LEADERSHIP COMMUNICATION- AN EFFICIENT WAY TO MOTIVATE HUMAN CAPITAL

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Abstract:
Creating an appealing, a satisfaying, and a motivating work environment, employees will perceive these organizations more challenging, ethical responsible, economic and social supportive, more communicative and opened, and employees will work better and will be more involved in obtaining results. Organizations and its leadership may use financial and non-financial ways to motivate its employees in order to obtain performance and achieve its objectives. But, when incentive motivation is inadequate, non-financial motivation, such as: better communication, active listening, and feedback, or promotion, better career plans, and work groups, will encourge and motivate better its employees.
In this paper we will show the importance of leadership communication in obtaining employees' performance, by implementing a research and a model of a communication plan. We will also show that using better communication practices the leadership will improve workplace performance and satisfaction.

Keywords: leadership communication, motivation, talented employees, leaders' implication, work performance.

1. Introduction

In this continuous changing environment, where the globalisation and liberalisation are at everywhere, the leadership must find efficient motivation ways in order to keep the best talented employees in organization. A good way to obtain motivated employees is the process of communication. Communication is a dual way by which human capital receives, understands, executes the leaders' orders, fulfils tasks, and transmits if they achieved the organization goals or encountered eventual issues, and by which leaders transmit to employees any change from the environment in order to align to the continuous changing needs of the customers and to praise the employees who obtained performance.

Thus, the need to learn, the need to develop, and the need to use the gained knowledge, skills, values, and better behaviours and attitudes are important for organization competitiveness (Truss C. et al., 2012). Motivation is becoming more and more important as a process nowadays, due to the intensification of competition at the workplace and to the unemployment rate increase (Hertel F., 2003, p.3).

2. Communication- Definition, importance and engagement

Research shows that communication is a vital form for the existence of personal and professional relationships (Wood J.T., 2010, p.13) and it is important in any domain, especially in human resources because these specialists must detain special communication skills (Morreale S., 2001) in order to attract, maintain and satisfy the talented employees.

Communication is probably the most central process in organizations. Several studies perceive communication process as being related to organizational outcomes like work motivation, job satisfaction and organization productivity (Chiang C.F., 2006, p.45). Through communication employees learn what is expected to learn, find out how to do their job, and become aware of what others think of their work.   The global and dynamic economy of the 21st century requires leaders with greater technological literacy and capacity to communicate and influence employees' behaviours.

To see the importance and the role of leadership communication we show some definitions, differences, and characteristics of managerial and leadership communication.

Table 1

The importance, the role and the characteristics of managerial and leadership communication

Managerial communication	Leadership communication
Is a function which helps managers communicate with each other as well as with employees within the organization, Helps managers to plan, organize, act, and control the organization resources, Helps in the transfer of information from sender to receiver, Aims at making the necessity of change intelligible, and activate employees and make them a link to the field of internal communication, Aims at orienting employees, It can be interpersonal or organizational (formal and informal), Its role is to improve top-down as well as for bottom-up communication, to inform all employees and to establish doalogical relationships, Managerial communication involve planning, budgeting, time frames, specific details, risks analysis; execution is made using problem solving, control, and predictibility, in order to obtain results, Is necessary to exchange ideas among employees, es essential to achieve	Is a mean of actively developing relationships, and domains like culture and identity, whcih serve as corporate orientation tags, It has the ability to initiate, support and regulate transformation process through vision and value, Creates a link between the work-related and the organizational context, Depends on the communication skills of each leader but also on the nature of the interaction with the staff, Can be seen as a change agent if managers are playing the part of communication promoters, Its role is to deliver information an the factual context of the organization and its issues or on the social context in order to createdomains of organizational orientation, Leadership communication involve establishing direction, long-range views of the big picture, developing a desirable and attainable goal for the future, using motivation, empowerment, creativity, and enspireing, in order to otain useful change,

tergets, to reduce errors, problems, conflicts and find solutions.	Use a full range of communication skills to overcome interferences, to create and deliver messages that guide, direct, motivate, or inspire others to action.

Source- adaptation after Hackman M.Z., Johnson C.E., 2013, p.11-13; Pauley J.A., Pauley J.F., 2009, p.1; Hynes G.E., 2016.

Management is often equated with leadership. Managers may act as leaders, but often they do not, and employees can take a leadership role even if they do not have a managerial position (Hackman M.Z., Johnson C.E., 2013, p.11-12). Leadership cannot exercise its function without an efficient communication system. A study showed that the leaders consumes 90% of its time to communicate (Singla R.K., 2009, p.191) with stakeholders, including employees, that is why they must take into consideration this process, and make it effective. Communication is a process which models human behaviour in order to achieve its objectives (Kumar R., 2010, p.24), and offer in exchange motivation measures (financial and non-financial) (Constantin T., Stoica-Constantin A., 2002). But the leaders must detain some special skills to put this into action, as active listening (Steinberg S., 2007, p.75), in order to understand, clarify, synthetize and share (Hoppe M.H., 2006, p.1). For Witherspoon (2004, p.2), leadership is first and foremost a communication process. Every leadership' behaviour is enacted through communication (Patrick F., 2011, p.1118). Leadership involves a wide range of analytical, personal, communication, organizational and positional competencies, knowledge, experience, and skills.. Effective leaders have the ability to create the conditions for self-motivation in followers and the capacity to influence others through communication and leading by example. The outcome is a high-performance culture and positive communication

practices that build motivation, confidence, satisfaction and commitment to achieve the organization's objectives (Dwyer J., 2012, p.179).

