

CRITERIA FOR EFFICIENCY OF INTERNAL COMMUNICATION

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Abstract. *In order to increase the efficiency of the organization it is necessary to act according to the strategy adopted at the organization level. The manager controls the extent to which his decisions have been made only if he can communicate with those who execute them. Thus, performers can know what they have to do and when to do, and they can make their suggestions and problems known. The communicative process must be subject to a code of ethics existing at the institutional level and appropriated by every staff member, regardless of the function he or she occupies. The "Johari Window" or "The Mutual Knowledge Model" is a useful tool in analyzing perceptual differences with the aim of diminishing them. Most often, differences in perception are the cause of inefficient communication. The basis of the model is the concepts of self-disclosure and feed-back.*

Keywords: internal communication, efficiency, Johari's window, feed-back

1. Introduction

The needs of the participants in the communication process refer to [1]: the need to know - the professional knowledge required to perform the tasks or perform the job; the need to understand - it is not enough to know how to do something, but you have to do it and know what to do; the need to express - to be able to bring personal opinion to those in higher hierarchical levels of leadership; the need to be properly received; the need to be accepted; the need to provoke a reaction (a change in behavior or attitude).

One of the most effective ways to provide and receive feed-backs is the "Johari Window". American psychologists Joseph Luft and Harry Ingham discovered in 1950 a simple way to compare what others perceive about us and what we communicate about. After 1990, an increase in the studies covering this concept is found in the literature. Among the most remarkable works in this field are those of Fritzen Silvino José (1987) and Mihai Dinu (1997) who emphasize that the Johari model clearly defines the boundaries we see, as others think and what we

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