

INVESTIGATING HOW MANAGERIAL COMMUNICATION INFLUENCES EMPLOYEE MOTIVATION. STUDY CASE AT A ROMANIAN CRUDE OIL PRODUCTS TRANSPORT COMPANY

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How to cite: Iacob Mihaila, G.Z., & Gurgu, E. (2022). “Investigating How Managerial Communication Influences Employee Motivation. Study Case to a Romanian Crude Oil Products Transport Company”. *Annals of Spiru Haret University. Economic Series*, 22(3), 155-194, doi: <https://doi.org/10.26458/2239>

Abstract

This paper aims to research the motivation of human resources, with a case study at CONEREPET SA PLOIEȘTI¹, a Romanian crude oil products transport company.

In the first part of the work, we dealt with the theoretical aspect of environmental pollution with petroleum products: polluting factors and methods of depollution. Then we presented theoretical aspects of human resource management, so that we can approach a research study in the second part of the paper. Also, we analyzed the CONEREPET SA company, and, like the research study, we dealt with the motivation of human resources within the company. We chose this topic due to the experience in the field.

¹ We will not divulge the name of the company where we conducted the case study for security reasons of the data and information provided. Thank you for understanding the situation.

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We concluded that human resources are primary among those needs and resources available to the organization in carrying out the activity to achieve its objectives and, consequently, it is logical to pay special attention to their management. At the center of all business are the people. All other resources, land, buildings, machinery, equipment, vehicles, or money are only of secondary importance. Business cannot be done without people. Businesses have no other purpose than to serve people's needs.

Keywords: *motivation of human resources, managerial communication, employees, transportation of petroleum products*

JEL Classification: J24, J52

Introduction

The object of activity for SC CONEREPET S.A. Ploiesti is the supply of indigenous and imported crude oil (including in the processing system) and its derivatives (gasoline, liquid ethane, and condensate) to refineries in the country, as well as the transit of foreign crude oil to the Danube. This product involves the processing, storage, transport, selection, and delivery of crude oil.

The quality, safety of the transport and the protection of the environment are supported by the company's involvement in the repair and maintenance of the pipelines, tools, equipment and means of transport. (Hu, Q., Dollard, M. F., & Tavis, T. W., 2022).

Environmental protection is one of the most pressing concerns of modern society. Protecting the environment and ensuring optimal conditions for human, animal or plant life, represents a problem that is given great importance on a global scale, constituting a busy world.

At present, there are numerous means and methods for the depollution of soils and aquifers, more or less expensive to implement.

In general, the methods of depollution of oil-polluted areas, presuppose in the first phase the stopping of the spread of oil, respectively the closing-securing of the contaminated area and later, its elimination and the return of the polluted land to the considered concentration limit norm.

In the context of historical pollution existing in Romania, as well as of the accidental pollutions that can be produced in the transport of crude oil through the pipeline, within the framework of the present work, it is proposed to present the particularities of the pollution of soils and water with crude oil, as well as the

possibilities of remediation. (Rabiul, M. K., Shamsudin, F. M., Yean, T. F., & Patwary, A. K., 2022)

In the activity of CONEREPET SA, the protection of the environment is a major concern, as a component part of the transport process, representing at the same time a moral, social and legal obligation towards the population and the property and the public sector. (Pekkala, K., & van Zoonen, W., 2022). Starting with the year 2003, CONEREPET S.A. started the strategy of integrating the environment with all its components, in the policy of the European Union in the field. (Omilion-Hodges, L. M., & Ptacek, J. K., 2022)

Principle elements of environmental management are:

- establishing environmental policy objectives.
 - drawing up an annual environmental program, which aims to protect the environment with all its components
 - identification, tracking and control of pollution sources
 - preparation of an action program for emergency interventions
 - procurement of modern intervention equipment and equipment and staff training for such situations
 - carrying out simulations in case of damage to the pipeline
 - collaboration with Environmental Protection Agencies and resource agencies.
- (Parent-Rocheleau, X., & Parker, S. K., 2022).

The operating procedures of the crude oil and petroleum products transportation system have been modified in accordance with the environmental protection regulations imposed by the legislation in force and the international norm.

Organizational measures taken to reduce the impact on the environment:

- the existence of a staff with specific attributions at each level of the organizational structures.
 - environmental protection tasks assigned to operating personnel at all workplaces (Rabiul, M. K., Shamsudin, F. M., Yean, T. F., & Patwary, A. K., 2022)
 - internal (within the company) and external (with environmental authorities) communication based on periodic reports (Ozyilmaz, A., & Taner, D., 2022)
 - "Environmental authorizations" for existing facilities and "Environmental agreements" for new or rehabilitated ones (Song, B., & Tao, W., 2022).
 - monitoring program of liquid and gaseous effluents
 - procedures regarding the prevention of environmental pollution and the method of intervention in accidental cases.

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The work is carried out based on bibliographic sources of authors in the field as well as up-to-date legislation. (Rabiul, M. K., Shamsudin, F. M., Yean, T. F., & Patwary, A. K., 2022)

1.National and International Development of The Crude Oil Market

Pollution represents the direct or indirect introduction, because of an activity carried out by man, of substance, of vibrations, of heat and/or of noise in the air, in water or in the soil, which can bring harm to human health or the quality of the environment, which can damage to material assets or may cause deterioration or prevent the use of the environment for recreational or other legitimate purposes.

1.1. Crude oil, condensate, gasoline, and ethane transport activity at the national level

CONEREPET S.A. provides transport services for its clients both through the National Transport System (SNT), based on the Petroleum Concession Agreement for the SNT operation activity of crude oil, gasoline, condensate, and ethane, as well as on the railway, from the loading platform to refining, for oil areas that are not connected to the main transport pipeline. (Raina, R. 2022)

SNT was built considering the natural distribution of oil fields, to ensure the transportation of oil from all these fields to the refinery. The operation of the system is carried out through local dispatchers, coordinated by the company's central dispatcher.

The SNT pipeline network is approximately 3,800 km long, currently being used by the 3,161 km pipeline network.

The National Transportation System of Crude Oil, Condensate, Gasoline and Ethane is composed of several transportation subsystems, as follows:

- The Country crude oil and condensate transport subsystem, consisting of a pipeline with a total length of approximately 1,540 km through which crude oil and condensate are transported from the extraction units all over the country to the refinery. The domestic production of crude oil and condensate is transported by pipeline, by rail with tank cars or combined (rail and pipeline).

- The gasoline transportation subsystem is intended for the transportation of gasoline from the gas stations in Ardeal (Biled and Pecica) to the Petrobrazi refinery.

- The ethane transport subsystem ensures the transport of ethane from the Turburea de-ethanization platform to the Arpechim Pitesti refinery. Currently, due to the inactivity of the Arpechim refinery, only part of the subsystem is used,

namely the pipeline that connects the Totea deposit to the Petrobrazi refinery to transport condensate.

- The import crude oil transportation subsystem ensures the transportation of crude oil from Constanta Terminal to the refineries in Ploiești, Arpechim-Pitești and Midia.

To provide the service of transporting crude oil, condensate, and gasoline, CONEREPET SA must annually prepare its own transport program, so as to offer free access to the available capacity of the system, to all applicants, authorized legal persons, under equal conditions and in a transparent, non-discriminatory manner. The available capacity represents the difference between the total physical capacity of the system and the amount of crude oil programmed for transport in the respective year.

The transport contracts concluded with the beneficiaries of the services are in accordance with the framework contract approved by the National Agency for Mineral Resources (ANRM) and ensure the legal framework for the provision of transport services.

The transport of quantities of crude oil is carried out from the points of delivery of products by producers or importers, from the extraction areas, or from the Terminal Oil to the processing units (refining), using the facilities of the pumping stations and reception points.