The role of a leader can be very complex; its complexity varying with the size of the group, the tasks, the period, and the expectations (Dwyer J., 2012, p.179). Communication is an essential leadership skill-being verbally involved, being informed, seeking others; opinions, initiating new ideas and being firm but not rigid are positive communication behaviours of effective leaders.

3. Leadership communication with employees- an effective way to motivate them

To obtain high-quality products to satisfy customers, managers need to communicate effectively with employees in order to motivate them (Florea N.V., 2014, p.265). One feature that almost all successful leaders seem to have in common is the ability to motivate people to work towards achieving objectives (Dwyer J., 2012, p.181). Many leaders motivate using formal policies, but others are able to get the most from their employees without ordering or threatening them if the task is not completed. The difference between the two ways of motivating employees consists of the confidence and the ability to communicate with the group. It was shown that there is a direct link between communication strategy, organization productivity and employee satisfaction (Kusluvan S, 2003, p.395).

Leadership may be defined as being a process of direction, guidance, and influencing others and establishment of interpersonal relationship for the achievement of the objectives of the organization bringing satisfaction to all; is the ability to induce employees to work with confidence and zeal. Leadership is an influence process, a position to shape, regulate, control and change the attitudes, behaviours and performance.

Leadership have to accomplish some functions like (Karmakar A., Datta B., 2012, p.214-217):
- Functions for task needs (defining task, making the plan, allocating work and resources, controlling quality, checking performance),
- Functions for group needs (setting standards, maintaining discipline, building team spirit, encouraging, motivating, giving sense of purpose, ensuring communication, training the group),
- Functions for individual needs (attending to personal problems, praising of individuals, knowing individuals personally, recognizing and using individual abilities, training individuals).

Functions fulfilled by a leader (Dwyer J., 2012, p.180): Communication building, Role clarification and effective execution of tasks, Motivation of the group to achieve goals and objectives, Obtaining the right climate for achievement, and Communication between the group and between group and organization. All the managerial functions, including the human resources management (and in our case the motivation function) are sustained by the communication, like a process of understanding between people and transferring the information (Florea N.V., 2010, p.1009).

As we may see, the motivation and the communication functions are very important for satisfying group needs. The essential qualities of a leader are: selflessness, courage, will power, power to influence (Dwyer J., 2012, p.181), knowledge, honesty, visionary outlook, action, consistency, clean character, good decision-making abilities, responsible, team player, positive attitude, good communication skills, and ability to motivate people around (Karmakar A., Datta B., 2012, p.220-221). To motivate the employees the managers need many skills, including: communication skills, feedback (Florea N.V., 2011, p.291), empathy, active listening and attention. So, the motivation degree is depending on the leader qualities, but also the implication of employees. Motivation may be high or low, and have some characteristics (Table 2).

Table 2

Characteristics of motivation in organizations

High motivation	Low motivation
High performance	Apathy
Consistent results	Indifference
Energy, enthusiasm, determination	High absenteeism
Cooperation	Lack of cooperation
Willingness to accept responsibility	Unjustified resistance to change

Source- Dwyer J., 2012, p.181.

Communication is the key to be a great leader. If a leader possess all types of leadership qualities but fail to communicate well, then they can never be a great leader. A good leader must motivate his team for good work and should maintain healthy environment. The first priority of a leader is to ensure the safety of the workers and can usually inspire the followers to aspire to greatness, aspire to improving themselves and inspire them to positive changes. Its power to influence employees behaviour and motivate them comes from five main types of power: legitimate power (given by the organization), reward power (given by its control on resources), coercive power (because he can compels others to behave in a certain way), expertise power (comes from its knowledge, aptitude and ability), and referent power (comes from being respected, admired, or liked as good example) (Dwyer J., 2012, p.181).

4. Research Methodology
Objective
The main objective of this paper is to show the importance and the role of leadership communication in motivating employees in order to obtain performance.

Other objectives
In our paper we proposed to achieve other objectives such as:
- to demonstrate that using effective communication practices the leadership will contribute to improved motivation, implication, and better workplace performance,
- to analyze if the employees will be more satisfied and more commited to those incentive-based organizations and those skilled leaders.

Impact
The main reasons of our work and its impact is:

- to improve the politics of organizations in order to maintain talented staff in organizations through an adquate motivation process made by leaders and creating the opportunity to obtain competitive advantage through this internal power;
- to develop the present asset of organizations by creating an effective stock of communication knowledge, experiences and skills for leaders,
- to create the premises for development, necessary for individual and organizational continuous learning.

Research hypothesis
In our paper we proposed some hypothesis, which will be validated (totally or partialy) or not-validated, as follow:
H1- between communication process and motivation function there is a direct and positive relation,
H2- when communication is not efficient there is also inefficiency at workplace, errors, and demotivation showing a direct and strong connection between them;

Tool for collection of data-
questionnaire method.

