



The Impact of Immature Communication Decisions on the Development of Organizations

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ABSTRACT

This paper investigates the impact of immature communication decisions on organizational development, with a focus on the medical field. A research study was conducted at the Bacău County Emergency Hospital, involving a structured questionnaire applied to a sample of 350 medical staff (255 nurses and 95 doctors). The study explored four key dimensions of internal communication: the effectiveness of peer communication, the clarity of instructions received from superiors, major communication barriers, and the frequency of contradictory or incomplete information. Findings indicate that while communication is generally perceived as effective, dysfunctions persist—such as time constraints, hierarchical differences, and unclear messaging. These issues contribute to uncertainty, operational errors, and a decline in organizational trust. The paper highlights the need for an organizational culture based on constructive feedback, transparent decision-making, and enhanced managerial competencies. It also suggests strategic interventions, including continuous leadership training, clear communication channels, and shared accountability across all hierarchical levels.

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1. Introduction

Communication is an essential process within organizations, being considered the "blood" that maintains their functioning. Edgar Schein emphasizes that "in any organization, communication is the mechanism through which coordination and cooperation are possible (Edgar H. Schein, 2010).

In the view of W. Charles Redding, considered the father of organizational communication, communication in an organization is not limited to the transmission of simple information, but includes the totality of messages created, transmitted, received and interpreted by the members of the organization. This communication takes place both internally —between employees, departments and hierarchical levels — and externally, in the organization's relations with its environment, such as customers, partners, suppliers and other organizations (W. Charles Redding, 1972.)

According to Robbins and Judge, effective organizational communication contributes to:

- ✧ Coordination of activities,
- ✧ Employee motivation,
- ✧ Expressing emotions and needs,
- ✧ Exercise of the control function, (Stephen P. Robbins, Timothy A. Judge, 2017)
- ✧ Decision making.

A fundamental aspect is also organizational culture, defined by Schein as "a set of shared assumptions and beliefs, learned by a group, that govern the way its members perceive, think and react, (Edgar H. Schein, 2010). Therefore, communication shapes not only internal and external relationships, but also organizational identity, work climate, and the organization's ability to adapt to change (Cristache, N. et al, 2024).

In order to understand how information circulates in organizations and how it influences decision-making, several theoretical models have been developed.

One of the most influential is the model of Claude Shannon and Warren Weaver, proposed in 1949, which treats communication as a linear process composed of: source → encoding → channel → decoding → receiver (Claude E. Shannon, Warren Weaver, 1949).

They draw attention to the existence of "noise", i.e. factors that can distort the message conveyed. Later, Wilbur Schramm added the feedback component, emphasizing that "without feedback, there is no complete communication (Wilbur Schramm, 1954). In his view, the communication process is not strictly

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linear, but cyclical, each participant having simultaneous roles of transmitter and receiver. In the 1970s, Dean Barnlund proposed the transactional model of communication, emphasizing that participants are simultaneously senders and receivers, and the meaning of messages is co-constructed during interaction (Dean C. Barnlund, 1970).

Organizational decisions depend directly on the quality of communication. According to Herbert A. Simon, Nobel Prize laureate in Economics, decision-making is fundamentally based on the information flows existing in the organization. Lack of information or its distortion leads to "sub-optimal decisions". The transactional communication model is particularly important in the decision-making context, as it allows continuous adaptation based on feedback. On the other hand, linear models, which do not take into account the responses of the receptors, risk leading to errors of perception and, implicitly, to wrong decisions. According to Robbins and Judge's research, in organizations where communication is transparent and interactive, decision-making is more participatory, and the solutions adopted are more innovative and better accepted (Herbert A. Simon, 1947).

2. Analysis of the specialized literature

Organizational communication has been one of the central themes in the management and organizational sociology literature over the past decades, as it constitutes the link between internal processes, organizational culture, and the effectiveness of managerial decisions. In general, research shows that well-structured communication contributes to role clarity, conflict reduction, and the strengthening of relationships among organization members, while communication deficiencies can lead to tensions, decreased performance, and significant resource losses (Gruia, L. A. et al, 2020).

