



Public Management: communication as a strategic tool for organizational development

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SUMMARY

This scientific article aims to present communication as a tool strategic for organizational development, specifically with regard to public institutions. It is important to understand that without communication, it is nearly impossible to establish any kind of connection between the State, public officials, and users of public services, since this tool, among its many characteristics, aims to establish a link between the parties involved.

Keywords: Public Administration. Communication. Strategy.

ABSTRACT

This scientific paper is tasked to submit the communication as a strategic tool for organizational development, specifically in dealing with public institutions. We must have the understanding that no communication is almost impossible to establish any relationship between the state, public officials and users of public services, since this tool has, among its many features, the purpose of signing the link between the parties.

Keywords: Public Administration. Communication. Strategy.

INTRODUCTION

Communication as a strategic tool for organizational development, theme of this article, is a bibliographic review research with the aim of bringing a different perspective about the importance of communication and how the man/worker is being emptied in its communicative potential, that is, communication as a tool organizational structure is "sick", it is inoperative in its essence, because the act of communicating requires zeal and care when transmitting something.

In König's (2012) view, after the last decades of the 20th century, the public administration, in Brazilian territory, has undergone some transformations, of which we can highlight the process of redemocratization of politics and the advancement of economic globalization. It is in this context that the State feels the increase in social needs and, therefore,



consequence, the urgency to increasingly invest in the performance of its administration, or that is, improve your communication skills to enhance the organizational strategy.

There is currently a need for public organizations to manage their demands quickly and flexibly, paying little or no attention to strategy communicational, perhaps with the quality of life of its workforce, as this, in addition to fulfilling with their obligations, they must fit into a model of a versatile professional, multitasking, does it all. So, the important thing is not the adequate development of communication, but only to respond to society that the public administration performs its services, or that is, a large number of workers is no longer necessary, a small number is enough staff is qualified to act as a versatile worker, that is, one an individual who knows a little about everything, on the other hand, does not know that his professional health, emotional and family is increasingly distant from government goals.

According to Freire (2010), the State has the need and obligation to offer services quality, in addition, of course, to making these services efficiently suited to the enjoyment of each Brazilian citizens. As a result, relations between the government, public officials and the society tend to mask the true reality experienced especially by agents public and users, where those, as previously mentioned, become employees versatile, while users suffer in every imaginable and unimaginable way. It is clear that the communication process between the State, society and public agents is not they follow the same paths, they are on different routes, particular interests, in short, despite of the public administration's efforts, what we see is a shattered communication process paramount: respect between the parties.

LITERATURE REVIEW

The objective of this literature review is to explore some definitions of what constitutes communication is to present it as a primary activity, an inseparable element between the State, society and public servants/agents.

According to König (2012), in our country public administration is not recognized as efficient and effective administration, as the slowness in solving users' problems, incorrectly passed information, disrespect towards the vast majority who pay countless

taxes, all this and other facts, makes our administration an obstacle to growth and improved communication.

Hence the importance of understanding a little about the universe of communication as a strategic tool for organizational development. In this sense, Duarte (2014, p. 22) says that

the word comes from the Latin term *Communis* and means communion. To make common, share, distribute. In Portuguese, the combination of the terms common + action means common action. It is the process of interaction, sharing, and transmission of information between parties. involved [...] Communication is always dynamic, alive, and means, in its most profound sense, broad, transfer of experiences [...] That's why communication is seen as a process necessary and fundamental for the evolution of the human species.

So, for any public organization, the meaning of the term communication must be fully aligned with the objectives and goals to be achieved. It is really making common, respect the servers as participants in this communion, adapt the environment of work according to the needs and realities of everyone and not just a handful of people Brazilian citizens. The act of communicating requires integration between the parties involved, since the

integrated communication is a term originating from and frequently used in communication organizational. Its basic concept is the synergy between the different areas, tools and needs of an organization [...] It consists of an articulated set of efforts, actions, strategies and communication products with the aim of adding value to the brand or consolidate the organization's image with specific audiences or society as a whole. A company's communication cannot be the result of efforts individuals, even if well-intentioned, because the image of the organization must be the same whatever the public with which it relates [...] It must form a harmonious whole, despite the differences and specificities of each sector. The sum of all activities will result in effective communication. Communication, then, when articulated in an integrated manner, it appears as a strategic basis for action for achieve excellent communication. (DUARTE 2014, p. 26).

