	Defensive climate	Climate of cooperation	The age of the subjects	Solution of problems
Blame it	Pearson correlation coefficient	1.000	-0.538**	0.501**	0.257*	-0.057
	Sig. (2-tailed)	.	0.000	0.000	0.021	0.615
	Number of subjects	80	80	80	80	80
Defensive climate	Pearson correlation coefficient	-0.538**	1.000	-0.713**	-0.148	0.467**
	Sig. (2-tailed)	0.000	.	0.000	0.191	0.000
	Number of subjects	80	80	80	80	80
Climate of cooperation	Pearson correlation coefficient	0.501**	-0.713**	1.000	0.090	-0.523**
	Sig. (2-tailed)	0.000	.000	.	0.430	0.000
	Number of subjects	80	80	80	80	80
Solution of problems	Pearson correlation coefficient	-0.057	0.467**	-0.523**	0.058	1.000
	Sig. (2-tailed)	0.615	0.000	0.000	0.608	.
	Number of subjects	80	80	80	80	80
The age of the subjects	Pearson correlation coefficient	0.257*	-0.148	0.090	1.000	0.058
	Sig. (2-tailed)	0.021	0.191	0.430	.	0.608
	Number of subjects	80	80	80	80	80

** The correlation is significant at the threshold of 0.01 (two-dimensional).

* The correlation is significant at the threshold of 0.05 (two-dimensional).

After establishing the Pearson correlation coefficient with the help of SPSS, the results confirm that the blame dimension correlates significantly and, according to the table above, negatively with the defensive climate dimension, registering a coefficient of -0.538 with a significance threshold. of 0.01.

The correlation between the blame dimension and the cooperation climate dimension is significant, with a threshold of 0.01 and a coefficient of 0.501, so the correlation occurs positive. This can be explained by the fact that in this organization, according to the results obtained, we encounter tendencies towards a style of blame, hence the fact that there is a well-developed climate of cooperation, based on flexibility, spontaneity, empathy, problem orientation, equality, description.

The tendency of blame in this group also correlates significantly with the age of the subjects, registering a coefficient of 0.257 with a significance threshold of 0.05.



The problem-solving dimensions and the defensive climate correlate significantly, positively with a threshold of 0.01 and a coefficient of 0.467. This is due to the dominant style of problem solving within this team and the atmosphere of evaluation, neutrality, control, superiority, opacity, security given by the defensive climate.

Table 12. Kendall correlation coefficient

Dimension	Correlation coefficient	Blame it	Defensive climate	Climate of cooperation	The age of the subjects	Solution of problems
Blame it	Coeficientul de corelație Kendall	1.000	-0.327**	0.368**	0.160	0.006
	Sig. (2-tailed)	.	0.000	0.000	0.080	0.949
	Number of subjects	80	80	80	80	80
Defensive climate	Coeficientul de corelație Kendall	-0.327**	1.000	-0.557**	-0.105	0.277**
	Sig. (2-tailed)	0.000	.	0.000	0.230	0.001
	Number of subjects	80	80	80	80	80
Climate of cooperation	Coeficientul de corelație Kendall	0.368**	-0.557**	1.000	0.057	-0.333**
	Sig. (2-tailed)	0.000	0.000	.	0.519	0.000
	Number of subjects	80	80	80	80	80
Solution of problems	Coeficientul de corelație Kendall	1.000	0.277**	-0.333**	0.006	1.000
	Sig. (2-tailed)	0.006	0.277	-0.333	0.078	.
	Number of subjects	80	80	80	80	80

** The correlation is significant at the threshold of 0.01 (two-dimensional).

Following the establishment of the Kendall correlation coefficient with the help of SPSS, the results confirm that the blame dimension correlates significantly and negatively with the defensive climate dimension, registering a coefficient of -0.327 with a significance threshold of 0.01. The correlation between the blame dimension and the cooperation climate is significant, with a threshold of 0.01 and a coefficient of 0.368, so the correlation occurs positively. This can be explained by the fact that in the organization, according to the results obtained, we encounter tendencies towards the style of blame, hence the fact that there is a climate of cooperation, based on flexibility, spontaneity, empathy, problem orientation, equality.