These facilities consist of crude oil storage tanks and condensate, gasoline storage tanks, technological pipelines from pumping/receiving points, pump aggregates, main pipelines, loading and unloading ramps, and cisterns. (Song, B., & Tao, W., 2022).

The level of use of the transport system in 2020 decreased by 2.4 pp compared to 2019, reaching the level of 37.1%. The degree of utilization decreased due to the transportation of smaller quantities by 439 thousand tons (6.2%) compared to 2019.

In 2020, the amount of 1,149 thousand tons of crude oil was transported by rail, 33.8% of the total products (crude oil, gasoline, and condensate) from domestic production and delivered to refineries.

The technological consumption recorded during the transport is within the allowed limits, provided for in the transport contracts.

Tariffs for the provision of crude oil, gasoline and condensate transport services are regulated and approved by ANRM and are differentiated for each transport subsystem.

The transport tariffs include a modernization fee that is exclusively intended for the financing of investments related to the National Transport System.

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The transport services are performed based on the contracts concluded with the clients, elaborated based on the framework contract approved annually by the National Agency for Mineral Resources.

The company holds a monopoly position on the crude oil transportation market, having no such competitors in its field of activity.

The income realized in 2020 based on the transport contracts concluded with clients, in the amount of 402.8 million lei and is presented as follows:

All statistical data used are coming from inside the studied companies.

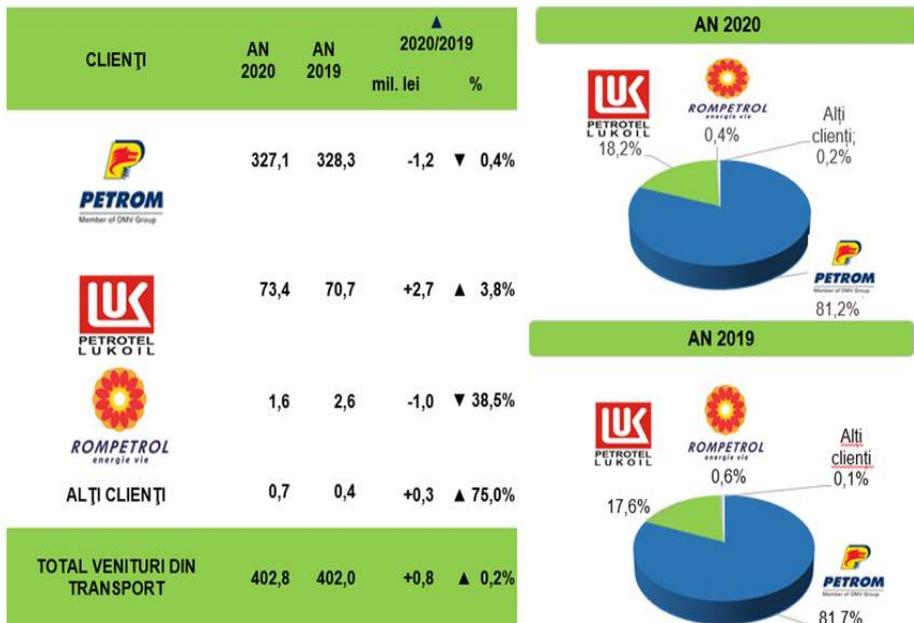


Chart 1 – Share of revenues from transport on refineries

Source: <https://www2.deloitte.com/>

The transport services provided by the company are addressed to a small number of clients, the quantities of transported crude oil being closely related to their commercial policy.

OMV Petrom is the client that holds the largest share in the company's transport revenues (81.2%).

All statistical data used are coming from inside the studied companies.

1.2. The risk determined by the correlation with the evolution of the global market

1.2.1. The international and regional level (European Union)

The unpredictability of crude oil prices will continue to impact the global economy. In the short and medium term, oil prices are expected to continue to be pressured by the uncertainties related to the world economy, the commercial war between the United States and China, as well as the relations between OPEC + (the OPEC member countries to which the non-member countries, including Russia, are added). Futures contracts on the oil market (5 years) do not exceed the barrier of \$60/barrel. (Raina, R., 2022)

At the end of 2019, the price of crude oil was above 65 USD /bbl, in a range that allowed positive evaluations for the beginning of 2020, marked by the tensions between the USA and Iran.

During the months of January and February of 2020, as the information about the possible epidemic of the new coronavirus appeared in China, but also against the background of the increasingly high tensions between the OPEC member countries and Russia, the price of crude oil began to constantly depreciate. Starting in March, the price of crude oil collapsed after Saudi Arabia cut prices and flooded the market with cheap oil, signaling the beginning of an oil war between OPEC and Russia. Thus, Brent crude oil reached the level of \$17.7/bbl., - the lowest level in the last 18 years.

The shock generated by the COVID-19 pandemic, respectively economies at near-zero levels with air transport almost stopped and the global measures to stop the sanitary crisis with rapid development have generated an evolution unprecedented in history on the market of global demand for crude oil and implicitly its price. Thus, on April 20, we are dealing with a sharp drop in the price of oil, the quote for WTI oil for delivery in May reached -37 USD/bbl. A negative price means that, if the transaction goes through, the seller is willing to pay the buyer to take the goods, the reverse of a normal commercial situation.

The physical crude oil market was negatively affected by an oversupplied crude oil supply and full storage. Since the decrease in production could not keep up with the decrease in consumption, it reached the situation where the oil was stored. Producers and traders tried to sell crude oil using substantial discounts, which led to significant decreases in the resulting differences between crude oil types in all regions.

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For the horizon of 2030, to have an ensemble view of these price developments, several main market actors can be followed closely, as well as the current pandemic situation, which, at least, is not present as of now, not having concrete and sure means to achieve this. (Raina, R., 2022)

Some degree of certainty is given by the fact that the big demand players will be India and China, as the world's largest oil consumers, (1/5 of global oil consumption. Meanwhile, US demand for crescut. There is also another reason why China and India should monitor. Both countries rely overwhelmingly on imported oil. In China, the percentage of imported oil in its total consumption is almost 70%. In India, this percentage is more than 80%. The United States, despite the modest increase in its demand - only by 0.5% in the last decade, is still the largest consumer of oil in the world, raising daily approximately 20 of crude barrels.

In terms of supply, you should watch the USA, OPEC, and Russia. Also, tracking all information about the US-China trade war as the main driver of lower oil prices is essential. All statistical data used are taken from STATISTA.COM site.

1.2.2. On the downstream segment, European/regional refining

It is expected to reduce the decline of refining capacities, by increasing investments in the area of the efficiency of existing capacities and the implementation of superior technologies that will allow the growth of the refining margin. This trend is confirmed in the period 2018-2019 by the stagnation of the closure of refineries in Central and Eastern Europe, as well as by the continuation of the modernization and integration of the capacities of Crucifix, Hungary, etc. At the regional level of the Black Sea, there is an increase significant increase in the refining capacity of Turkey (25-30%) through the opening in November 2018 of the new STAR refinery (located in Izmir province, capacity 10 million tons/year) built by the Azerbaijani company SOCAR, which will supply the main raw materials to the Petchim petrochemical plant. It is estimated that the products of the petrochemical complex will also be addressed to the Romanian market, through SOCAR Petroleum.

The European refining sector experienced the most important recession in the period 2008-2013, the total refining capacity being reduced from 765 million tons/year to 691 million tons/year, by closing 12 refineries. Until 2018, another 9 refineries were closed, the refining capacity decreasing by 13%.

After a relative stabilization in 2019, the COVID 19 pandemic and the deep crisis generated throughout the value chain of the petroleum industry, determined the negative reactions of the refining sector throughout the continent: the European.