Sample size
The analysis was made on 8 institutions (4 private institutions and 4 public institutions) which offer different services. The research used a sample size of 60 surveyed persons: 18 persons with a management function and 42 persons with an execution function; 30 were females and 30 males; 19 with highschool and 41 with university studies. According to the analysis, 12 persons were in (21-29) years age group, 24 between (30-39) years, 19 between (40-49) years, 4 in group (50-59) years and 1 person in group of age >60 years. From our research group, 3 persons are in wage group <999 lei, 27 persons are between (1000-1999) lei, 16 persons are in group (2000-2999) lei, 9

persons are in group (3000-3999) lei and 5 persons in group >4000 lei.

Data presentation and results interpretation

We started from the idea proposed by Karmakar A. and Datta B. (2012, p.210) in which they formulated the idea that leadership consists of three factors: leaders, followers and other variables, named LFS relationship. Thus, leadership (L) is a function depending on these three variables ($L = f(l, f, s)$).

Thus, we proposed a case in which leadership (L) depends on the next three variables: leaders, employees and the process that links the two factors every day, in every situation- the communication process. Thus, $L = f(l, e, c)$, where l= leaders, e= employees and c= communication process between the two of them.

Starting from this idea, we analyzed the communication process between leaders and employees as being the most important motivation process used by leadership in organization. The questionnaire contains 11 questions which responses are analyzed using a semantic differential scale DT (total disagree), DP (partial disagree), NDNA (nor disagree nor agree), AP (partial agree) and AT (total agree).

The analysis of communication process between leadership and employees through motivation prism

Q1. The leadership clearly disscusses the responsibilities of each member from its department. Using semantic differenciation and the calculations made in Excel, we obtain a score of 3,82. Thus, we found that the responsibilities acutaly are not disscused very clearly with the leadership, the respondents being only partialy agree with this issue.

Points	Accord	The leadership discuss concrete the responsibilities of each member from its department	%
1	total dizagree	3	5
2	partial dizagree	8	13
3	nor dizagree nor agree	10	17
4	partial agree	15	25
5	total agree	24	40
	Total	60	100
	ScoreQ1=	3,82	
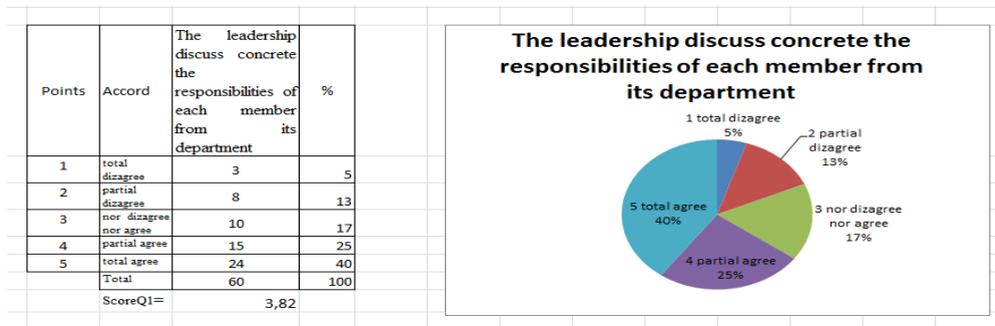
Figure 1. Results Q1

Figure 1 ,,The leadership discusses concrete the responsibilities of each member from its departement,, shows that 40 % of the respondents are totaly agree and 25% are partialy agree with the fact that leadership clearly disscusses the responsibilities that each member of its department have them. If the leadership implement clear procedures, the employees will strictly follow them. Each position and its related responsibilities must be analysed in order to find out if they are followed or not in order to keep only the commited employees.

Q2- The leadership communicates clearly with employees the benefits the employees will receive when their performances are evaluated.

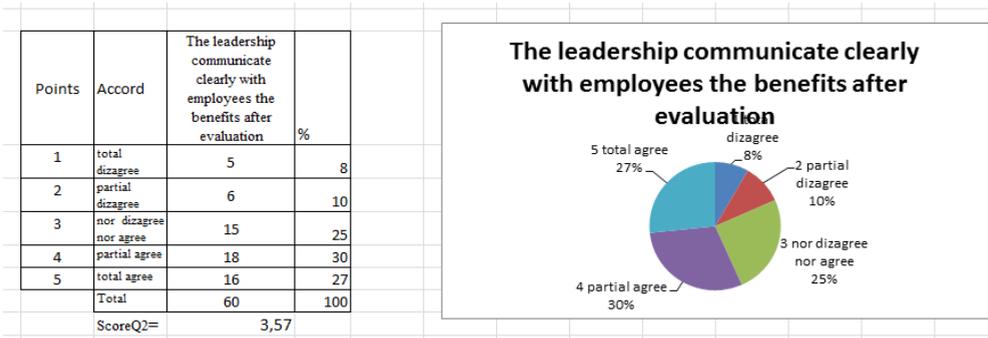| Points	Accord	The leadership communicate clearly with employees the benefits after evaluation	%
1	total dizagree	5	8
2	partial dizagree	6	10
3	nor dizagree nor agree	15	25
4	partial agree	18	30
5	total agree	16	27
	Total	60	100
	ScoreQ2=	3,57	

The leadership communicate clearly with employees the benefits after evaluation

- 1 total dizagree 8%
- 2 partial dizagree 10%
- 3 nor dizagree nor agree 25%
- 4 partial agree 30%
- 5 total agree 27%

Figure 2. Results Q2

Figure 2 ,,The leadership communicate clearly with employees the benefits after evaluation,, shows that we obtained at this question the score is 3,57, and we found that the recompensation received after performance evaluation is not tranceparent. A 30% of respondents answeared that are partial agree and 27% that are totaly agree with this issue.

