Indicators of linguistic and organizational communication in theoretical and applied approaches: dimensions and indicators

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Abstract

The study of communication and its connection to organizational indicators is considered a fundamental topic that has garnered significant attention in the literature related to both behavioral and classical theoretical approaches. This is due to the central role that communication plays in enhancing organizational performance and ensuring harmony among the various components of an institution. This study aims to shed light on some organizational indicators associated with the communication process by analyzing them within multiple theoretical contexts. This approach enables a deeper understanding of the relationships between the components of the organizational system and the mechanisms of internal communication. The study adopted a comparative analytical method to identify the main similarities and differences between these indicators in light of previous theoretical contributions, as well as to observe how they influence the effectiveness of administrative performance and decision-making within institutions. The study reached a set of important cognitive findings, the most notable being that the organizational indicators with the greatest impact on communication effectiveness are organizational control, organizational supervision, communication growth, and organizational interaction. These elements collectively form a foundational structure for ensuring effective communication and the overall efficiency of the organizational process.

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Introduction:

Traditional theories approached the study of organization from a perspective primarily based on the concept of decision-making. That is, organizational behavior is seen as the outcome of decision-making processes taking place within the organization. In other words, organizational behavior is determined by how decisions are made and the factors influencing them. Notably, Herbert Simon began his study from the idea of the "economic man" — a concept rooted in classical thought — which implies the presence of rationality. However, he modified this concept of rationality by distinguishing between two types: objective rationality, which refers to behavior based on complete information about available alternatives and their expected outcomes, and subjective rationality, which is based on behavior shaped by the information available to the individual, while also considering the various constraints that may hinder one's ability to make the optimal choice.

Before him, the scholar Frederick Taylor also focused on practical indicators such as incentives, motion and time studies, control, supervision, and others.

Accordingly, the following question arises: How do classical and behavioral theoretical approaches perceive certain practical indicators, and what are the most important of these indicators?

1. Decision-Making Theory and Organizational Balance – Herbert Simon:

Simon outlines the essential steps for constructing an organization by first establishing a set of measurable concepts to describe various administrative situations. He argues that describing an organization should go beyond the traditional principles of division of labor, specialization, and role distribution to include the stages of decision-making. Additionally, Simon emphasizes the need to identify the factors influencing organizational members, assess their capacity for performance and decision-making, and recognize the boundaries of rationality. He also stresses the importance of evaluating organizational efficiency through various criteria, assigning relative weight to each for a clearer understanding of overall effectiveness. Ultimately, Simon introduces a redefinition of satisfaction—not as the pursuit of maximum outcomes, as in classical theories, but as the attainment of satisfactory solutions. This perspective leads to his concept of the "administrative man," who, unlike the "economic man," makes decisions based on directly relevant information to resolve problems effectively within real-world constraints. From this, organization can be defined as a complex structure of communications and relationships among a group of individuals. Through these relationships, each individual derives a significant portion of the information, values, and attitudes that guide their decision-making processes. Additionally, the organization is shaped by the members' expectations of mutual behaviors.

Simon's ideas emphasize that all organizational behaviors, before they manifest as actions, are fundamentally processes of choice. Every decision represents the selection of the best possible alternative from among the available options, making decision-making the core of organizational behavior.

He also views the organizational structure as inherently hierarchical, consisting of two distinct levels: a lower level of executors and a higher level of decision-makers. This stratification creates a widening gap between those who make decisions and those who implement them. As the number of organizational levels increases, the influence of decision-makers over the execution process becomes more pronounced, highlighting the centralization of authority in higher echelons.

Moreover, Simon defines a decision as a choice that emerges from a lengthy and deliberate process of planning and preparation. Each decision aims to achieve a specific goal, which is often a step toward reaching a broader objective. However, the chosen option rarely achieves the goal in its entirety due to inherent uncertainties. Instead, it represents the most satisfactory solution given the information available about the organization's internal dynamics and external context. Thus, decision-making becomes a reflection of the interaction between internal structures and external conditions.