One of the reference authors in the field, **Edgar Schein**, argues that the way information circulates within an organization both reflects and consolidates its culture. In his view, communication is not merely a technical tool for message transmission but also a mechanism for perpetuating organizational values, beliefs, and norms. Thus, the absence of coherent and transparent communication channels does not only affect operational processes but can undermine the very cultural foundation of the organization, generating confusion and resistance to change (Schein, E. H. ,2010)

In a complementary direction, **Charles Redding** developed one of the first systematic theories on organizational communication, highlighting five essential dimensions: information transmission, feedback, interpersonal influence, organizational climate, and integration within the organization's structural framework. Redding emphasized that the lack of feedback and a tense organizational climate lead to the gradual deterioration of work relationships and the emergence of immature decisions, based on incomplete or distorted perceptions (Redding, W. C. ,1972).

In contemporary specialized literature, **Robbins and Judge** analyze the relationship between communication and the decision-making process, stressing that in modern organizations, characterized by complex environments and rapid change, managerial decisions largely depend on the quality of communication. Informational ambiguity, the absence of clear transmission channels, or message distortion can result in hasty, inconsistent, or even contradictory decisions, with negative effects on overall performance. According to the two authors, communication must be regarded as a strategic process at the heart of any managerial decision (Robbins, S. P., & Judge, T. A. ,2013)

Similarly, **Joann Keyton** approaches organizational communication from the perspective of the relationship between messages and the work climate. She argues that poor communication generates a tense organizational climate, marked by lack of trust and reluctance to cooperate. At the same time, a precarious climate, in turn, amplifies tendencies of defective communication. This circular relationship explains why some organizations enter a vicious cycle of communication dysfunctions, which become increasingly difficult to correct without structural interventions (Keyton, J. ,2011).

In the same vein, **Katherine Miller** emphasizes the importance of communication as a mechanism for reducing uncertainty and ensuring organizational coherence. She shows that employees who receive clear and transparent information develop higher levels of trust toward leadership and report increased job satisfaction. Conversely, lack of clarity in communication or inconsistent message delivery causes frustration, demotivation, and a perception of instability, leading to decreased collective performance (Miller, K. (2015).

In the medical sector, the literature has paid particular attention to the impact of communication on service quality and patient safety. **Leonard, Graham, and Bonacum** demonstrate that communication deficiencies are among the main causes of medical errors and organizational conflicts in hospitals. The absence of effective communication between doctors, nurses, and auxiliary staff leads to misinterpretations, duplication of tasks, or, conversely, the omission of critical steps in the care process. This research confirms that immature communication decisions do not only have economic or organizational consequences but can directly affect patients' lives and health (Leonard, M., Graham, S., & Bonacum, D. ,2004).

Analyzing the specialized literature, a clear consensus emerges: the quality of organizational communication directly influences organizational development, internal process efficiency, and employee satisfaction. However, most studies focus on organizations in Western contexts, with fewer applied studies on public hospitals in Romania. This gap highlights the need for case studies that explore the particularities of the

local context, where limited resources, bureaucracy, and social pressure amplify the risks generated by immature communication decisions (Schin, G. et al, 2023).

In conclusion, the literature provides a solid theoretical framework confirming the importance of communication for decision-making and organizational functioning. However, its applied relevance in specific contexts, such as public hospitals, remains insufficiently explored. Thus, the case study presented in this paper contributes to filling this knowledge gap, offering empirical data useful for understanding and improving organizational communication in medical institutions.

3. Immature communication decisions

In the context of organizational communication, immature communication decisions can be defined as those decisions or actions to convey information that are taken without proper analysis of the context, without clarity on the objectives and without assessing the consequences on the receivers or on the organization as a whole (Michael J. Papa, Tom D. Daniels, Barry K. Spiker, 2008).

These decisions are often characterized by impulsivity, lack of strategic coherence and poor adaptation to the specifics of the target audience.

The determinants of immature communication decisions are multiple. First of all, the pressure of time and stressful organizational contexts can favor making quick decisions, based on instinct and not on well-reasoned reasoning (Joann Keyton, 2011).

Secondly, a lack of communication skills — either at individual or systemic level — contributes to poorly worded or inappropriate messages (Dennis Tourish, Owen Hargie, 2009).