A performant system of compensation is representing an effective tool for motivation of skilled and talented emplyees. Not communicating these instruments, the talented employees will leave the organization for better conditions.

Q3- It is allocated enough time to communicate with employees about the training programs they could benefit.
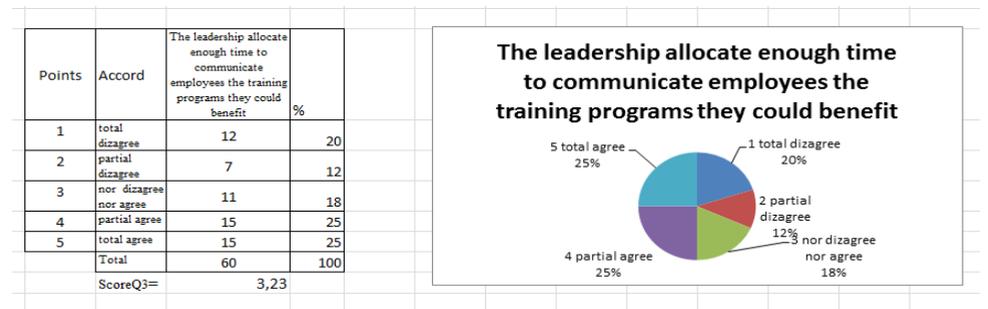
Points	Accord	The leadership allocate enough time to communicate employees the training programs they could benefit	%
1	total dizagree	12	20
2	partial dizagree	7	12
3	nor dizagree nor agree	11	18
4	partial agree	15	25
5	total agree	15	25
	Total	60	100
	ScoreQ3=	3,23	

The leadership allocate enough time to communicate employees the training programs they could benefit

- 1 total dizagree 20%
- 2 partial dizagree 12%
- 3 nor dizagree nor agree 18%
- 4 partial agree 25%
- 5 total agree 25%

Figure 3. Results Q3

Figure 3 ,,The leadership allocates enough time to communicate employees the training programs they could benefit,, shows that the score at this question is 3,23, and we found that the respondents are agree that communicating the available training and development programs is not allocated enough time to make known to all emplyees. A percent of 25% are totaly agree with that and the same percentage is

partialy agrre with the fact that these development programs are not communicated to all benefit from this. The leadership must be implicated in training employees if it wants to have developed employees and to effectively response to market changes. Having better and skilled employees the organization will quickly achieve its standads of quality and profit.

Q4- Annually are disscussed the individual development needs and is made a training plan.
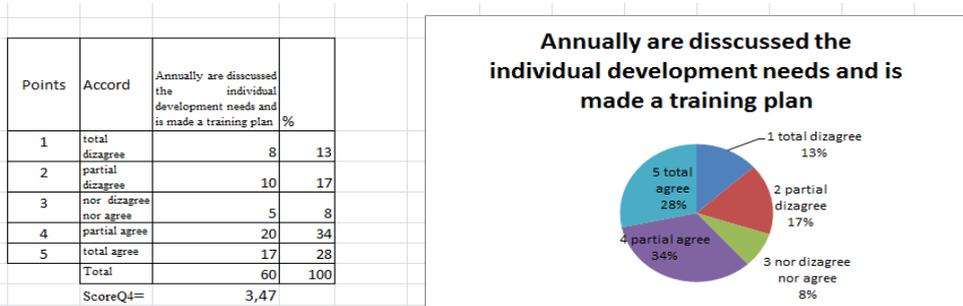
Points	Accord	Annually are disscussed the individual development needs and is made a training plan	%
1	total dizagree	8	13
2	partial dizagree	10	17
3	nor dizagree nor agree	5	8
4	partial agree	20	34
5	total agree	17	28
	Total	60	100
	ScoreQ4=	3,47	

Figure 4. Results Q4

Figure 4 ,,Annually are disscussed the individual development needs and is made a training plan,, shows a score, as we may see of 3,47, indicating that there is a partial agrre regarding the developoment needs and forming a plan of training at the begining of the year. A 33,3% responded that they are partialy agree and 28,3% that are totaly agree with the fact that it may be disscussed the development needs with the leadership function and it is developed a training plan. Annulay the leadership must review the employees performance, and make a training plan; how employees fulfill their tasks and what is expected from them in the future. If the leadership is not doing this, the performance will suffer and the future of organization is limited.