Finally, Simon emphasizes that organizational activity is inherently collective and relies heavily on teamwork. Decision-making processes must reflect this collective spirit, as they often define roles, allocate authority, and establish rules that coordinate the actions of organizational members. Simon portrays the organization as a network of relationships and connections formed among individuals, underlining the importance of social and structural cohesion in achieving organizational goals.

Any activity is carried out through the involvement of individuals, and the reason individuals integrate into the organization and accept its hierarchical authority stems from their belief that joining the organization will help fulfill their personal needs and ambitions. Thus, the organization appears as a fundamental unit within society, one that individuals associate with in pursuit of their own goals. This inclination to participate in and join organizations is based on a core idea: the balance between an individual's contributions and the benefits they receive. The concept of balance is a fundamental condition for the continuity and survival of the organization.

In cases where there is a contradiction between the individuals' orientations and those of the organization, individuals tend to reduce their contributions, which in turn negatively affects the organization. The idea of balance is not static. One of the key principles of organization, according to Simon, is that it is a system of interrelated social behavior among several individuals involved in its operations. Each participant receives incentives from the organization in return for their contributions—among other principles.

2-The Modified Theory of Rensis Likert

This theory is fundamentally based on emphasizing the importance of the human element in the production process and the impact of human behavior within the organization on its achievements and

effectiveness. The main hypothesis is that the low productivity of some organizations is primarily due to the application of classical organizational principles. In contrast, highly productive organizations rely on different organizational ideas. Likert benefited from these ideas and presented a modified theory that does not reject previous contributions but rather adjusts and develops them based on certain foundations. Among these foundations is eliminating waste and low productivity by using the functional approach.

- Specify specific equipment for performance, measure the work done, and compare it with the set objectives.
- Use control methods such as management by objectives and analytical accounting.

This theory also focuses on the element of coordination and harmony between the activities of the organization's members, through continuous interaction and mutual influence between them. This interaction depends on the flow of information and the communication network between all levels of the organizational hierarchy, providing opportunities for members to meet and make decisions based on the full use of available information. Additionally, this theory adopts the idea of continuously measuring the results achieved and comparing them with the set objectives. This measurement is not only material but also takes the form of the effects of the organization and its impact on the human element, such as measuring an individual's motivation to work. The success of the organization depends on the coordinated actions of its members, and it has essential characteristics and specific activities, including:

- An organizational structure that defines the departments and relationships between the different parts of the organization.
- Observation as a process that allows for the collection of data used to assess the organizational situation.
- The availability of a communication network that enables the transfer of information between various organizational centers.
- The decision-making process.
- The availability of inputs that perform work, including material and human resources.
- The organization's influence and power over its members, enabling it to implement decisions and achieve its objectives.

Through the studies conducted by Likert and his colleagues, he was able to define the general theoretical framework for his theory. It is that subordinates in different organizations respond positively and satisfactorily in situations where they feel appreciated and supported, and from which they gain a sense of their importance and personal value. Conversely, individuals respond negatively or unsatisfactorily in situations that threaten them or diminish their sense of personal value.

From this, we conclude that an individual's motivation to work and their response to the organization's goals depend on the psychological state they feel, which is linked to the type of relationships and interactions between individuals within the organizational structure.

The theory emphasizes a fundamental idea: the importance of workgroups and their impact on organizational behavior. Thus, the interactions among individuals are simply group situations, with outcomes depending on the strength or weakness of the individual's relationship with the group. Here, the organizational element appears as a facilitator for the individual's integration into the group. It is also observed that achieving maximum results occurs through effective linkage between groups, through what is called "linking rings" between organizational levels within the organizational structure.