- The Antwerp Belgium Refinery (115,000 bbl/day) will record certain losses in the near future, in any of the Covid evolution scenarios;
- The Grandpuis – Paris refinery (90,000 bbl/day) owned by Total, will be converted into a biorefinery, in the best case;
- Total-owned Lindsey Refinery in the UK (110.00 bbl/day) is sold to the Prax Group for integrated petrochemical conversion;
- The Priolo Italy refinery, owned by Lukoil (35,000 bbl/day), has been operating for many years at less than 40% of capacity and is exposed to the risk of closure;
- Europort Rotterdam, (80,000 bbl/day) did not start after the scheduled stop at the beginning of 2020;
- The Galp -Porto, Portugal refinery (110,000 bbl/day) was closed in April 2020, with the intention of reopening (unconfirmed) in July 2020;
- The Petroineos Grandmouth Refinery in Scotland (200,000 bbl/d) is under review for capacity reduction / closure.

All statistical data used are coming from inside the studied companies.

1.2.3. The national level, in the upstream segment - exploration and production of crude oil and condensate

In the short term, the main player in this segment – OMV Petrom will continue its exploration activity in the high-impact and deep-sea areas (>4,000 m) and the extension of offshore licenses in the XIX Neptun Black Sea. The medium-term strategy will focus on maximizing the rates of Recovery of deposits and rationalization / outsourcing of the existing portfolio through the transfer of exploitation licenses (e.g., the agreement with Mazarin Energy Romania). As a result of taking over the licenses, players with small annual productions appeared in the upstream-production segment in 2018 and 2019, but they were added to the client portfolio of CONEREPET S.A. (NIS Petról, Serinus Energy).

In the medium and long term, the downward trend will continue until the years 2025-2030, after which a sharp decline is expected. According to the data presented in the framework of the Energy Strategy of Romania 2016 – 2030, with the perspective of 2050 (October 2018 version), the decrease in crude oil production will reach approximately 1.7 million tons in 2030 and up to 1.15 million tons in 2050.

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In the context of the massive decline in domestic production and the growth moderation of petroleum product consumption - especially in the short and medium term, an increase in the quantities of imported crude oil is estimated (under the conditions of maintaining the same refining capacity of the country). Although in 2018 crude oil imports of the principal domestic producer - OMV Petrom were almost 45% below the level of 2017, the commissioning of the multi-fuel installation of the Brazi refinery at the beginning of 2019 supports the future import of crude oil and the use of it for the climate installations at maximum capacity.

For the first semester of 2020, the production of hydrocarbons at the Group level decreased compared to 2019 by 2.3%, to 27.09 million bpd.

In Romania, hydrocarbon production was 25.81 million bpd or 141.8 thousand bpd (1-6/19: 26.45 million bpd or 146.1 thousand bpd). The production of crude oil and condensate in Romania was relatively stable. All statistical data used are coming from inside the studied companies.

1.2.4. The national level in the downstream segment - fuel refining, storage, and distribution

Likewise, the total amount of oil refined in 2019 (4.456 million tons) increased by approx. 8% compared to 2018. Total refined product sales at the OMV Petrom Group level were 4,987 thousand tons in 2018, representing a 2% decline compared to the level recorded in 2017.

Lukoil oil registered in 2019 a decrease of 5.6% compared to 2018, managing to refine 2.503 million tons of oil (the refinery was under scheduled revision in 2019).

The projection of the specialty analyzes on the segment of downstream-refining and selling fuel in the medium term, we consider a relatively constant consumption until the year 2025, the argument being the balance between demographic decline and energy consumption and the impact of electric mobility at the highest level. In the long term, beyond the year 2025, a significant decrease in fuel consumption is expected, generated by the major impact of the expansion of electromobility in the goods transport / industry sectors. All statistical data used are coming from inside the studied companies.

2. A Short Economic Investigation of CONEREPET SA Ploiesti

2.1. Brief history and presentation of CONEREPET SA Ploiesti

With its existence under various names and organizational forms, CONEREPET SA with its seat in Ploiești, operates the national crude oil transport system by pipeline, having a common transport status.

The foundations of the crude oil transport activity by pipeline were laid as early as 1901, with the construction of the first crude oil transport pipeline connecting the Bustenari area to the CFR Băicoi railway station, Prahova County. Thus, the National Pipeline Joint Stock Company was established with headquarters in Ploiești.

In 1904, this company merged with the Buștenari Company, and in 1905 with the Petroleum Credit.

Having a profitable activity, the company developed every year, so that in 1912 it was already the owner of a pipeline network of about 180 km. In the same year, the Petroleum Credit Company came under the control of Deutsche Erdoel A.G from the Gesellschaft. Also in the same period, SC Crêditul Petrôlifer is absorbed by the Concordia company, which creates a special pipeline and tank service, with a centralization agency in Ploiesti. In 1937, the pipeline network reached 620 km and 87,000 tons of storage capacity.

After the nationalization in 1948, the oil industry is divided into three units: Sovrómpetról, Petrôliferă Muntenia and Petrôliferă Moldova, each with its units for transporting crude oil and petroleum products.

In 1950, the entire oil industry in Romania was concentrated under the sole management of Sovrómpetról, under which the Directorate of Goods and Transport was established. On this occasion, the transport of crude oil and gasoline is separated from that of petroleum products. (Parent-Rocheleau, X., & Parker, S. K., 2022).

In 1956, the Ploiești Crude Pipeline Transport Enterprise (ITTC) was established, which became an important link in the chain that connects the production scaffolds to the refineries. Unique from the point of view of the specific activity carried out, ITTC soon becomes an enterprise of national interest.

The exploitation of new crude oil reserves in Olt, Argeș, Dâmbovița and Prahova counties, and the establishment of refineries in Brazi and Teleajen favored the expansion of pipeline networks. The period 1960-1968 is characterized by the appearance of new oil deposits in the western part of the country. In this way, CF ramps were built at Suplăcu dă Barcău, Episcopia Bihor, Valcăni, as well as those

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in the south of Grindu, Cirășu and Independența. The first main gasoline pipeline from Ticleni to Ploiești was also built and put into operation.

The year 1968 marked the beginning of the transportation of imported crude oil through the Constanța-Pitești distance, initially through the boiler, CF tank, and from 1969 on the first main pipeline of 14. In 1974, the second main pipeline for the import of crude oil was put into operation from Constanța to Pitești, with a connection to Ploiești.

In 1977, the construction of the third highway for the import of crude oil from Constanța to Onești and Ploiești began, the largest investment in the company's history.

In the period 1979-1981, two more highways were built for the transport of gasoline and ethane from Oltenia to Ploiești, respectively Pitești. After 1982, no more investments were made. After the 1989 revolution, through the restructuring of the national economy, on January 22, 1991, ITTC was transformed into CONEREPET SA Commercial Company.

1996-2008 CONEREPET S.A. went through an extensive process of modernization, as a result of the implementation of the Project for the Rehabilitation of the National Pipeline Transportation System in the amount of USD 143.66 million, USD 91.00 million from own funds and USD 52.66 million by borrowing from the World Bank. 2007 The "Integrated Management Quality - Environment - Health, Occupational Safety" system was certified by the German company Germanischer Lloyd Hamburg. (Parent-Rocheleau, X., & Parker, S. K. , 2022).

2009 At the beginning of the year, the Central Dispatch of the National Transport System of Oil, Gasoline, Condensate and Liquid Ethane through the Pipeline was put into operation, at the company's new headquarters, in Ploiești.

2010 The implementation of the Integrated Information System was completed.

2013, September 5, shares of CONEREPET S.A. They were listed on the regulated market administered by the Bucharest Stock Exchange, in the "Capital Securities" section, category I, currently "Premium".

2014 CONEREPET S.A. ranked 20th in the Top 100 issuers by market capitalization at the end of the year.

2016 CONEREPET S.A. ranked 16th in the Top 100 issuers by market capitalization at the end of the year.

2017 On January 3, 2017, the stock market capitalization was 690,870,734.4 lei (79.8 lei/share).

2018 On January 3, 2018, the stock market capitalization was 861,424,036 lei (99.50 lei/share).

According to the provisions of the petroleum law, the operation of the national crude oil transportation system is subject to the regulations of the National Mineral Resources Agency, the competent authority of the state. (Su, W., & Hahn, J., 2022). All statistical data used are coming from inside the studied companies.