The size of the problem solving and the defensive climate correlate significantly, positively with a threshold of 0.01 and a coefficient of 0.277. This is due to the dominant style of solving problems within this team and the atmosphere of evaluation, neutrality, control, superiority, opacity, security given by the defensive climate. The correlation between the problem-solving dimension and the cooperation climate is significant but negative, with a threshold of 0.01 and a coefficient of -0.333.



Dimension	Coef. of correlation	Responsible in Self-Assessment work.	Physical and mental skills Self-assessment	Capacity Self-assessment decision-making	Responsible for work Chief evaluation	Skills physical and mental Chief evaluation	Decision making ability Chief evaluation	Autocontr. Chief Eval	Autocontr. Autoeval
Responsible in Self-Assessment work	Coeficientul de corelație Pearson	1.000	-0.103	0.106	1.000**	-0.126	0.050	0.071	0.071
	Sig. (2-tailed)	.	0.363	0.351	0.000	0.264	0.659	0.533	0.533
	Number of subjects	80	80	80	80	80	80	80	80
Physical and mental skills Self-assessment	Coeficientul de corelație Pearson	-0.103	1.000	-0.119	-0.103	0.972**	-0.121	0.087	0.087
	Sig. (2-tailed)	0.363	.	0.294	0.363	0.000	0.287	0.442	0.442
	Number of subjects	80	80	80	80	80	80	80	80
Capacity Self-assessment decision-making	Coeficientul de corelație Pearson	0.106	-0.119	1.000	0.106	-0.126	0.944**	0.008	0.008
	Sig. (2-tailed)	0.351	0.294	.	0.351	0.264	0.000	0.941	0.941
	Number of subjects	80	80	80	80	80	80	80	80
Responsible for work Chief evaluation	Coeficientul de corelație Pearson	1.000**	-0.103	0.106	1.000	-0.126	0.050	0.071	0.071
	Sig. (2-tailed)	0.000	0.363	0.351	.	0.264	0.659	0.533	0.533
	Number of subjects	80	80	80	80	80	80	80	80
Skills physical and mental Chief evaluation	Coeficientul de corelație Pearson	-0.126	0.972**	-0.126	-0.126	1.000	-0.109	0.082	0.082
	Sig.(2-tailed)	0.264	0.000	0.264	0.264	.	0.337	0.468	0.468
	Number of subjects	80	80	80	80	80	80	80	80
Decision making ability Chief evaluation	Coeficientul de corelație Pearson	0.050	-0.121	0.944**	0.050	-0.109	1.000	0.021	0.021
	Sig. (2-tailed)	0.659	0.287	0.000	0.659	0.337	.	0.856	0.856



Number of subjects	80	80	80	80	80	80	80	80	80
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** The correlation is significant at the threshold of 0.01 (two-dimensional)

After establishing the Pearson correlation coefficients with the help of SPSS, the results confirm that the dimension “responsibility at work” - self-assessment correlates significantly and, according to the table above, negatively with the dimension

"Responsibility at work" - the evaluation of the head of department, registering a coefficient of 1,000 with a significance threshold of 0.01. The correlation between the “physical and psychological skills” dimension - self-assessment and the “physical and psychological skills” dimension - the head of department's assessment is significant, with a threshold of 0.01 and a coefficient of 0.972, so the correlation occurs positively.

The dimensions of “decision-making capacity” - self-assessment and “decision-making capacity” - the evaluation of the head of department correlate significantly, positively with a threshold of 0.01 and a coefficient of 0.944. The correlation between the dimensions of “self-control” - self-assessment and “self-control” - the evaluation of the head of department is significant, with a threshold of 0.01 and a coefficient of 1,000.

This can be explained by the fact that following the administration of the scale with behavioral anchors, the evaluation of the head of department coincides with the self-evaluation of the subjects.