Q5- The leadership communicates and focuses its attention on irregularities and errors from the wanted standards.
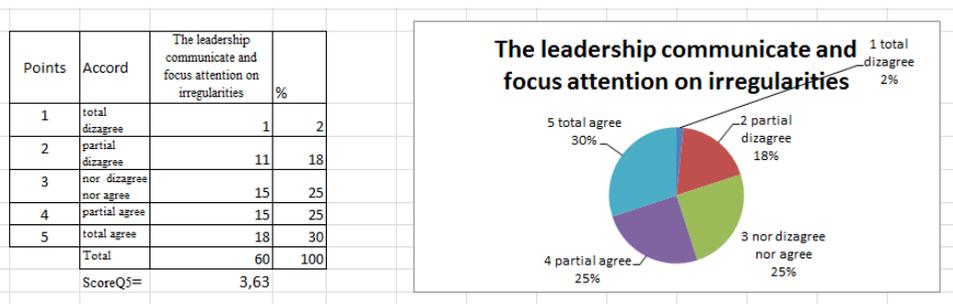
Points	Accord	The leadership communicate and focus attention on irregularities	%
1	total dizagree	1	2
2	partial dizagree	11	18
3	nor dizagree nor agree	15	25
4	partial agree	15	25
5	total agree	18	30
	Total	60	100
	ScoreQ5=	3,63	

Figure 5. Results Q5

Figure 5 ,,The leadership communicate and focus attention on irregularities,, showed a score at question six of 3,63, indicating that the leadership must be implicated in knowing at right time the errors and irregularities in order to find an effective solution and corrective measures and must reward those employees without errors and low waste. Thus, the leadership can be a trasanctional one, and define expectations and promote

performance to achieve its standards. As we may see only 30% from the respondents are totaly agree, 25 % that are partialy agree and 25% that are nor dezagree or agree with the fact that leadership is focusing on solving irregularities and errors.

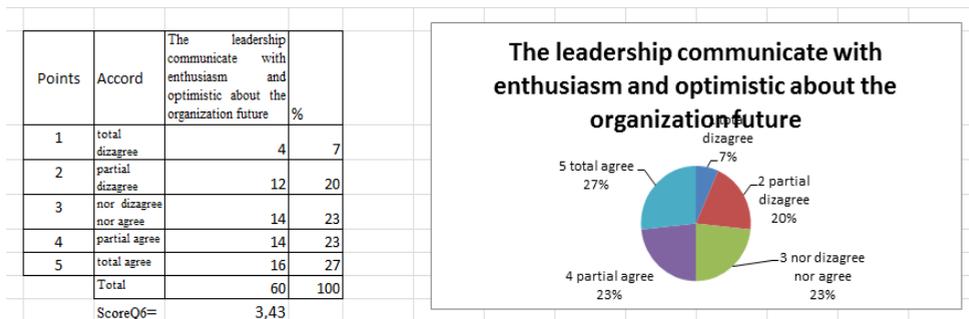Q6- Leadership talks with enthusiasm, trust and optimism about the organization future.

Points	Accord	The leadership communicate with enthusiasm and optimistic about the organization future	%
1	total dizagree	4	7
2	partial dizagree	12	20
3	nor dizagree nor agree	14	23
4	partial agree	14	23
5	total agree	16	27
	Total	60	100
	ScoreQ6=	3,43	

Figure 6. Results Q6

Figure 6 ,,The leadership communicates with enthusiasm and optimistic about the organization future,,, showing a score at this question of 3,43, so the leader must play the role of of model when are different issues, sharing good ideeas and thoughts about environment, stakeholders and organization future. The leader inspire employees presenting a positive image and being enthusiasticaly about this future which must create it with its employees.

As we may see only 27% responded that are totaly agree, 24% are nor agree or dizagree and 20% are partialy agree with the fact that leadership talks with enthusiasm about

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the organization future. This denote that the organization future and its predicition is uncertain due to economical-financial cirises which comprised all businesses, decrease of customers, or purchasing due to purchase power, incresae of prices and decrease of wages offer by enterprises in the last few years.

Q7- Communication with leadership is based on dialogue and feedback

Figure 7 is showing the ,,Communication with leadership is based on dialogue and feedback,,

As we may see from our calculation the score is 3,82. A 40% are totaly agree and 27% are nor agree or dizagree with the fact that the communication process is based on dialogue and feedback
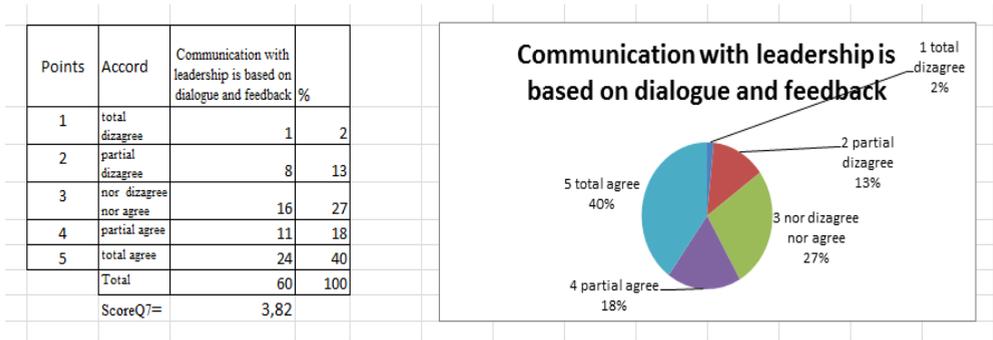
Points	Accord	Communication with leadership is based on dialogue and feedback	%
1	total dizagree	1	2
2	partial dizagree	8	13
3	nor dizagree nor agree	16	27
4	partial agree	11	18
5	total agree	24	40
	Total	60	100
	ScoreQ7=	3,82	