2.1.1. Presentation of the object of activity

CONEREPET SA provides transport services for its clients, both through the National Crude Oil Transportation System, concessioned in the basis of the oil concession agreement, as well as on the railway, from the loading ramp to the beneficiaries, for the oil areas that are not connected to the transport highways.

The National Crude Oil Transportation System represents the ensemble interconnected main pipelines that ensure the collection of the oil extracted from the exploitation area or of that originating from the import and its routing from the delivery point, by producers/importers, to the processing units, through the fire stations, loading ramps - unloading on the railway, as well as through all the installations, equipment and equipment related to them.

The Concessionaire of the National Crude Oil Transportation System is the quality of a common carrier and the obligation to ensure, in accordance with the legal provisions, free access to the available capacity of the system, for all applicants, authorized legal persons, under equal conditions and in a non-discriminatory manner. The National Oil Transport System concessioned by CONEREPET SA belongs to the public domain of the Romanian State and consists of the following subsystems:

- the import crude oil transport subsystem - transport capacity of approximately 20.2 million tons/year;
- the domestic crude oil transport subsystem - transport capacity of approximately 6.9 million tons/year;
- the gasoline and ethane transport subsystem - transport capacity of approximately 0.23 million tons/year for gasoline and approximately 0.1 million tons/year for ethane.

2.1.2. Mission and vision

The mission of CONEREPET S.A. is the operation of the National Pipeline Transport System in safety and efficiency conditions, as well as ensuring free access to the system's available capacity for all applicants, authorized legal entities,

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under equal conditions, in a non-discriminatory and transparent manner. (Hu, Q., Dollard, M. F., & Taris, T. W., 2022).

The vision consists in maintaining the position of a strategic player in the oil industry as a carrier of crude oil, gasoline, condensate and liquid ethane through the pipeline and CF in Romania and, in the future, to become a regional player.

The values of CONEREPET S.A.Ploiesti are:

- continuous learning and improvement;
- respect for people and the environment;
- opening and qualitative growth;
- flexibility and dynamism;
- communication and cooperation. (Ozyilmaz, A., & Taner, D., 2022)

2.2. The microenvironment of CONEREPET SA PLOIESTI

The threat of potential competitors

Access at the channels of distribution It is critical for insurance success in the this field. This one factor has a importance big, causing a level raised al the threat from the side of the competitors potentials.

With all this, the high level of necessary investments, as well as the high degree of regulation al areas of activity, I do like the threat CANDIDATE potentials to be one reduced.

The bargaining power of customers

The threat of upstream integration is high given the high degree of customer concentration.

Corroborating the high degree of concentration that could turn into a monopson, industry precedents regarding upstream integration, as well as the availability of services of substitution like argument of negotiation, consider that the power of negotiation and customers is average.

The bargaining power of suppliers

The threat determined of the power of negotiation a providers It is one reduced. The only one elements with power of negotiation real him represents employees.

The threat of substitute services

The threat of substitution services is considered low, as a result of their lack of price competitiveness.

This one threat It is one real only analyzing it together with the power of negotiation of customers.

The intensity of competition between competitors in the industry

Given the quasi-monopoly nature of the activity carried out by CONEREPET SA, the intensity of competition between competitors in the industry is theoretically zero.

In the reality, the only one competitor al company It is even society, through module more good or less _ good in the which succeeds to update network of transport at the realities economic, such as the base of costs fixed, can genera like this a lower of competitiveness in the report with services of substitution.

2.3. The international macroenvironment - PEST Matrix

PEST Analysis takes into consideration the influences of political, economic, social and technologically order existing in the environment in the which a company operate. (Omillion-Hodges, L. M., & Ptacek, J. K., 2022)

The exercise of a PEST analysis it is useful for CONEREPET SA because the goal it is to identify the factors which affects in the present the company and contour on those with the one bigger probability to affect the activity in the future.

Continuing this analysis, the key influences identified can be associated either with opportunities or threats, both present in the external environment and to whom the company must to offer an answer.

2.3.1. Political factors

The highly regulated environment in which CONEREPET SA operates determines an increased risk of sanctions in the case non-compliance with the legal requirements in force (repair notices, environmental authorizations)

Frequent changes to some normative acts under which CONEREPET SA carries out its activity (increased taxes, elimination of some tax incentives) may cause increases of costs

The National Transport System Regime is very important from the point of view of its uniqueness, any change in this sense having very important effects on the stability and continuity of the activity CONEREPET SA. Intergovernmental decisions regarding the construction of transnational pipelines have a direct effect on CONEREPET SA

2.3.2. Economic factors

- The decline in domestic crude oil production leads to a decrease in the degree of utilization of transport capacities
- The transport system developed by Rompetrol has a major impact on the imported crude oil transport segment
- Reduced refining margins and negative financial results recorded by Romanian refineries could lead to the closure/resizing of production capacities

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- The macroeconomic context at the national and international level determines restrictions at the level of industrial activity, affecting the basic activity of CONEREPET SA
- Commercial policy applied by the main clients of CONEREPET SA (Petrom, Lukoil and Rompetrol) decisively influences the volume of transport services provided.

2.3.3.Social factors

- The decline in the population growth rate, forecasted for a medium and long term horizon, will determine the slowdown of consumption and industrial activity, with an effect on the need for crude oil transport
- The income of the population will contribute to determining the general need for oil production, thus influencing the volume transported
- The division of the population into urban and rural areas and the reconfiguration of these areas in the future will have an effect on the need for crude oil consumption and implicitly its transport
- The environmental risk as a result of pollution affects the activity of CONEREPET SA, a high degree of awareness being necessary in terms of responsibilities towards the environment and communities

2.3.4.Technological factors

The global development of refineries with a high degree of complexity and very large production capacities leads to a decrease in the competitiveness of refineries premises

The use of modern technologies of crude oil extraction with the potential effect on limiting the decrease in quantity extracts

There is a technical limitation in terms of use partial or preservation installations of transport respectively the continuation the activity of maintenance in the in order to maintain functionality these.

2.4. SWOT Analysis

In the current context, after carrying out the diagnostic analysis (SWOT) of the company, we identified the main strengths and weaknesses of CONEREPET SA:

Table 1. The SWOT Analysis

Strengths	Weaknesses
<p>Monopoly of course on the market transports of oil through pipelines; Corporate governance structure professional; Professional team and performance of management; Initiatives to diversify the activity of base; The experience >20 of years in the the frame company a 51% from employees; Very good retention rate employees; Very good operational performance of the company, with significant improvements over the last 3 years.</p>	<p>Costs big of remove from use a installations and of conservation a ducts unused; High degree of dependence on a limited number of customers; Grad big of addiction face of the authorities of regulation which act like a referee; Dependence on ANRM not only from the point of view of tariff regulation, but also for taking some decisions (e.g. decommissioning of pipelines, etc.); The configuration network, being enough of broad and reaching out on 24 of counties; Old age of employees - average age: 49 years; Lack of performance indicators for employees; IT vulnerability by exposing one's system third party.</p>
Opportunities	Threats
<p>Efficiency activities – renegotiation contracts with providers (ex. telecom, electricity, gas); Optimizing the company's capital structure and improving the return on capital employed by distributing unused cash to shareholders the company; Defining the company as a strategic player at the regional level by interconnecting the National Oil Transport System with the systems zonal; The supply of services of storage a oil and a products oil tankers; Diversification of the activity of base; Possible financing at a cost competitive al the company, being a society listed at EXCHANGE with access to various sources of capital; Possible legislative changes favorable; The possibility of certain outsourcing services</p>	<p>The risk of the customer portfolio (e.g. the possibility at some point of relocating the activity of the Lukoil refinery from Romania); Lack of interconnection of the transport system with the systems adjacent; Degradation of the National Pipeline Transport System as a result of the low level of use; Strategic decisions with major impact (potentially disruptive) of the 3 main clients: OMV Petrom, Lukoil and Rompetrol.</p>

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3. Research on The Investigation of The Way in Which Managerial Communication Influences the Motivation of Employees at CONEREPET SA Ploiesti

3.1. The purpose of the research

The purpose of this research was to identify the way of assessing the role of managerial communication in the motivation of employees within the CONEREPET SA.Ploiesti.