Organizational culture also plays a key role: organizations that promote authoritarian communication or sanction communicative failures instead of treating them as learning opportunities risk perpetuating a climate of immature decisions (Edgar H. Schein, 2010).

Finally, a frequently underestimated factor is the lack of internal feedback. Edgar Schein's studies on organizational dynamics show that organizations that do not develop effective internal feedback systems are more prone to communication errors and hasty decisions, because there is a lack of continuous adjustment of messages according to the real reactions of the members of the organization.

Immature communication decisions can seriously affect organizational performance on multiple levels. First, they can lead to internal confusion: when messages are incoherent, incomplete, or contradictory, employees lose trust in leadership and become unsure about their work priorities (Linda Putnam, Dennis K. Mumby, 2013). Secondly, the public image of the organization can suffer rapid deterioration, especially in the age of digital communication, where an error can go viral within hours (Keith Butterick, 2011).

In addition, immature communication decisions compromise the organization's overall decision-making process, generating a vicious cycle of poor decisions based on misinformation or misinterpretation. Studies by Kathleen Kelley Reardon highlight that organizations that do not strategically manage communication are more vulnerable to internal and external crises, leading to decreased productivity, employee satisfaction, and profitability (Kathleen Kelley Reardon, 2001).

In an integrative view, we can conclude that the maturity of communication decisions reflects the general level of organizational health: organizations capable of managing communication professionally are also those that demonstrate greater resilience, adaptability and long-term success (W. Charles Redding, 1972)

4. Analysis of the impact of immature decisions – case studies

The study focused on four key questions, which aim to assess the effectiveness of communication between colleagues, the clarity of instructions received from superiors, the obstacles encountered in the communication process and the frequency of incomplete or contradictory information. Their analysis will allow us to understand how certain communication decisions, often immature, can negatively influence organizational efficiency and to identify the lessons learned from these situations.

4.1. Research methodology

The questionnaire applied in this study was intended for a sample of 350 employees of the Bacau County Emergency Hospital, of which 255 are nurses and 95 are doctors. The questions were designed to assess the staff's perception of different aspects of internal communication and were structured as follows:

1. **How do you rate communication between colleagues in your department?**
2. **How clear are the instructions received from superiors during daily work?**
3. **What are the main obstacles in communication between colleagues?**
4. **How often do you receive contradictory or incomplete information?**

Each question had predefined answer options and the data collected were statistically and analytically analysed to identify trends and draw relevant conclusions.

4.2. Research results

How do you evaluate communication between colleagues in your department?

This question aimed to assess the overall efficiency of communication between team members in the Bacau County Emergency Hospital. The answers obtained are presented in the graphs below:

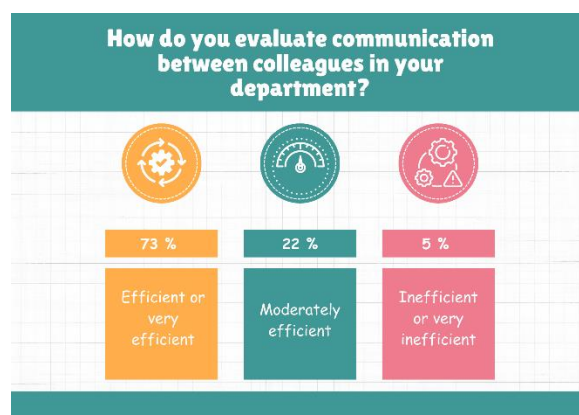


Figure 1. Evaluation of communication between colleagues

Source: Created in Canva

Distribution of responses to the question "How do you rate communication between colleagues?"

- **73%** of respondents rated communication as **effective** or **very effective**.
- **22%** considered it **moderately effective**.
- **5%** considered it **ineffective** or **very ineffective**.

These data suggest a majority of opinion in favour of communication between colleagues, but there is a significant percentage of respondents who report communication deficiencies.

How clear are the instructions received from superiors during daily work?

In terms of the clarity of instructions received from superiors, almost two-thirds of respondents (66%) found instructions **clear** or **very clear**. This suggests that the hierarchical communication process works mostly efficiently. However, 33% of the responses indicated moderate or **unclear clarity**.