Figure 7. Results Q7

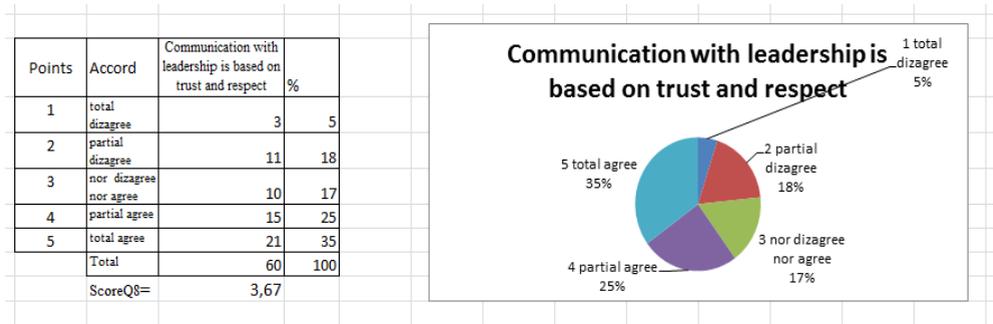| Points	Accord	Communication with leadership is based on trust and respect	%
1	total dizagree	3	5
2	partial dizagree	11	18
3	nor dizagree nor agree	10	17
4	partial agree	15	25
5	total agree	21	35
	Total	60	100
	ScoreQ8=	3,67	

Figure 8. Results Q8

Figure 8 is showing the ,,Communication with leadership is based on trust and respect,, and the score is 3,67. Trust is important at work; interracting every day with leadership, employees are trusting it, whch is built in years. If it is broken, hardly it can be rebuilt. As we may see only 35% from the respondents are totaly agree and

25% are partialy agree with the fact that communication process with leadership is one based on trust and respect, this meaning that leadership is not so trsutful, engaged, or commited.

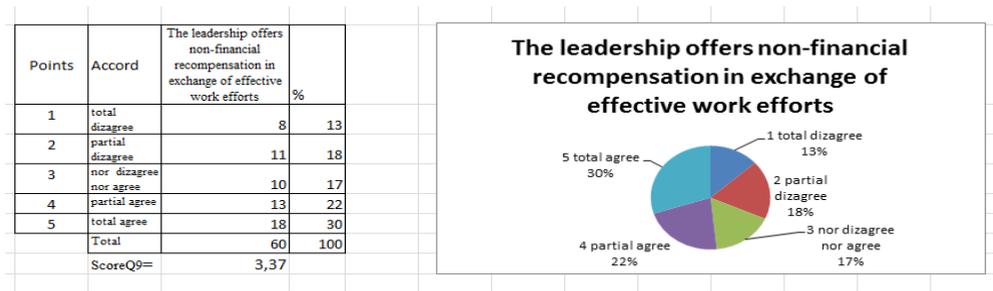Q9- The leadership offers employees help and non-financial motivation in exchange for effective work efforts.

Points	Accord	The leadership offers non-financial recompensation in exchange of effective work efforts	%
1	total dizagree	8	13
2	partial dizagree	11	18
3	nor dizagree nor agree	10	17
4	partial agree	13	22
5	total agree	18	30
	Total	60	100
	ScoreQ9=	3,37	

Figure 9. Results Q9

Figure 9 is showing ,,The leadership offers non-financial recompensation in exchange of effective efforts,, and the score obtained is 3,37. As we may see 30% indicated that are totaly agree and 22% are partialy agree with the fact that the organization offers non-financial motivation measures. As we know, organizations offering these motivation measures, will maintain those skilled ans commited employees, talented and responsible. Human capital being that resource that achieve competitive advantage and performance, the leadership must implement a non-financial program in order to increase the chance to retain talented employees on a long-term.

Q10- Leadership expresses its gratitude and praise when employees meet their expectations.
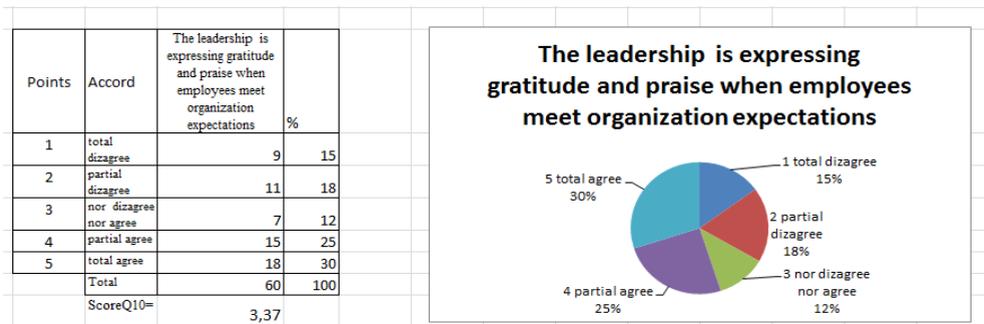
Points	Accord	The leadership is expressing gratitude and praise when employees meet organization expectations	%
1	total dizagree	9	15
2	partial dizagree	11	18
3	nor dizagree nor agree	7	12
4	partial agree	15	25
5	total agree	18	30
	Total	60	100
	ScoreQ10=	3,37	