3.2. Research objectives

The objectives of the research were to identify the perception of the employees within the CONEREPET SA company regarding the way they communicate with the managers. Also, the role of managerial communication, the influence this communication has on the relationship between employees and managers, as well as solutions to improve managerial communication. (Ozyilmaz, A., & Taner, D., 2022)

The specific objectives of the research are the following:

- evaluation of the causes and effects produced by managerial communication with employees
- evaluating the role of managerial communication in employee motivation
- the effects of employee motivation
- the search for concrete and relevant solutions for the examined problem (Prouska, R., Nyfoudi, M., Psychogios, A., Szamosi, L. T., & Wilkinson, A. , 2022).

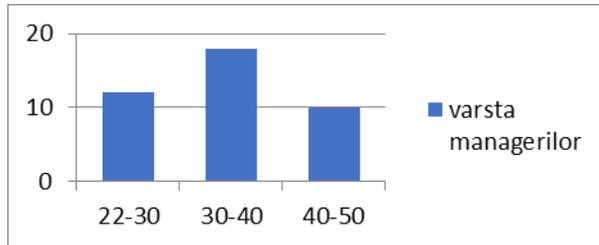
3.3. The research hypotheses were:

- managerial communication at the level of the commercial company CONEREPET SASA
- the role of managerial communication in employee motivation
- the negative consequences of a faulty managerial communication (Lee, Y. , 2022)b

3.4. Research sample:

The research population was represented by company employees, from several departments. The sample consisted of N = 30 employees.

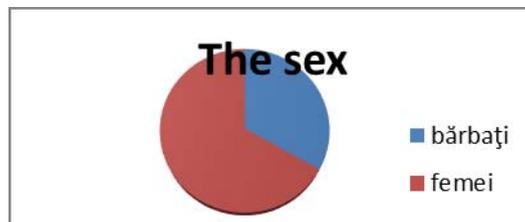
Figure no. 1 - Age of employees



As we can see in the graph above, the predominant age of the interviewed employees is between 30-40 years, followed by 22-30 years. In a smaller proportion are those aged between 40-50 years.

What stands out is the fact that the company's employees are young, with the power to work. (Rabiul, M. K., Shamsudin, F. M., Yean, T. F., & Patwary, A. K., 2022) But the other categories are not very different either, hence the balance in terms of age of the employees of the company CONEREPET SA

Figure no. 2 – The gender of the respondents



The graph above shows the fact that the majority of respondents are women (the red part of the chart), which means that most of the company's employees are represented by women. But the difference between the two sexes is quite small.

3.5. Tools used:

For data collection we used the questionnaire as an instrument.

For the analysis and interpretation of the data, after the research we used:

- the Excel program
- the Word program

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3.6. Construction, application, and interpretation of a satisfaction barometer

The direction of the research goes towards the employees of the company CONEREPET SA, more precisely their perception regarding communication with managers, as well as the role of managerial communication in the relationship with employees. (Ozyilmaz, A., & Taner, D., 2022)

After the application of the questionnaires of the thirty employees from the different departments, the obtained results were studied from a quantitative and qualitative point of view. (Prouska, R., Nyfoudi, M., Psychogios, A., Szamosi, L. T., & Wilkinson, A., 2022).

By using the questionnaires, I wanted to capture the perception of the employees regarding the relationship they have with the managers from the point of view of communication, as well as the role of managerial communication on the job. (Ozyilmaz, A., & Taner, D., 2022)

3.7. Information processing obtained on the base of worksheets

Question no. 1

1. Is there good internal communication within your company?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	15	50%
Not	5	16.66%
I do not know	6	20%
I do not answer	4	13.34%
Totally	30	100%

From the analysis of the answers to the question above, the fact emerges that half of the interviewed employees consider that there is good communication within the organization of CONEREPET SA.

The rest of 16.66% consider that there is no good internal communication within the company, and 13.34% refused to answer.

Question no. 2

2. Does the superior tell you what they expect from you and how your activity contributes to the achievement of the department's goals?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	15	50
Not	10	33,33
I do not know	2	6.66
I do not answer	3	10.01
Totally	30	100%

To this question, half of the interviewed employees said that they have good communication with the hierarchical superior, that he tells them what he expects from them, as well as the way in which their activity contributes to the realization of the work of the whole profession.

33.33% consider that they do not have a good relationship with their direct manager, that he does not tell them what he expects from them, nor if their activity contributes to the achievement of the department's objectives.

The rest of the employees do not know or refuse to answer this question.

Question no. 3

3. Does the manager listen to your opinions?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	15	50%
Not	9	30%
I do not know	6	20%
I do not answer	0	0
Totally	30	100%

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To this question, half of those asked answered that the manager listens to their opinions, 30% said that they are not listened to by their direct managers, and 20% said that they do not know if they are listened to or not.

It is certain that more than half of them consider that there is open communication between them and their direct superiors.

Question no. 4

Do you consider that the manager provides you with the necessary information to be able to carry out your activity efficiently?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	16	53.33%
Not	6	20%
I do not know	3	10.01%
I do not answer	5	16.66%
Totally	30	100%

To this question, 53.33% of the employees asked answered affirmatively, they consider that the manager gives them the necessary information to be able to carry out their activity efficiently.

Those who answered negatively were 20", and 16.66% refused to answer this question.

Question no. 5

5. Do you consider that employees are sufficiently motivated by managers?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	14	46,66
Not	8	26,66
I do not know	2	6,66
I do not answer	6	20,02
Totally	30	100%

As we can see from the image above, the majority are still employees who consider that there is a good motivation provided by managers.

Thus, 46.66% consider that the manager does not sufficiently motivate his team, and 26.66% of the employees consider that there is no employee motivation, and 20.02% of the interviewed employees refuse to answer the question.

Question no. 6

6. Does your superior know how to motivate you, does he give you regular feed-back regarding the activity you carry out?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	10	33,33
Not	10	33,33
I do not know	5	16,67
I do not answer	5	16,67
Totally	30	100%

From the image above, we can see the equality of the answers.

Thus, 33.33% of the interviewed employees consider that the superior gives them regular feed-back regarding the activity they are carrying out, also 33.33% consider that the manager does not give them the feed-back.

Question no. 7

7. Within the company where you work, do you consider that there is accessibility and availability on the part of the superior managers to listen to the employees' opinions?

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- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	12	40
Not	10	33,33
I do not know	3	10
I do not answer	5	16.67
Totally	30	100%

From the analysis of the answers to this question, it is clear that 40% of those asked who said that there is accessibility and availability on the part of senior managers to listen to their opinions, 33.33% consider that there is no accessibility and availability on the part of their managers, and 16,67% refuse to answer.

Question no. 8

8. Do you consider that you have an open communication relationship with your manager?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	10	33,33
Not	10	33,33
I do not know	5	16.67
I do not answer	5	16.67
Totally	30	100%

Regarding the communication relationship between managers and employees, the latter consider that there is a good communication relationship.

Both those who answered affirmatively and those who answered negatively were in an equal percentage of 33.33%.

Also, the rest of the employees did not know how to give a concrete answer.