Tabel 14. Coeficientul de corelație Kendall

Dimension	Correlation coefficient	Responsible in Self-Assessment work	Physical and mental skills Self-assessment	Capacity Self-assessment decision-making	Responsible for work Chief evaluation	Skills physical and mental Chief evaluation	Decision making ability Chief evaluation	Autocontrol. Chief Eval	Autocontrol. Autoeval
Responsible in Self-Assessment work	Correlation coefficient Kendall	1.000	-0.033	0.014	1.000**	-0.056	0.001	-0.029	-0.029
	Sig (2tailed)	.	0.754	0.893	0.000	0.592	0.996	0.775	0.775
	Number of subjects	80	80	80	80	80	80	80	80
Physical and mental skills Self-assessment	Correlation coefficient Kendall	-0.033	1.000	-0.095	-0.033	0.968**	-0.095	0.017	0.017
	Sig.(2tailed)	0.754	.	0.356	0.754	0.000	0.356	0.862	0.862
	Number of subjects	80	80	80	80	80	80	80	80
Capacity Self-assessment decision-making	Correlation coefficient Kendall	0.014	-0.095	1.000	0.014	-0.100	0.972**	-0.038	-0.038
	Sig.(2tailed)	0.893	0.356	.	0.893	0.333	0.000	0.709	0.709
	Number of subjects	80	80	80	80	80	80	80	80



Responsibility at work Chief evaluation	Correlation coefficient Kendall	1.000**	-0.033	0.014	1.000	-0.056	0.001	0.029	0.029
	Sig.(2tailed)	0.000	0.754	0.893	.	0.592	0.996	0.775	0.775
	Number of subjects	80	80	80	80	80	80	80	80
Skills physical and mental Chief evaluation	Correlation coefficient Kendall	-0.056	0.968**	-0.100	-0.056	1.000	-0.085	0.011	0.011
	Sig.(2tailed)	0.592	0.000	0.333	0.592	.	0.409	0.909	0.909
	Number of subjects	80	80	80	80	80	80	80	80

Following the establishment of the Kendall correlation coefficient with the help of SPSS, the results confirm that the dimension “responsibility at work” - self-assessment correlates significantly and, according to the table above, negatively with the dimension “responsibility at work” - evaluation of the head of department , registering a coefficient of 1,000 with a significance threshold of 0.01. The correlation between the “physical and psychological skills” dimension - self-assessment and the “physical and psychological skills” dimension - the head of department's assessment is significant, with a threshold of 0.01 and a coefficient of 0.968, so the correlation is positive.

The dimensions of “decision-making capacity” - self-assessment and “decision-making capacity” - the evaluation of the head of department correlate significantly, positively with a threshold of 0.01 and a coefficient of 0.972. The correlation between the dimensions of “self-control” - self-assessment and “self-control” - the evaluation of the head of department is significant, with a threshold of 0.01 and a coefficient of 1,000.

This can be explained by the fact that following the administration of the scale with behavioral anchors, the evaluation of the head of department coincides with the self-evaluation of the subjects.

Table 15. Pearson correlation coefficient

Dimension	Correlation coefficient	Land orientation capacity Self-assessment	Relations Interpersonal Self-Assessment	Land orientation capacity Chief evaluation	Interpersonal relationships Chief evaluation
Land orientation capacity Self-assessment	Pearson correlation coefficient	1.000	-0.116	1.000**	-0.116
	Sig. (2-tailed)	.	0.304	0.000	0.304
	Number of subjects	80	80	80	80
Relations Interpersonal Self-Assessment	Pearson correlation coefficient	-0.116	1.000	-0.116	1.000**
	Sig. (2-tailed)	0.304	.	0.304	0.000



eISSN: 2068-4649; Print ISSN: 2068-1186	Number of subjects	80	80	80	80
Land orientation capacity Chief evaluation	Pearson correlation coefficient	1.000**	-0.116	1.000	-0.116
	Sig. (2-tailed)	0.000	0.304	.	0.304
	Number of subjects	80	80	80	80

** The correlation is significant at the threshold of 0.01 (two-dimensional).

* The correlation is significant at the threshold of 0.05 (two-dimensional).

After establishing the Pearson correlation coefficient with the help of SPSS, the results confirm that the dimension “field orientation capacity” - self-assessment, correlates significantly and, according to the table above, positively with the dimension “field orientation capacity” - evaluation of the head of department, registering a coefficient of 1,000 with a significance threshold of 0.01. The correlation between the dimension “interpersonal relations and collective communication” - self-evaluation and the dimension “interpersonal relations and collective communication” - the evaluation of the head of department is significant, with a threshold of 0.01 and a coefficient of 1,000, so the correlation occurs positive. This can be explained by the fact that following the administration of the scale with behavioral anchors, the evaluation of the head of department coincides with the self-evaluation of the subjects.