The efficiency of the organization in performing its tasks depends on the efficiency of the groups, and any shortcomings of a particular group affect the organization as a whole. The functions of communication and leadership are given the utmost importance within the organization, meaning the effective transfer of information between different organizational levels. At the same time, supervision methods should be more humane—a democratic leadership style that allows individuals more room for action and initiative. The essential elements of organization according to Likert are:

- Nature of Work:

The organization is viewed as an integrated system composed of several interrelated activities, including selection, training, communication, decision-making, and supervision. These functions work together to ensure the smooth operation and effectiveness of the organization, each contributing to the achievement of its overall objectives.

At the core of the organizational structure lies the group. The group-based structure facilitates interaction among individuals, creating an environment where cooperation and communication are encouraged. This interaction enables members to fulfill their tasks more efficiently and contributes to the overall coherence of organizational activity.

The workgroup, in particular, plays a central role in an individual's organizational life, serving as the primary framework within which most professional relationships develop. As individuals spend the majority of their time within these groups, the organization ensures that each person is integrated into a team where positive interaction is nurtured. This group dynamic supports both individual development and the organization's broader mission.

Leadership is another critical component. The success of the organization heavily depends on the style of supervision adopted. Effective leadership influences the efficiency of the organizational process and directly impacts the realization of the organization's goals. A leader's approach shapes the work climate, affects team morale, and determines how well the organization adapts to change.

Additionally, the organization must ensure that work conditions are conducive to performance. A suitable and motivating work environment enhances employee productivity and fosters a strong sense of belonging to the group, which in turn reinforces organizational commitment and loyalty.

Work relationships are also of great importance. They significantly influence both organizational behavior and individual performance. The organization must actively promote cooperative relationships among groups, steering away from conflict and competition. Positive intergroup dynamics contribute to a healthier organizational culture and more effective collaboration.

The presence of measurement indicators is essential. These indicators provide the tools necessary to evaluate the results achieved, allowing for the identification of gaps or inefficiencies. Based on these evaluations, the organization can take corrective actions and make improvements to better align with its strategic objectives and ensure sustained success.

A- Nature of Processes and Procedures

The communication function within the organization is one of the essential conditions for the success of Likert's theory, as it allows the flow of information between all parts of the organizational structure, enabling effective decision-making that allows for the achievement of group goals and, consequently, the organization's goals. At the same time, the element of participation in the administrative process by organizational members is highlighted, which motivates the achievement of the organization's objectives, as it is linked to achieving their personal goals.

B- Overall Organizational Performance

Likert presented a framework for organizational theory primarily focused on a number of organizational variables, which include: leadership, motivation, communication, interactions, decision-making processes, setting and arranging objectives, and the nature of monitoring.

According to Likert, these variables are considered the most important factors influencing organizational behavior. He also adopts the concept of the system, where these variables are seen as elements of an integrated system that interact with each other to achieve the final outcome for the organization.

C- Modern Theory

After discussing the classical and neoclassical theories, we now address the modern theory, which relies on the concept of systems to answer questions posed at the organizational level of institutions. These questions can be summarized as follows:

- What are the goals that the system aims to achieve?
- What are the strategic components of the system?
- What is the nature of the interactions and connections between the system's elements?
- What are the key elements within the organization?
- What is the nature of the relationship between the organization and the external environment?

According to this approach, the organization is considered an internal system that interacts with its surrounding environment. It is an open system composed of interconnected subsystems. The modern perspective has shown that the classical view is no longer capable of keeping up with the changes occurring within the organization across its various activities, for the following reasons:

- The classical organization focuses on containing human and material resources in specialized departments according to the division of labor principle, with emphasis on activities and procedures to perform the organization's tasks. However, it does not take into account the centers of responsibility for achieving results. Additionally, it tends to focus on a partial view rather than a holistic one, which affects integration and reliance on peaceful relationships instead of organic ones derived from a results-oriented approach. This also leads to the restriction of innovative work, as it cannot withstand changes in the external environment.(Ali & Mohamed, 2776 AH, p. 56)

- The classical model relies solely on communications governed by a hierarchical logic, whereas modern organizations place significant emphasis on horizontal communication between departments within the same organizational level.