It is in this sense that communication contributes to development organizational. According to Duarte (2014) public communication must be an instrument strategic in the communication process between the State, government and society. For Freire Apud König (2012, p. 13) "the State must offer more efficient services that can increase quality of life of Brazilians and guarantee the State's own 'legitimacy'". However,

in public administration the lack of clarity and a rigid behavioral culture are restrictive characteristics, which automatically imply the performance of the communication. In a way, the new configurations of Public Management include, in the reality of public organizations, new challenges (KÖNIG 2012, p. 14).

Public organizational strategy in terms of efficiency and effectiveness must, without restrictions, be linked to communication. In this sense, according to Chiavenato Apud Duarte (2014, p. 36) “a strategy is mostly defined based on some objective, generally aiming to overcome some barrier or problem”. It is in this interim that communication as a strategic tool for organizational development, the subject of this article, clarifies the objective and specificity of communication to overcome the barriers of inequality communicational, that is, eliminating corrosive vices in the communication process between the State, public agents and users of public services. “Without a doubt, communication is the transforming machine of relationships. It must be fluid and consistent to the point of leading to message to its recipients”. (FERREIRA; ABELHA; WEST, 2015, P. 1).

The main “machine” used in the communication process is not the internet, television, the radio, but the man, because it is with this that the process ends, sometimes in harmony, sometimes in disharmony. This disharmony occurs when communication in certain organizations public, makes public agents versatile, multitasking, do-it-all workers. There is observed, lately, a restlessness within the public administration regarding the managing your demands more quickly and flexibly, leaving aside, for consequently, the functionality of your communication strategy, not to mention the non-adequate investment in the quality of life of its workforce. Therefore, it is important to say what

we can, from this point, infer that communication in public organizations or private will not be subject to efficiency, effectiveness and or activity if they do not consider the dynamics of social relations, strategic objectives. (FERREIRA; ABELHA; WEST, 2015, P. 4).

It is necessary to redesign the communication paths within public organizations, it is It is also necessary, and urgent, to value public agents, the users of such services, Finally, it is necessary to understand that without communication any goal will become unfeasible development adopted by public organizations. Action must be joint, and authors Ferreira, Abelha and West (2015, p. 11) ratify this idea by saying that “communication considers the different points of view of all institutional actors, always seeking the path of



dialogue, of joint construction". Respect between the parties will make the process communication grows and, along with it, the appreciation of public agents and all users of public services.

Therefore, the organizational strategy must align its objectives with the purpose of make communication a link between the State, its agents and users of public services, so as not to make a distinction between the parties involved in this communication process, as the feeling for better public services is very much alive in Brazilian society, transparency in government management, respect for citizenship, honesty in dealing with public affairs, economy, efficiency, effectiveness and efficacy in the use of resources public. (MARQUES 2010, P. 247).

Therefore, communication needs this healthy environment, and for this, it is necessary, in public management, in the opinion of Marques (2010), improve the quality of communication, respect servers and users, to strive for honesty and to repudiate corruption. In this way, the communication process, in public administration, will be at the forefront of objectives, that is, whatever the project, communication is the strategic element and the tool driving the balance between the State, public agents and users of public services.

1. PROBLEM INVESTIGATED

When starting an investigation on a particular topic, care must be taken to firstly, carry out an adequate bibliographical review, in order to protect the various concepts and credit the effort and commitment of those who dedicated their time to build concepts regarding communication and its real importance for the performance of public administration.

In this research we sought to follow the path taken by several authors to find direction that would justify communication as a strategic tool for the organizational development. And we know the difficulties experienced by public management in refers to communication, since the results and day-to-day experiences report communication ineffective, unproductive, inoperative, given the discrepancies in information between the various public sectors.

As a strategic tool, communication aims to support operators/managers of public administration, facilitate its performance, undertake a management format where

users feel truly in communion with the services provided, in short, a joint construction between the State, its agents and users of public services with the aim of make communication more effective, attractive and facilitating.

According to Farias (2015), from the beginning of the 90s of the 20th century it was already clear a need to adapt public structures due to the changes that have occurred in Brazil and in the world. The 1995 Master Plan for Reforming the State Apparatus came precisely to build these transformations in public management. The act of communicating changes through this plan makes us understand the urgency of increasingly valuing the communication process as a strategic tool for the development and improvement of diversified functions performed by the State in the exercise of its powers. This is what Farias tells us (2015, p. 98):

In general, these advances can be proven both from a quantitative point of view, by filling many gaps and regulatory spaces that previously existed, and from a qualitative point of view, from the incorporation of the various agents involved and the generation of a decision-making process that is guided by specialization, technical knowledge and consideration and respect for the various parties.