The leadership is expressing gratitude and praise when employees meet organization expectations

- 1 total dizagree 15%
- 2 partial dizagree 18%
- 3 nor dizagree nor agree 12%
- 4 partial agree 25%
- 5 total agree 30%

Figure 10. Results Q10

Figure 10 is showing ,,The leadership is expressing gratitude and praise when employees meet organization expectations,, and the score at this question is 3,37. Only 30% stated that are totaly agree and 25% that are partialy agree with the fact thatleadreship function expresses its gratitude and praise when good employees meet their expectations and obtain high performances. Improving performance is a challenge, but inform employees about their performance is a good communication process, which conduct to better commitment. This may be obtained implemting an effective plan which may consist of describing the encountered issues, offering help and support to employees, developing effective solutions, actions and develop follw-ups (inform employees about improving performance and set clear plans to achieve performance).

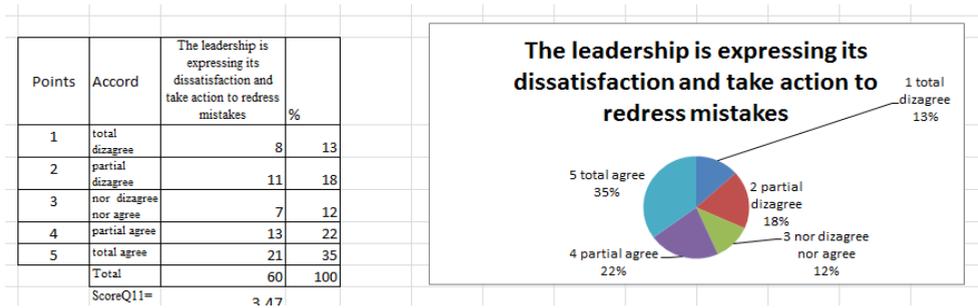Q11- Leadership expresses their dissatisfaction and take action to redress grievances.

Points	Accord	The leadership is expressing its dissatisfaction and take action to redress mistakes	%
1	total dizagree	8	13
2	partial dizagree	11	18
3	nor dizagree nor agree	7	12
4	partial agree	13	22
5	total agree	21	35
	Total	60	100
	ScoreQ11=	3.47	

Figure 11. Results Q11

Figure 11 ,,The leadership is expressing its dissatisfaction and take action to redress mistakes,, and the score at this question is 3,47. As we may see 35% are totaly agree, 22 are partialy agree and 18% are partialy dizagree with the fact that leadership expresses their dissatisfaction and take action for redress of grievances, errors and issues appeared in organizations. Dissatisfaction appears when there is a gap between expectations and results; not communicating this, will bring less performance, improvements, and responsibility from the two involved parts leading to the emergence of an ineffective behavior, low ethics and low implication. From our research, we want to demonstrate that leadership communication has an important impact on worplace performance and on motivating talented employees, by the prism of retain them on long time and obtain sustainable performance.

Using a non-parametris test to fulfill the proposed hypothesis and analyze the link between variables

So, we are using Chi-square test to analyze:

a. the link between employees motivation and leadership communication

Using chi-square test we want to demonstrate that between leadership communication and employees motivation there is no direct link (Q9) is false.

Table 3

Observed and the expected responses of respondents

Perception	Observed responses (O)	Expected responses (E)	O-E	(O-E)²	(O-E)²/E
Strongly disagree	8	12	-4	16	1,33
Disagree	11	12	-1	1	0,083
Neutral	10	12	-2	4	0,33
Agree	13	12	1	1	0,083
Strongly agree	18	12	6	36	3
Chi-square	60	60		58	0,96

Table 4

Summary outputs for Chi-square value

Chi-square calculated value	Degree of freedom	Chi-square value at 5% LOS
151,829	4	9,49

We also observe that the calculated value for $(\sum(O-E)^2/E$ (0,96) is under the table value (9,49), thus the fact that between the two analysed variables there is no direct link is rejected. So, between the two analysed variables there is a direct and positive connection. From our analysis we observe that hypothes 1 proposed at the beginning of our research is fulfilled.

b. when communication is inefficient there is also inefficiency at workplace (errors).

Using chi-square test we want to demonstrate that between communication inefficiency and inefficiency at workplace there is no direct link, is false (data gathered from Q5).