- Modern organizations focus on management information systems at higher levels because of their direct relationship with decision-making processes, unlike the classical organization, where each manager tends to have their own information system. This leads to a centralization of decision-making.

- The increasing size of organizations, the rise in the number of employees, and the high level of expertise and qualifications have led to the creation of many new roles, which require reconsideration of organizational structures to align with new data. This has resulted in the reevaluation of many classical concepts, such as the distinction between execution and consultation, centralization and decentralization, and the principle of unity of command, among others.

Communication, within this theory, can be defined as the exchange of messages and meanings between the organization and its environment, as well as within the internal network of its subsystems. Communication is the glue that holds the organization together and achieves harmony and alignment between its parts. The open systems theory focuses on adaptation, and as "Kan and Katz" pointed out, communication cannot be understood merely as the process of transmitting messages between the sender and the receiver. Rather, it should be understood in relation to the social system in which it occurs.

Communication within the social system is considered challenging, but Lin, Korwin, and Monahan warned of the increased risks in communication between social systems, as people from different social groups not only learn to adapt differently to material and time but also come from different languages and upbringings, in addition to differing messages and meanings. Free communication with some people is hindered by their race and social class, and these factors can affect the addition of meanings in different communities. The modern school, which adopted the systems concept, defined the organization as a

system consisting of structured stages or functions where individuals communicate with each other for specific goals. This definition includes:

- Organizations are studied as human organizations with specific individuals, meaning that the organization always consists of individuals.

- These individuals are always in communication with each other to achieve both the organization's goals and their personal goals for which they joined the organization. If the organization does not reasonably fulfill the individuals' goals, its survival and growth will be questionable, except for coercive organizations such as prisons...(Hamed, 1982, pp. 29-30)

- The communication between individuals is not random but is organized and structured, which is referred to as "structuring."

- All individuals within the organization have goals and purposes, and they expect that their participation in the organization will help them achieve these goals. This definition is similar to other definitions and applies to organizations of all forms, from small ones to large ones like oil companies and ministries. It includes a group of individuals who engage in mutual communication, which takes a specific form or structure. This mutual communication typically leads to the achievement of the individuals' goals for joining the organization, while also fulfilling the organization's objectives.

3-The Contingency School

This approach offers great flexibility in dealing with employees within the organization or with those interacting with the environment in which it operates. The contingency school emphasizes that there is no optimal way to organize, as the organization is seen as a system of communications and human interactions that can adapt and change according to the demands of the environment and the pressures exerted on it.

This approach developed since the early 1970s after numerous studies and research. What this school advocates is the need to apply management principles and concepts in a way that aligns with the circumstances the organization is going through. In other words, it is essential to choose an approach that fits the nature of the stage and the situation the organization is experiencing.

3-1 Management by Objectives:(Abbas, 2004, p. 67)

Management by Objectives, also known as participative management, was introduced by social sciences professor Peter Drucker. The aim of this approach is to enhance participation. The key principles of Drucker for implementing this approach are as follows:

- The manager and subordinate agree on the objectives to be achieved within a specified period, followed by regular evaluation of the results achieved.

- The subordinate works on continuous coordination and communication with the manager to consult and inform him of the progress and any problems encountered during execution.

- After the specified period ends, the manager and subordinate meet to assess the accomplishments, resolve obstacles, and address issues to avoid them in the future.
- The direct supervisor evaluates the performance of their subordinates.

Drucker succeeded in promoting his management by objectives approach, relying on his media expertise when he was a correspondent for a British magazine. For the successful application of management by objectives in any company or institution, regardless of its size, Peter Drucker outlined the following requirements:

- The direct manager must give sufficient delegation to subordinates to enable them to achieve the agreed objectives, avoiding centralization, domination, and imposition.
- Encouraging subordinates to be creative, innovative, and take responsibility.
- Applying a democratic approach when exchanging ideas and consultations, with complete freedom.
- Ensuring the accuracy and fairness of the manager's evaluation of subordinates.