Question no. 9

9. The importance given by employees to the quality of collaboration and the work climate.

Gradul de satisfacție vis-a-vis de calitatea colaborării și climatul de muncă



We observe that the participants in the study are very satisfied/satisfied with the efficiency of the meetings and the working climate within the group in which everyone carries out their activity (90%), the nature of the feedback from the direct manager and the quality of the work with the direct manager (8%) of the degree of information on the strategic orientation and results of the organization (64%).

Instead, the nature and intensity of control on the part of the managers of the activity carried out creates a state of professional comfort only for 46% of the employees - what represents a normal phenomenon to some extent, the accessibility and availability of senior managers to listen to the opinions of the employees thanks to only 44% of the performance of the others questioned with those questioned, and the quality of the department in the department their own activities 30% of the respondents - a fact explained, in part, by the competition within the department. (Ohunakin, F., & Olugbade, O. A. , 2022)

Therefore, the aspects that must be taken into consideration, in the view of some possible improvements, are available to senior managers to listen to the opinions of the employees, whose percentage of dissatisfied or only partially satisfied is quite high, 56%, and the quality of collaboration with the other department in terms of

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the performance of own activities, which is very important for employees, but the existing situation leaves much to be desired for 70% of them. . (Ohunakin, F., & Olugbade, O. A. , 2022)

Question no. 10

9. Is the communication relationship with the direct manager important for you?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	30	100
Not	0	0
I do not know	0	0
I do not answer	0	0
Totally	30	100%

To this question, all the interviewees answered the same, that is, affirmatively to this question. The communication relationship with the direct manager is important for all employees.

Question no. 11

10. Do you think that communication with your manager should be improved?

- Yes
- Not
- I do not know
- I do not answer

	Frequency of answers	%
Yes	20	66,66
Not	2	6.66
I do not know	0	0
I do not answer	8	26.68
Totally	30	100%

To this last question, 66.66% of respondents considered that communication with the manager should be improved. 26.68% considered that it is better not to answer, while only 6.66% say that it would not be necessary to improve the communication relationship, not the direct manager.

3.8. Conclusion of the questionnaire analysis

The questionnaire is proposed as a general model for implementing a human resources satisfaction process in relation to communication with managers within the organization. (Ozyilmaz, A., & Taner, D., 2022)

The applied questionnaire consisted of a total number of 10 questions. The users were asked to carefully choose the answer variant considered closest to their personal point of view.

From the analysis above, it is clear that most of the interviewees gave affirmative answers, that is, they appreciate the communication relationship they have with the direct manager. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

To be an efficient manager, it is necessary to exercise the role of leadership, a common concept is that the job of a manager requires leadership skills, and the leadership of the land is like that. (Lee, Y., & Kim, J., 2022)

To increase performance related to organizational communication, the majority of managers develop their ability to process information obtained from subordinate employees and to transmit it as a feed-back. (Dlamini, N. P., Suknunan, S., & Bhana, A., 2022)

Such feedback ensures good reception and understanding of the message, adapting the information to the characteristics of the receivers, social regulation through the flexibility of the roles and functions performed by the receivers, as well as increasing job satisfaction. (Pekkala, K., & van Zoonen, W., 2022). Following the completed questionnaire, a series of conclusions emerged that managers should take into account. (Omilion-Hodges, L. M., & Ptacek, J. K. , 2022)

These recommendations that I have tried to suggest should be followed by all organizations that care about their employees. Because the communication with the staff contributes to the motivation and increase of the cohesion of this team. (Gagné, M., Parent-Rocheleau, X., Bujold, A., Gaudet, M. C., & Lirio, P., 2022)

Communication between manager and subordinate represents a key element in upward or downward vertical communication in the organization. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

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Ideally, this exchange should give the manager the opportunity to direct his subordinates towards the proper performance of tasks, clarify the context of the reward and provide social and emotional support. . (Ohunakin, F., & Olugbade, O. A. , 2022)

At the same time, it should allow subordinates to ask questions about their work roles and make proposals that allow the optimal achievement of the objectives proposed by the plans and policies at the level of this organization. .(Dlamini, N. P., Suknunan, S., & Bhana, A., 2022)

But, as always, this model remains at the desired ideal, at the level of organizations, in the process of communication between the manager and the subordinate, existing a series of deficiencies, of communication barriers, among which we mention: the conflicting demands of the role, the effect of the status of the function, the string. Of these, the most frequent is that of the effect of the status of the function. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

The job status effect represents the tendency of managers to over a little price on communication with their subordinates, because the status they have determines them to manifest a clear desire to communicate with people having the same status as them or a higher status. (Tumi, N. S., Hasan, A. N., & Khalid, J. , 2022). Often this tendency has no connection with the professional training of subordinates. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

3.9. Perfecting the process of managerial communication in motivating employees within the CONEREPET SA Ploiesti Company

Employees represent one of the resources that can ensure the company's success. These are key factors in production, marketing and sales, whether it is about products or services.

Unfortunately, many employers/companies do not value the idea of employee satisfaction, which should have at least the same importance as customer satisfaction.

On the other hand, for successful companies, employee satisfaction is a clear goal stipulated in the company's mission statement.

To achieve satisfaction, employees must first feel accepted, and this presupposes a certain level of information. For the company, the advantage is that informed employees can think in the company's style, show initiative, and be involved in the decision-making process.

The communication between the manager and the subordinate represents a key element in the upward or downward vertical communication in organizations. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

Ideally, this exchange should give the manager the opportunity to direct his subordinates towards the proper performance of tasks, clarify the context of the reward and provide social and emotional support. (Ohunakin, F., & Olugbade, O. A., 2022) At the same time, it should allow subordinates to ask questions about their work roles and make proposals that allow the optimal achievement of the objectives proposed by the plans and policies at the level of the organization. (Ohunakin, F., & Olugbade, O. A., 2022)

We conclude that the manager-subordinate interpersonal relationship is the most important interpersonal relationship at the organizational level; most activities that take place at the unit level are based on this relationship.

The manager is "the person who has to make others do", as defined by T. Hersini. From this point of view, he is the one who must create a working atmosphere, he must set up those conditions in which the subordinates can be the most efficient. The subordinate is obliged, somewhere, to sell his labor power in exchange for a salary. (Yue, C. A., 2022) Even if the logic is simplistic, it is not obliged to have the ensemble image of what happens in the unit; He must execute the order received or fulfill the duties provided for in the job description. (Tumi, N. S., Hasan, A. N., & Khalid, J., 2022).

Obviously, it is desirable for subordinates to be open, to have initiative and to be able to create work environments. But this is not obligatory for them; this obligation belongs to the manager (manager).

Starting from this simple observation, we can affirm that the decisive role in the efficiency of the manager-subordinate relationship belongs to the first. From this point of view, the modalities that you will enumerate (without exhausting them all) concern the express activity of the manager and less that of the subordinate.

Self-control has a very important role in establishing interpersonal relationships; It is an extremely important trait and, at the same time, an efficient way to improve the relationship.

Autocontrolul, ca modalitate, îi impune șefului o conștientizare a efectelor propriilor sale acte comportamentale: să-ți precizezi, mai întâi ție însuși ceea ce vrei să spui, să nu vorbești sub impulsul momentului sau sub stăpânirea unei emoții puternice care tulbură gândirea, obiectivitatea și clarity.

Self-control presupposes mastery, emotional control, objective attitude, and the ability to overcome daily challenges and stress.

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Improving communication

In international relations, it is very important to create an atmosphere favorable to communication and collaboration, cohesion, and active solidarity. (Ozyilmaz, A., & Taner, D., 2022) Communication represents one of the most important aspects of the organization; many aspects of leadership depend on the way in which people communicate with each other. (Lee, Y., & Kim, J., 2022)

From this point of view, the manager must take care of the communication he exercises with his subordinates.