Table 5

The observed and the expected responses of respondents

Perception	Observed responses (O)	Expected responses (E)	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly disagree	1	12	-11	121	10,08
Disagree	11	12	-1	1	0,083
Neutral	15	12	3	9	0,75
Agree	15	12	3	9	0,75
Strongly agree	18	12	6	36	3
Chi-square	60	60		176	2,93

We observe that the calculated value for $(\sum(O-E)^2/E$ is 2,93 and being under the table value (9,49), thus the fact that between the two analysed variables there is no direct link is rejected. So, when the communication is inefficient, the workplace performance has to suffer, so between the analysed variables there is a direct and strong connection. Thus the H2 is fulfilled.

5. Conclusions and proposals

Communication must lay the foundation for creating a strong building based on information, education, learning, teamwork, training, respect, confidence, motivation and satisfaction by creating a climate that encourages individual development and organizational competitiveness. The employees must first communicate with the internal environment (leaders, co-workers and other internal stakeholders) by understanding the mission, vision, objectives, policies, rules and standards of organization, and then respond, accordingly to actual challenges from the external environment, according to the inside-out principle. Through communication must be ensured the creation and the maintaining of a positive image of the organization's management to the public, internally and externally, being a barometer of the

health of the environment where the organization is acting.

And because the performance of the leadership cannot be achieved without communication, we showed in our article the link between the communication process and the function of motivation/efficiency at workplace, thus the first and the second hypothesis, H_1 and H_2 are fulfilled. From our research, we can observe that Romanian organizations perceive leadership as that function which has the power to motivate employees, but with the conditions that leaders have effective communication skills. Our research shows that 40% of surveyed persons ar totaly agree with the fact that the relation between the leadership and the employees is based on dialogue and feedbac. Generally, the employees wants that communication with leadership be a sustainable and continuous process, in order to obtain performance, but only 35% assert that this is based on trust and respect. Only 30% sustain that, leadership expresses its content and praise only when the collaborateurs satisfy their expectations and 35% are totaly agree with the fact that, the leadership expresses its dizagreement and take measures of correcting errors.

As we may see from our research made on 60 employees, the analysis the communication process between leadership and employees is not such an efficient process, based on trust and respect, on realistic and correct evaluations, on feedback and active listening. Because communication is the cornerstone of our lives, it is recommended that organizations take into account the development of an effective communication plan starting from the RACE formula.

Using a model to improve communication process between leaders and employees

There are several ways to improve and streamline communication: creating a supportive climate, developing an efficient network communication, increase trust in the management function and its leaders, leadership involvement in the communication function with function execution, development of bilateral communication, selection of appropriate communication way, encouraging participatory communication, active listening, or avoiding premature assessments. Another effective way to improve communication with leadership function is to create, develop and implement a communication plan based on bi-univocal internal-external process and on triad collaboration between: top management, middle management, and execution management. Starting from the RACE formula (Research, Action, Communication and Evaluation) we will propose a model to improve internal communication between leaders and employees with outside effects.

Table 6

A communication model between leaders and employees based on inside-out/outside-in view

Phases of the plan	Measures	Actions
Reasearch	Analysis of internal actual communication process and its	1.building an attractive, clear and up-dated internal platform for communication, 2.develop rules for an effective communication based on leadership trust, feedback, and active listening,

	future improvement	3.creating strong relationships between leaders and employees based on an effective plan based on motivation (financial and non-financial), satisfaction, involvement, power delegation 4.creating a positive image among employyes reflected on external environment (clients, competition, distrubutors), 5.sending employees to training courses based on communication, ITC, management, 6.designation of a special person for facilitating the communication function between leaders and employees
Action	Creating clear objectives which will be communicate to employees in time and implication of leaders in their achieving	1.developing and implementing clear rules for internal and external communication, 2.applicating some indicators for performance analysis of communication process, 3.implementing clear analysis using Benchmarking,, SWOT, QSPM, Scorecard, Six Sigma or marketing research, 4.developing new ways of communication, besides the classical ones existing into organization, 5.creating and developing relationships through a pilot-program with performant organizations based on best practices transfer of communication and virtual interrelation.
Communication	Applicating some measures to easy the communication process	1.aquiring performant IT programs in order to determine a just-in-time and up-dated budget, 2.implementingfew analysises and monitoring actions necessary for efficient calculation of performance indicators.
Evaluation	Developing standards and measures necessary for their achieving	1.developing clear objectives of communication which must be known by all employees and measuring their effieciency in time 2.changing standards in the same time with the new demands from communication area, 3.clear evaluation of communication process between leadership and employees through measuring the visble effects into the external environment.

Model developed by the authors.

Communication is essential for the existence and the success of the organization, being the first responsibility of every leader and implicitly of every employee. Communication makes it possible to conduct employee and make orientation towards performance and professional satisfaction by identifying the knowledge and use of the different types of needs and incentives.

Employees, like customers, buy solutions to their problems and promises (Meghisan F., 2014, p.278) collected from the leadership communication in order to obtain sustaining and understanding. The need to communicate should be considered a critical success factor for the organization. A good process of communication will conduct to increased implication, development, motivation, and work satisfaction. Implication means flexibility, creativity and innovativeness which are needed to react in a continuously changing business environment. An implicated employee challenges the organization to develop special programs of motivation in order to keep on long term a performance employee. Continuous learning and training make an employee to be more prepared for a changing environment and to decrease his/her resistance to changing.

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