Management by objectives seeks to identify the factors that hinder achieving the goals in order to take the necessary actions to overcome them, followed by periodic evaluation of results to set new objectives for the organization if needed.

3-2 Disadvantages of Management by Objectives:

- This approach is seen as economically costly, considering the long time required by both the manager and subordinate to set the objectives, in addition to the amount of paperwork needed to document the objectives, and so on.
- Drucker assumes that the necessary information to set objectives is continuously available and of the required quality, which is difficult to achieve.
- Drucker assumes that both the manager and the subordinate possess the necessary academic qualifications and administrative experience to enable them to set goals accurately, in line with the available resources in the organization.

Management by Exception is considered a part of Management by Objectives.(Ali & Mohamed, 2776 AH, p. 61; Ammar & Mohamed) Management by Exception is a general term used to describe the process of providing management with information that only reviews significant deviations from budgets or plans, as the basis for taking corrective actions.

From the above, it is clear that the Management by Objectives approach refers to a mature and developed communication style between the manager and subordinate. The joint planning, which requires continuous feedback and ongoing evaluation, necessitates constant and continuous communication between the manager and subordinates.

4- Communication Theory

The quality of information transfer and the communication of facts to the concerned individuals, in addition to the proper utilization of linguistic wealth and accuracy in expression, are considered among the most important factors contributing to the success of any organization. Communication is the sensitive nerve in the lives of individuals and organizations, as there can be no world without communication between individuals or between individuals and institutions. Moreover, the progress of any society is linked to the delivery of information to its members, the sharing of knowledge, enriching culture, and deepening understanding of technical skills.

It can be said that the fate of social organizations and individuals depends on the quality of information reaching subordinates to make correct decisions. In fact, an important aspect of management and organization is revealed, which is that the quality of work and the correctness of decisions at any level depend on the communication channels established between employees and their leaders. If the structures are cohesive and harmonious, the leader's role is facilitated because they exercise their authority through communication with their assistants on one hand and with the external environment on the other hand. Leadership is in dire need of communication, consultations, and exchange of views between superiors and subordinates. Based on the information transmitted to and received by the organization's leadership, the manager can:

The general objectives of the organization revolve around fostering a productive and cohesive work environment that supports both individual and collective success. These objectives include rewarding individuals who demonstrate dedication to their work, thereby reinforcing commitment and motivation. The organization also aims to create strong incentive mechanisms to encourage teamwork and collaboration. Guiding employees and effectively exercising authority ensures that everyone is aligned with the organization's mission. Purposeful decision-making, coordinated efforts, and continuous monitoring of processes are essential components that contribute to operational efficiency and the achievement of strategic goals.

The biggest flaw in modern organizations and administrations is the poor communication of information and the hasty decision-making process. For example, field studies have shown that direct communication between managers and their assistants is one of the most important factors that help employees succeed in their work and improve their administrative and financial situations. By accurately conveying information and selecting the most important and relevant details, many employees in institutions are able to receive promotions and quickly rise through the organizational hierarchy. It has also become clear that communication greatly contributes to improving individuals' behavior during discussions among groups of people, which can lead to changes in processes and problem-solving. Thus, groups whose members discuss issues that concern them benefit from this dialogue in a way that cannot

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be compared to the results of simply listening to a lecture, as direct mutual communication is more effective than one-way communication.