In a way, communication is seen by most authors as an element institutionalizing state actions. "And it could not be otherwise, since all the State reforms have as their guideline the implementation of what can be called entrepreneurial public management" (ATAÍDE 2015, p. 141). This entrepreneurial public management is responsible for to ratify communication in state functionality and in the participation of the population, otherwise, we will not have a participatory communication process but rather the denial of communication, that is, a step back in time, where the State dictated the rules and the population and public agents would have to follow each guideline to the letter.

Given the above, communication is the path to qualification, efficiency, effectiveness and efficiency of the services provided by public administration to society. The growth and credibility of any management must be based on and supported by communication, or otherwise we will continue to observe the increasingly rapid advance of corruption, mismanagement, and lack of respect for public officials and users of public services. It is a fact that a system where communication is excellent in all activities and services will not end corruption, but it will show where and how such error occurred, thus facilitating the punishment of the offender. As time goes by, we will realize that



communication is and should be this strategic tool for the development of administration public.

2. RESEARCH METHODOLOGY

The methodology used in the preparation of this Scientific Article was done through bibliographical review, in addition, of course, to the structural understanding of current public institutions, specifically in what concerns communication, as this is the driving force behind the strategic development of public administration as a manager.

Another factor analyzed concerns the consequences of the misuse of communication for only enable the perspective of the public administration's management perspective, since the agents implementers of this process, those who are directly connected with the users, are left unprotected, are “transformed” into versatile employees, and fall ill at an ever-increasing rate. faster and faster and, most of the time, they don't realize that they are in a communication process destructive from the point of view of physical and family health.

It is of fundamental importance to value in this Scientific Article project the concept of communication. For this purpose, a bibliographic review was carried out as support for theoretical enrichment and methodological. It is not just a matter of conceptualizing what communication is, it goes much further this, because the concept itself does not often bring about a corrosive result in the lives of agents public and users of this service. We want a quality public service, this is the desire of everyone. But we cannot allow people to be “sacrificed” in their potential to simply enhance public administration in its statistical data. So, from this bibliographic review research on communication as a strategic tool for the organizational development is that we had a real notion of the consequences of not using correct communication, or if used correctly, it is worth questioning its final product: who is being benefited if not the public administration itself at its highest levels, since the public agents and users are sick, stressed, unable to exercise dignity in this communication process.



3. PRESENTATION AND ANALYSIS OF RESULTS

According to the authors researched during the preparation of this scientific article, the public administration and its management must value communication, understanding that from this tool makes a unified management model more evident, capable of bringing society closer together, to make public bodies excel in providing their services to the community, in addition, it is of course, to structure institutions and dignify their administrative agents.

Another interesting factor was the conceptualization of communication as a unifying element, which brings both parties together for a single objective: the common good. This is what we call communion, sharing, equality, common place, or rather, it is what we define as strategic tool for organizational, social, professional and humanitarian development.

Brazil, as a manager of public affairs, needs to rebuild itself, to present society with a new face, a more efficient and effective paradigm from the point of view of communication process. Administrative tools seem to be “rusty”, they are insufficient, they cannot handle the demand, they lack communication, and what's more, they lack understanding of the universe of its agents and users, finally, it is necessary to restructure the state machine. The research carried out on the topic of communication within public management, despite being a bibliographic review, reveals an environment unfavorable to communication, as there is disbelief on the part of society, individuals who need to consult any public body feel dissatisfied with the meeting their requirements, public agents themselves feel undervalued before the private sector. Where is the error? The results obtained from this research article demonstrates that the error lies in not investing adequately in the communication process, since the proposal was precisely to elevate communication to the status of a strategic tool for that public management develops, respects its users, invests in its agents, that is, the act of governing must be in tune with the act of communicating.

4. DISCUSSION OF RESULTS

We can no longer escape this reality: communication is precisely the tool strategic relationship between the State, its agents and all users of public services. When stated in this research that public agents are versatile, do everything, we wanted to show the

reality of public institutions, where a small number of agents must unfold to present efficiency and effectiveness only to the state's eyes, while their family life and social becomes, in many cases, a nightmare, depression, debt. It is clear that the communication here was flawed, as it only benefits the state entity to the detriment of the agents public. The concept of communicating is the same as that of communion, making common between the parties involved the profits of their labor force, both must benefit healthily in the relationship communicational.