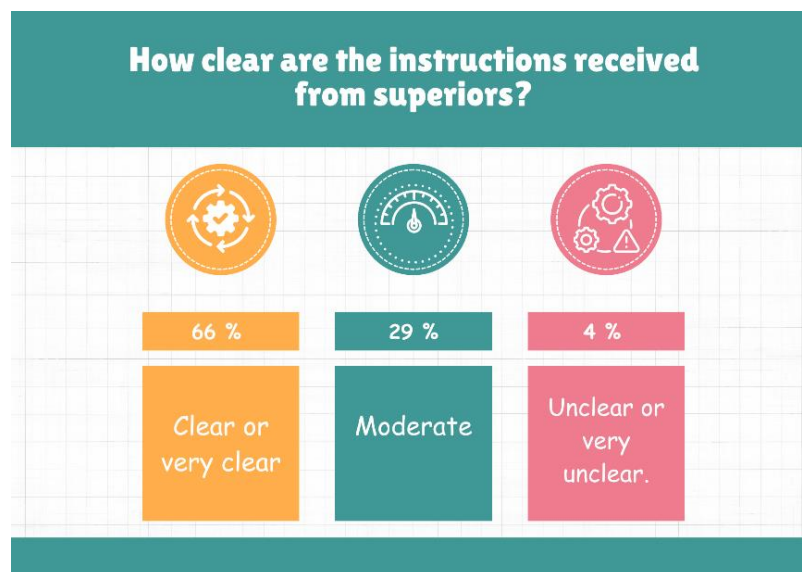


Figure 2. Clarity of instructions received from superiors

Source: Created in Canva

Distribution of answers to the question "How clear are the instructions received from superiors?"

- **66%** of respondents rated the instructions as **clear** or **very clear**.
- **29%** considered them **moderate**.
- **4%** found the instructions **unclear** or **very unclear**.

What are the main obstacles to communication between colleagues?

To this question, the most significant barrier identified was **lack of time**, followed by **lack of transparency** and **hierarchical differences**. The results obtained show that these obstacles seriously influence the internal communication process, preventing the efficient exchange of information.

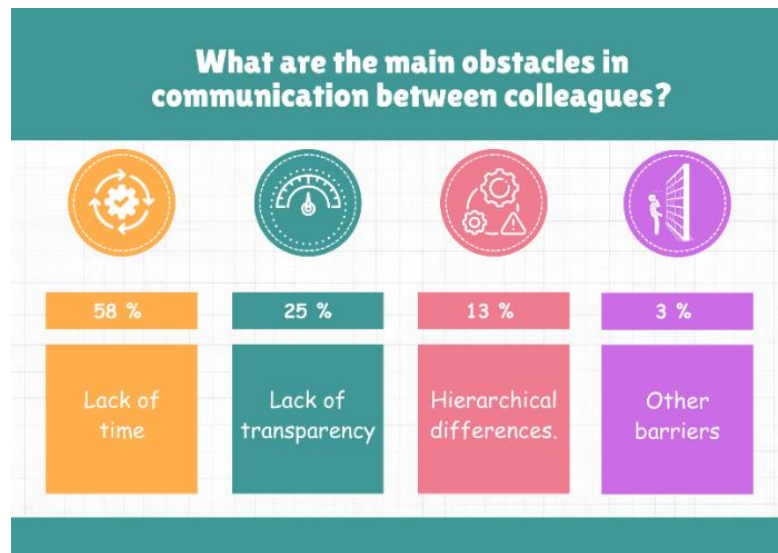


Figure 3. Obstacles in communication between colleagues

Source: Created in Canva

Distribution of answers to the question "What are the main obstacles in communication between colleagues?"

- **58%** of respondents pointed to **lack of time** as the main obstacle.
- **25%** indicated a **lack of transparency**.
- **13%** considered **hierarchical differences** to be a major obstacle.
- **3%** mentioned other barriers.

How often do you receive contradictory or incomplete information?

The question about the frequency of contradictory or incomplete information revealed a significant communication problem within the hospital. Almost 43% of respondents reported that they frequently face incomplete or contradictory information, which underlines the need to improve the flow of information.