Clear transmission of messages

The information can be given either "coldly" - through strictly rational means, through objective data, figures, graphs and arguments, or "warmly" - with their personal explanations regarding the people from whom they come from and the people who put in the applications. For people to correctly understand the need for effective communication, managers must speak their language, must present their message simply and effectively. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

The simplicity of the messages

Let's not transmit more information at once, without any order and logical connection between them. The manager must beware of information overload as well as its insufficiency; also, he must adapt the message to the degree of understanding of his people. (Raina, R., 2022)

Repetition of communication

It is useful to repeat the communication and to convince ourselves that, indeed, they were understood and remembered. In communication, there is a rule called "rule 7" which states that something must be said seven times, in seven different ways to be understood; if this is the case, this must be done by the manager. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

All these methods can help managers to promote efficient interpersonal relations, aim to ensure a working climate and a relaxed atmosphere so that subordinates feel good at work. This does not mean that these methods are signs of weakness on the part of the manager who must necessarily behave in this sense.

The logic of discourse

A clearly written document with correct punctuation or a speech made in an elevated language becomes, when the rigor of their logic is uncertain, an unpleasant thing to accept.

Due to this fact, it is necessary to logically structure the information we want to transmit and to respect the rules of written or spoken communication. For example: loose speeches, briefings, or reports, without well-defined goals, make

communication inefficient and the receivers (subordinates) reject or remain indifferent and reduce the authority of the manager. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

Downward communication, which takes place from the top of the hierarchy to employees, also known as "the manager's word", can be improved by:

- presenting the work tasks in a clear way to each employee, so that they understand exactly what is expected of them;
- explaining the reasons that determined the request for the employee's contribution, so that the person understands the meaning of his effort;
- providing frequent feedback on the quality of the performed performances to motivate the employee to achieve the goal; (Dlamini, N. P., Suknunan, S., & Bhana, A., 2022)
- multiplication of communication channels in order to increase the probability of receiving the message; (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)
- repeating important messages to allow their integration.

Upward communication or the transmission of individual messages transformed into actions, personal contributions, responses from employees to the top of the hierarchy, can be made more efficient by:

- the existence of a favorable climate in the company, which allows subordinates to express negative or positive messages, without fear of penalty; (Lee, Y., 2022)
- the occurrence of malfunctions is more quickly felt by collaborators and the manager must know this;
- the reduction of social and status barriers at different levels of the enterprise favors the spontaneous expression of employees; (Omilion-Hodges, L. M., & Ptacek, J. K., 2022)
- considering the information that can contribute to the formulation of decisions. (Wang, Y., 2022).

Horizontal communication or within the same hierarchical level can follow the strategies:

- the development of inter-individual relations between the members of a team or a department is based on the development of trust between the members of the company;
- the company aims to facilitate cooperation and to eliminate as much as possible the situations in which the success of one team can only be conceived as a failure of another; (Song, B., & Tao, W., 2022).

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- the development of meetings allows the exchange of information between different departments;
- every time it is possible to make joint decisions between the different departments.

These types of formal communication in the company must have strict rules that allow its uninterrupted functioning. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

Upward communication channels are interrupted more often; It is a sign that the company's policy and applied organizational procedures are not working properly and that human relations are suffering.

The informal channels of communication are particularly strong and are formed by virtue of the existence of certain relationships determined by work or affectivity. It is interesting that over 50% of the information reaches the manager through this channel. Although the messages can often be distorted, they are more credible than those in formal channels and are faster.

The way of communication influences managerial behavior and we could classify the style according to the degree of communication as follows: (Lee, Y., 2022)a

a. The managerial style is suitable in situations where employees' tasks are complex and when they are not experienced or motivated to perform them or when they are under time pressure. They will have to give explanations about what they must do and how. Additional explanations are necessary but lead to additional time.

b. The coaching style is suitable when there is sufficient motivation for employees who have good experience. Only then are the professional details necessary and to allocate time to establishing friendly relations with them. (Gagné, M., Parent-Rochelleau, X., Bujold, A., Gaudet, M. C., & Lirio, P., 2022)

c. The supportive style only works when people are familiar with the techniques involved and are interested in developing relationships with the manager. You need to set aside time to talk with them and involve them in decision-making, to get to know their suggestions aimed at increasing performance. (Ohunakin, F., & Olugbade, O. A., 2022)

d. The delegation style can only be applied if the employees have proven efficient in their job performance and can be left to organize themselves. However, control over employees is necessary to ensure the maintenance of the required standards. (Ohunakin, F., & Olugbade, O. A., 2022)

Consequently, if we want effective communication and an efficient managerial style to exist in the company, we must understand the importance of the stages and channels involved in this process. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

Perception, learning and communication have a special influence on motivation and behavior. (Lee, Y., 2022)a. Modern management emphasizes the development of managers of this type of skills in order to be able to mobilize, train and coordinate their team. Although controversial, the performance elements of Japanese management are based on these dimensions. (Dlamini, N. P., Suknunan, S., & Bhana, A., 2022)

Managers must constantly pursue the perfection of managerial communication due to its increasing importance in modern enterprises. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

Directions for action in this regard include:

- improvement of oral (speaking and listening) and written (reading and writing) communication style;
- increasing the ability to choose the most suitable means of communication;
- taking into consideration the psychological peculiarities of communication partners depending on gender, cultural level, language differences, etc.

For the efficiency of communication in managerial activity, the fundamental condition is full concordance between emotions, thinking and action.

It is also very important that the manager-subordinate relationship is based on transparency and trust, to facilitate the acceptance by the employee of a negative feedback. In this sense, the specialists recommend giving first the positive feedback, and then the negative one. (Song, B., & Tao, W., 2022).

Always, the negative feedback that the manager gives to the employees must be constructive, and not limited to just saying that it is not good. Exclusive feedback of this type can only lead to frustration and in no case will it have the role of improving the employee's performance. (Lee, Y., 2022)b

At the same time, positive feedback has the role of stimulating the employee, which is why it must be given in a balanced way, so that he feels valued and appreciated by his direct manager.

In my opinion, giving feedback to subordinates should occupy a very important place in the agenda of every manager, because the manager-subordinate relationship is the most fragile and extremely difficult to manage.

It is essential that a manager always tries to respond in a timely manner and as promptly as possible to requests from his employees, even if time represents a thorny problem. Efficient communication between the two parties can only lead to

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the construction of a solid relationship with a direct positive effect on individual and organizational performance. (Ohunakin, F., & Olugbade, O. A., 2022)

Managers' awareness of the importance of communication with employees is necessary because communication is extremely important, without which no operation can be carried out within the framework of any organization. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

- the relationship with the superior - the fact that the direct manager directly expresses concern for the employee, recognizes the effort made or delegates an important task to the employee so that the employee perceives himself to be much more valuable to the company than in the absence of this aspect.

- the creation of an adequate framework - by this understanding that the workplace should offer the employee the possibility to develop his dynamism autonomously and in accordance with his interests. This automotive framework is necessary at all hierarchical levels.

- good training and necessary tools (courses, specializations, exchange of experience). The possibility of continuous learning mobilizes employees in their careers. (Syed, F., Naseer, S., Bashir, F., & Fatima, T. (2022). Training and development are fundamental for the continuous improvement of employee training and for the provision of services at the best standard. (Syed, F., Naseer, S., Bashir, F., & Fatima, T., 2022).

- feedback (strategies of providing information) - regular feedback from superiors is a strong motivating factor for a representative number of employees.

Thus, the superior can and is even desirable to establish regular meetings with the members of his team, meetings in the framework of which they receive reinforcements related to the activities carried out during the week

- set stimulating but tangible goals, establish clear activity goals and performance standards, provide appropriate feedback to encourage goal achievement. Reward employees for behavior that leads to the achievement of the organization's goals. Make sure that the reward you give is considered by the employee to be valuable and motivating. (Lee, Y., 2022)a

Negative motivation - it is generated by the use of some aversive motivational factors. Although it represents a primitive type of motivation, based on threat, punishment, it should be included with certain precautions in the manager's motivational tools.