The main issue with communication theory is that the methods of transmitting information from one party to another undergo processes of screening, transformation, and interpretation at every stage of delivering the information to the intended recipient.(Ammar & Mohamed, p. 97)

In the first stage of the communication process, the source or origin of the information serves as the fundamental starting point. It requires understanding the nature of the change that is intended to be achieved by transferring information from one party to another. Following this, the information is transformed into words and ideas that clearly express the subject, contributing to the creation of an accurate mental image in the recipient's mind, whether they are a listener or a reader. The content and meaning of the message form a crucial part of this process, as the message's content must be clear and understood by both the sender and the receiver. The channel through which the information flows plays a critical role in either supporting or weakening the message. This channel can enhance the effectiveness of communication or, conversely, create resistance or dissatisfaction with the transmitted ideas. Upon the message's arrival, the next stage is for the receiver to extract the main idea that the sender intended to convey, which requires a good understanding of the content. This is followed by a response or feedback from the recipient, reflecting how well they have grasped the intended message. However, the communication process may encounter a breakdown or distortion at any of these stages, leading to counterproductive results that may negatively affect the desired outcome of the communication and cause a disruption in the overall atmosphere surrounding it.

Regarding the types of communication, it is important to mention that there is information that is conveyed from the base to the top through the administrative hierarchy, orders that come from top to bottom, and balanced communications, which occur between departments at the same level and are not subject to a single authority. As for the first type of communication, which involves conveying information from the base to the top, its quality reflects the actual situation of any successful organization. The main issue is that various managers at different levels tend to disregard the opinions of the simple working groups under their authority and do not take into account the views of those ranked below them. Therefore, the connection between the transmission of information and decision-making based on positions or centers of power often results in the stoppage or filtering of information at various levels, with the effects and changes being shaped only by the powerful individuals within the administrative structures. Meanwhile, the simple workers are expected to just do their jobs.

As for the second type of communication, its importance lies in the fact that it reflects the source from which instructions and directives originate. This means that the decision-making center embodies legal or official authority, and it must be given great importance because leadership is responsible for informing employees about the tasks they are performing, the changes that may be made to work

programs, and the work methods that should be followed when applying instructions from above. Additionally, leadership is responsible for presenting suggestions to address problems that arise from time to time. If leadership holds the power to reward and punish individuals within the organization, workers, on the other hand, possess the collective power to withhold information that may help in making sound decisions. Therefore, decisions made by leadership without considering the interests of the workers at the base are usually a precursor to social disturbances.

No less important than these two types of communication is the third type, which is horizontal communication, or communication between institutions at the same level and parallel to each other. In this case, we notice that departments seek to strengthen themselves at the expense of other departments. The inevitable result of this competition between individuals in different departments is the creation of conflict between production or service units and specialized groups. The important thing here is that achieving the primary goals of any organization becomes a difficult task when the number of specialized units increases, and the coordination issue between departments, which include a variety of specialists, becomes more complicated. There is no doubt that communication between individuals who share equal responsibility and positions is what determines the fate of any large organization. Practical and effective communication is the one that achieves harmony and the desired objectives, despite the difficulties arising from the diversity of specializations, the distribution of work among experts, the authority each manager holds, and the impossibility of exerting pressure on colleagues at the same level.

Despite the importance of communication theory in explaining the dynamics of communication within organizations, it has not been immune to a number of criticisms that highlight some of its shortcomings. One of the most prominent criticisms is that communication, despite being an effective tool to support organizational work, cannot be considered a substitute for good organization. The absence of proper planning or ignoring the lived reality can lead to serious mistakes, even in the presence of good communication. It has also been pointed out that one of the fundamental issues in communication lies in individuals' tendency to cling to the methods and patterns they are accustomed to, rejecting new information that may contradict their values or deeply held beliefs. Additionally, communication is influenced by a range of external, social, and cultural factors, where rumors and leaked information can distort individuals' images, rendering their communication efforts ineffective, no matter how high in quality, as long as the stereotype has been entrenched in others' minds. Furthermore, the effectiveness of communication remains dependent on the familiarity with its specific technicalities, while the weak academic level of many individuals poses a real obstacle to achieving this condition. Finally, the theory is criticized for assuming that all parties in the communication process aim to achieve common goals, yet reality often reveals misinterpretations of intentions, leading to the failure of the entire communication process.