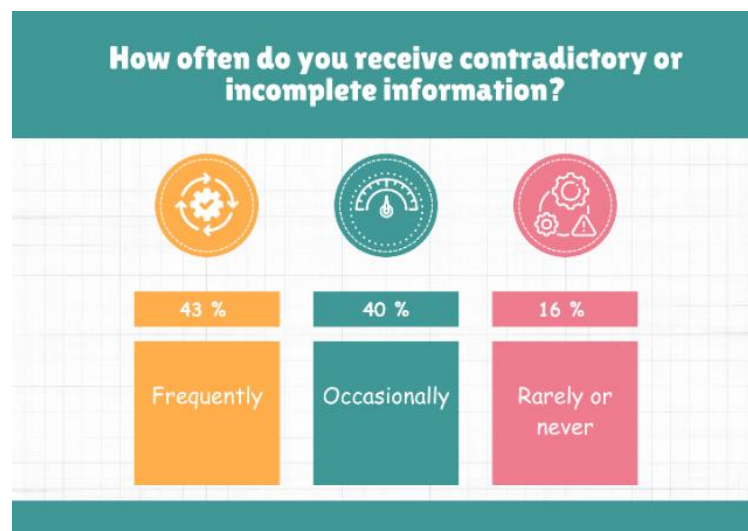


Figure 4. Frequency of contradictory or incomplete information

Source: Created in Canva

Distribution of answers to the question "How often do you receive contradictory or incomplete information?"

- **43%** of respondents answered that they frequently face contradictory or incomplete information.
- **40%** reported these problems **occasionally**.
- **16%** have rarely or never encountered these difficulties.

In conclusion, the study carried out at the Bacău County Emergency Hospital highlighted the essential role of effective communication in emergency medical organizations, where the rapid dynamics and decision-making pressure require clear and coherent processes for transmitting information. The results of the research demonstrated that immature communication decisions, made in the absence of a well-defined strategic

framework, can negatively affect organizational performance, leading to errors in the medical act and a decrease in collective morale.

Among the main barriers identified are the lack of time, the low level of transparency and hierarchical differences, factors that fragment the information circuit. In this context, the implementation of standardized communication strategies and procedures – based on constant feedback, clarity and accountability – is crucial. However, the effectiveness of these mechanisms depends directly on the organization's willingness to invest in continuous training and training of staff. Without this training process, even the most well-intentioned communication policies risk becoming ineffective, failing to achieve their operational and cultural objectives.

5. Conclusions

Organizational communication is essential for the efficient functioning of institutions, directly influencing the coordination of activities, staff motivation and decision-making. Classical models (Shannon & Weaver, Schramm, Barnlund) demonstrate the importance of feedback and adaptability in communication. Immature communication decisions are common in tense organizational environments or lack of trained leadership, being caused by lack of time, external pressures, deficiencies in communication skills, and a rigid or authoritarian organizational culture. The results of the case study at the Bacău County Emergency Hospital reveal a contrast between the generally positive perception of communication between colleagues (73% consider it effective) and the real difficulties reported, such as:

- Sometimes unclear instructions from superiors (33% reported vagueness or moderate clarity);
- Major obstacles in communication, in particular lack of time, lack of transparency and hierarchical differences;
- Contradictory or incomplete information frequently received by a significant percentage of respondents.

Immature communication decisions directly affect organizational health: they decrease trust in leadership, generate confusion and affect both the internal climate and the public image of the institution. The lack of effective internal feedback systems is a pain point, preventing the adaptation of decisions and perpetuating mistakes in communication.

6. Recommendations:

Implementation of continuous training programs for the organization's leaders, with a focus on:

- strategic and adaptive communication,
- active listening and empathy,
- management of teams under stress or crisis.

Developing an organizational culture centered on constructive feedback and learning from mistakes, not penalization. This involves:

- establishing regular feedback sessions between employees and management,
- promoting transparent and two-way communication.

Clarification of communication channels and reduction of "information noise", by:

- the use of standardized written protocols for instructions,
- prioritising the transmission of information through official and verified channels.

Reducing the impact of the identified barriers (lack of time, hierarchical differences, lack of transparency) by:

- allocating moments dedicated to the exchange of information in the work program,
- training leaders to facilitate dialogue between hierarchical levels,
- promoting multidisciplinary teams that work collaboratively.

Periodic assessments of the internal communication climate, in order to identify dysfunctions in time and to intervene preventively with adjustments or remedial measures.

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