The personal knowledge of the risk of the sanction has a greater motivational effect than the sanction itself.

Sometimes the use of this method is indicated because employees in different conditions (such as those currently with the global crisis) can react unexpectedly well.

A new method of motivation is Non-financial Motivation, which it is based on the regulation of all personal, work and corporate factors that influence the energy, tenacity and enthusiasm of employees and determine them to work at the highest possible parameters.

In continuation, we want to present a series of methods and techniques of non-financial motivation: (Gagné, M., Parent-Rocheleau, X., Bujold, A., Gaudet, M. C., & Lirio, P., 2022)

- it is recommended to create a short relaxation and energizing program at the workplace, aimed at eliminating stress and creating new mental associations between the workplace and the state of mind of the employee

- celebrating and rewarding successes to develop the team's ambition and thirst for success, any success should be celebrated.

- organizing parties or short evenings to celebrate professional successes

- offering diplomas, certificates, packages, medals or personalized objects to reward employees with good results

- descriptions of employees' achievements and promotion announcements published in the company's notice board

- personal congratulations

- sending, through all the internal means of communication at your disposal, a visible "sign" of the manager's trust, addressed to all the members of the team he leads. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

- the development of ambition through internal competitions on professional topics. Ambition is the catalyst of success and must be practiced like any ambition! We transform service goals into "finish lines", work into competitions and first goals into trophies and diplomas.

- rewarding employees with a sincere "Thank you!", providing them with information, involving them in the decision-making process - especially when it comes to decisions that affect employees! Remember that the cash prizes only work for a short period of time!!! The moment you give your employees frequent financial rewards, it will seem natural to them to receive them continuously, they will expect to receive more money continuously. Therefore, it is not a reward method to motivate employees to work more efficiently for a long time. The results of this type of reward are short-term. Instead, an employee feels much more responsible and more important for the company if you thank him for the effort he

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has put in and if you tell him how much the work he does means to the company. Therefore, the motivation of an employee can be done with a low budget, or even without money. It is important to show your appreciation. How to do this depends on the creativity of each manager and what would motivate the respective employee. (Gagné, M., Parent-Rochelleau, X., Bujold, A., Gaudet, M. C., & Lirio, P., 2022)

- Management is what you do with employees, not something you do to employees; Tell the employees what you want to do and why! By involving them too, you will more easily win their support and dedication. Do not create a reward program to impose on employees! Involve them in its creation, asking them what they would like the respective program to contain. By involving them they will have a feeling of importance, something that will attract them to your side and to the program you want to implement. Employees must understand from your attitude that the reward program is something you do for them, not something you impose on them. (Parent-Rochelleau, X., & Parker, S. K., 2022).

- Coaching is a methodology, a form of communication, a process of personal exploration and discovery, establishing findings and implementing a specific action plan, followed by feedback. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

A coach does not teach you but supports you to discover yourself. It asks exactly the questions you need for the answers you need at that moment in your development. Through coaching you understand what limitations you have, which is the source of your successes, it offers you support in discovering the perceptions that keep you in place and why you cannot evolve in a certain area or period.

Anyone who wants to develop needs a coach. A coach has the power to show us the direction, to take us out of the box we live in, to make us see other perspectives. A coach can change your paradigms that keep you in place, can support you to discover new ways of seeing, listening, and communicating. He will never give you techniques to be a better manager. You will discover, with his support, how to be more than that. You will learn to listen so that subsequent conversations lead to valuable actions, you will experience what 100% responsibility means, what passion means.

A coach motivates you and gives you support in reaching your goals, but more importantly, he leads you to discover the best goal for you at that moment.

- Team building - a method very often used by the company in the last period, to consolidate and complete the team.

Team building is important because it is not done to dispose of employees, but to find the strong points of each team member, helping them to integrate, to

discover their common points, influencing in a positive way teams and helping them to perform more efficiently, the team's results being thus better. In fact, team building succeeds in a relatively short time to unite a team, its members to have confidence in the values of the other members, they get to relate much more efficiently.

This kind of non-financial motivation of employees is beneficial not only for employees, but also for the company, because it will form a team that knows its values, its potential, and is ready to carry it to the end.

Therefore, team building is one of the most efficient methods of non-financial motivation of the employees, and we recommend you resort to such an exercise, because all these will have great effects on the results of the team. The explosive development of new communication technologies and their large-scale expansion had a series of notable consequences in terms of organizational communication. (Gagné, M., Parent-Rochelleau, X., Bujold, A., Gaudet, M. C., & Lirio, P., 2022)

Thus, communication networks (Intranet) streamline interdepartmental communication and horizontal interpersonal communication, saving the physical time of employees who can perform other activities; secondly, it simplifies the process of consulting employees and transmitting decisions, so vertical communication. (Ndlovu, T., Quaye, E. S., & Saini, Y. K., 2021)

Finally, the use of the Internet and the calculator in general is great the weight of formal communication compared to communication informal (privileged especially by situations of direct and verbal communication of employees) reducing the risk of developing informational structures "parallel" to formal structures, with the disadvantage of reduced internalization.

Conclusion

Communication was and remains the inseparable component of social life, it is not just a notification, news, relationship, but as I stated in the previous chapters without fear of making a mistake, it is the engine of the development of human society, without communication the development of live itself could be blocked.

The continuous exchange of messages generates the unity of views and implicitly, by action, by harmonizing the knowledge regarding the findings, the way, and the means to achieve them, by promoting the necessary skills, by the relative homogenization of the groups under the affective aspect (emotional, sentimental) and motivational one (points of views, interests, beliefs, attitudes).

Communication is part of the "infrastructure" of the organization. Any effort to develop an organization must prioritize the human side of its development, and

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effective and efficient communication is the only way through which people can relate synergistically.

Communication is a very important factor in decision-making, in promoting the image of the bank and in ensuring its stability. The decision presupposes paying more attention to the processing of messages and their feedback.

Managerial communication emerged as a management discipline from the need to provide managers with the optimal tools and means of interaction for the purpose of fulfilling their functions and roles.

Carrying out the managerial functions identified by the illustrious Frenchman H., namely planning, organizing, commanding, coordinating, and controlling would become impossible in the absence of communication, as none of these functions could be performed in the absence of internal and external information, without a clear formulation and the clear transmission of the objectives, without ensuring the motivation of the human resources.

Regardless of the social system, of its way of organization, communication fulfills some functions such as: information, socialization, motivation, dialogue, education, promotion of culture, integration of human resources, etc.

The existence of an ample, open communication about the work and its significance allows the understanding and expansion of the work atmosphere in the company. The art of communicating based on respect for others and avoiding conflicts is efficient for the company. For the work climate, for its reactivity and creativity, it is important that the company develops through its own culture the true art of communication. The manager's attitude, the example he sets for his subordinates, the judgments he follows are decisive in the company's progress.

The competent employee does not communicate on occasion or according to his own good please, but conform to a strategy, both in terms of the act of communication itself, and the existing strategy at the level of the organization, a strategy that has the role of creating a positive image about it.

Any employee with a management function, in his capacity as a manager, controls to what extent his decisions have been implemented only if he can communicate with those who execute them. Only in this way can the executors know what they have to do, when it has to be done and they can make their suggestions and problems known.

At the level of organizations in Romania, especially at the level of those from public sector, communication is poorly realized due to excessive bureaucracy that often makes information go through many hierarchical levels to reach the recipient.

Often, senior managers are deprived of real information, being fed up with endless reports that say nothing.

Efficient communication would have in mind precisely the avoidance of such situations by renouncing useless and costly methods that make it difficult to make decisions and solve problems.

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