Discussion

The theory is considered a framework that includes the variables constituting a particular phenomenon, as well as the potential relationships between these variables. In its composition, the theory attempts to emulate the actual, real formation of the phenomenon. Therefore, the communication theory must replicate what actually occurs in practical reality. This necessitates presenting some attempts to develop theories that explain the practical reality of communications.(Ahmed, 2000, p. 34)

Among the most famous models of organizational communication is the model developed by Claude Shannon and Warren Weaver. In this model, there is a source of information, which creates the message. The individual then encodes the message into signals, and another individual receives the signals, which are then placed into a message that is sent to the intended recipient.

On another note, David Berlo focused on communication as a process that involves many activities. This is illustrated by the model showing that there is a source for the communication process. This source has ideas it wishes to express, followed by encoding or formulating the information. This process is influenced by an individual's intellectual, physical, and sensory capabilities, leading to the formation of ideas and formulations into a message. The message is then transmitted through a medium or means of communication, and another individual decodes or interprets the transmitted symbols. This person is also influenced by their intellectual and sensory capabilities. Finally, the meanings are transferred to another individual, who is the destination.

The feedback information path can be imagined as a communication process where two parties exchange a message, one being the sender and the other the receiver. Upon receiving the message, the relationship may either end immediately or continue and renew, allowing for multiple communications or a reverse communication to respond to the message. Such communication is like a specific action that has a reaction; if no response occurs, it remains an incomplete action, failing to establish a connection or relationship.(Ahmed, 2000, p. 35)

In the integrated model of communication, there are several factors within the model that require special attention.

On one hand, communication is considered a process through which information is transferred, and the means of transmitting this information can be oral, written, visual, or auditory... or it may involve a combination of communication methods. On the other hand, the model indicates that there is no direct correlation between the communication system and certain outcomes such as behavior and performance. The perceptions of roles, communication barriers, and interpretation or understanding affect behavior and performance, which are outcomes that impact both the organization and the individual. The behavior and performance resulting from a specific communication event within the organization will lead to either the achievement or failure to achieve a particular task.

This model suggests that the organization should monitor the effectiveness of communication, make necessary changes in the communication process, and attempt to remove communication barriers to improve it.

Behavior and performance also have an impact on the individual worker, as behavior and performance are always followed by different types of rewards and punishments. Satisfaction is an individual response to rewards and punishments. This psychological state allows the individual to observe the level of reward linked to their behavior and performance, which in turn affects psychological traits such as motivation, personality, and learning. As a result of satisfaction, these factors and individual processes may alter the ways individuals interpret messages or transferred information in the future.(Rawiya, 2001, p. 229)

In conclusion, the functional approach is the most suitable or appropriate for studying such organizational topics, as stated in the book *Research in Communication - Methodological Elements*.

The field of organizational communication considers the functional approach as the basis, viewing the organization as a system where communication within it ensures the interaction and interconnection of elements. Communication networks allow individuals to work in harmony. The organization, as an open system, interacts with its environment, influencing and being influenced by it in order to maintain its balance. Communication is the process of interaction between individuals within the system (the organization) to achieve desired goals.

Conclusion

Organizational communication theory represents an attempt to understand the complex interactions within an organization by analyzing the components of the communication process and the factors influencing it. Different models, such as the Shannon and Weaver model and David Berlo's model, have shown that communication is not just the exchange of information but a multi-dimensional process involving encoding, transmission, reception, and decoding, all of which are affected by individual characteristics and the media used. Modern models highlight that the effectiveness of organizational communication is inseparable from the overall context of the organization, as well as the cultural and social structure that governs it. Effective communication ensures clarity of roles, coordination of efforts, and the achievement of shared goals, but it is also susceptible to disruption due to interference or misinterpretation. Therefore, continuous monitoring of communication quality and efforts to improve it are organizational imperatives. The functional approach emerges as a suitable analytical tool for understanding communication dynamics within organizations, given its focus on the interaction between organizational elements to achieve balance and effectiveness. Communication, ultimately, is not just a means of transmitting information but an essential mechanism for building relationships and achieving organizational harmony in a dynamic and complex environment.

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