Table 16. Kendall correlation coefficient

Dimensiuni	Coeficientul de corelație	Land orientation capacity Self-assessment	Relations Interpersonal Self-Assessment	Capacity terrain orientation Chief evaluation	Relations interpersonal Chief evaluation
Land orientation capacity Self-assessment	Coeficientul de corelație Kendall	1.000	-0.098	1.000**	-0.098
	Sig. (2-tailed)	.	0.347	0.000	0.347
	Number of subjects	80	80	80	80
Relations Interpersonal Self-Assessment	Coeficientul de corelație Kendall	-0.098	1.000	-0.098	1.000**
	Sig. (2-tailed)	0.347	.	0.347	0.000
	Number of subjects	80	80	80	80
Capacity terrain orientation Chief evaluation	Coeficientul de corelație Kendall	1.000**	-0.098	1.000	-0.098
	Sig. (2-tailed)	0.000	0.347	.	0.347
	Number of subjects	80	80	80	80



Relations interpersonal Chief evaluation	Coefficientul de corelație Kendall	-0.098	1.000**	-0.098	1.000
	Sig. (2-tailed)	0.347	0.000	0.347	.
	Number of subjects subiecților	80	80	80	80

** The correlation is significant at the threshold of 0.01 (two-dimensional).

After establishing the Kendall correlation coefficient with the help of SPSS, the results confirm that the dimension “field orientation capacity” - self-assessment, correlates significantly and, according to the table above, positively with the dimension “field orientation capacity” - evaluation of the head of department, registering a coefficient of 1,000 with a significance threshold of 0.01. The correlation between the dimension “interpersonal relations and collective communication” - self-evaluation and the dimension “interpersonal relations and collective communication” - the evaluation of the head of department is significant, with a threshold of 0.01 and a coefficient of 1,000, so the correlation occurs positive. This can be explained by the fact that following the administration of the scale with behavioral anchors, the evaluation of the head of department coincides with the self-evaluation of the subjects.

Conclusions

The evaluation of professional performances is currently a very topical chapter. As the economy begins to recover, with the intensification of privatization actions, but also related to the growing echo of internationalization, there is more and more discussion about staff efficiency, work efficiency and quality, organizational integration issues or job satisfaction. provided. Organizations, whether budgetary or private, are increasingly interested in evaluating their staff.

There are presented, in this sense, some ways, the most common, of staff appreciation. The emphasis is on modern evaluation techniques, on the mechanisms that underlie their implementation. The issue is also addressed in terms of the usefulness and benefit that an appraisal system can bring to an organization.

A possible direction of rethinking communication to the level of its conditions of possibility is provided by the programs of conversation theory. The conversation seems to introduce a barring screen for attempts to explain conversation theory. According to this theory, it is intended to elicit the principles that preside over any communication based on the formulation of the a priori framework, implicitly its through the analysis of the conversation, the investigation of its conditions of existence and adequacy.

It can be noted:

- The communication style is highlighted, we could say that for the interviewed subjects there is a moderate style of blame.
- The general trend of the data indicates that in this organization there is a dominant style of problem solving.
- The general trend of the data indicates the presence of a defensive climate that includes behaviors such as: evaluation, neutrality, control, superiority, opacity, safety.
- There is a neutral climate of cooperation for the interviewed subjects, which includes behaviors such as: flexibility, spontaneity, empathy, orientation towards problems, equality, description.
- The general trend of the data indicates that in this organization the tested subjects assume responsibility either only when others request it, or when the activities are completed



responsibility, but try to be avoidant in front of the tasks they do. Inspecting a frequency distribution provides a description of the general trend of the data.

- The general trend of the data indicates that in this organization the subjects have medium-level physical and mental attitudes.
- The dimensions of problem solving and defensive climate correlate. This is due to the dominant style of problem solving within this team and the atmosphere of evaluation, neutrality, control, superiority, opacity, security given by the defensive climate.
- Following the administration of the scale with behavioral anchors, the evaluation of the head of department coincides with the self-evaluation.

As long as there is good communication, there is maximum efficiency, but if it is missing, dissensions can be reached.

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