Public institutions need to respond positively to their users regarding your communication. According to Marques (2010, p. 248),

identity is everything that makes something unique. In the case of an organization, its identity institutional is the set of unique and exclusive characteristics, which reflects its form to act and organize and the perception held by society. The dissemination of this image, through various forms of communication to a diverse audience, is as important as the product itself. It is through this that we can demonstrate the increase in perceived value of your products and services.

For Marques (2010), communication creates bonds of identity between the parties involved. More than identity, communication enhances institutions, making them healthy environments. for agents and users of public services, it takes root in perennial ways in terms of communication process. The universe of communication also reveals that

the survival and development of organizations depend on the implementation of entrepreneurial management systems, focused on achieving results and meeting customer expectations. The improvement of the system planning and management have, as their main function, to provide greater rationality, effectiveness and consistency to the organization's actions and provide convergence to efforts expended to achieve the vision of the future and fulfill the mission institutional. (MARQUES, P. 250).

It is understood that the evolution of man and machine did not accompany the evolution of communication, despite the efforts made by public institutions. So much so that Kônig (2012, p. 15) warns us as follows:

ambiguous communications also occur, due to the lack of synchronization between the channels for sending and receiving messages. Most of the time, such problems arise are given according to the form and style in which messages are passed and received within of the sector. The "form" or "formalism" in which this type of message occurs can end up negatively influencing the individual's actions and mental state.

When we talk about losses on the part of agents and users of public services, it is precisely due to mental and psychological damage, the lack of adequate, efficient communication, safe, respectful of human individualities and collectives. The final result in the process communication should not present losses for any of the parties involved, largely due to On the contrary, the purpose is to benefit, under equal parameters, the action of the State, the work of public agents, and the users of such services provided. It is communion, sharing, this is the science around communication, to make a multiplicity of interests a common interest. In understanding of Kônig (2012), communication is a potentializing force in organizations, capable of allowing transparency and clarification of critical points.

Public institutions need to give more value to communication, effectively inserting it into administrative functionalities, raise resources to enhance the communication process, it is necessary to understand that

due to the strength it exerts in the organizational environment, communication is a tool conducting structure, whether formal or informal, and may infer positively or negative in organizations. However, this tool, or rather, the process, is not always of communication was valued or recognized as vital for the development of public service with efficiency and effectiveness. (KÔNIG 2012, P. 17).

It is necessary to establish this connection between public institutions and communication to that society perceives the improvement in service, its agents feel comforted in work environment, and what's more, without communication it will be almost impossible to establish any kind of goal, much less to please users of public services. We know that communication in public institutions exists, but it is not applied adequately, efficient, for the benefit of all those involved in the communication process, hence the need to restructure the public sector through communication. Communication in institutions public services is justified "by the fact that the current global scenario imposes on the public sector the most varied demands and emerging services" (KÔNIG 2012, P. 18).

In its organizational context, Ricardi (Apud KÔNIG, P. 19) conceptualizes the communication saying that "[...] is the transmission of information or messages between several elements and levels of an institutional structure. Communication gives an applied meaning to its conceptualization as an instrument of organization and administration". Therefore, it is clear that Communication also has the role of instrumentalizing public institutions in their part



organizational and administrative. This idea is corroborated by authors Mayer, Nogueira and Reinaldo (2010, p. 2) when stating that

communication [...] stands out as a tool capable of helping to improve results sought by an entity. In the case of public organizations, these results are measured through the achievement of institutional goals or by improvement in the provision of services to society.

As we delve into questions about communication as a tool strategic for organizational development, we realize that this instrument has the task of also strengthening the social dynamics of an organization, since

communication can be seen as a process that serves as the basis for almost all activities in organizations. Organizational communication, in turn, encompasses the devices, practices and communication processes that constitute the dynamics of social construction of an organization. (MAYER; NOGUEIRA; REINALDO 2010, p. 4).

Such social dynamics must be taken into account due to the strategic purpose prepared by the public administration in order to facilitate the development of its practices communication. Communication will also have the task of filtering out the “impurities” that exist in social formation of public organizations, given the individualities existing in each human nature. Mayer, Nogueira and Reinaldo (2010, p. 7) ratify the idea of communication aligned with organizational purposes by stating that “when there is no management over the communication tools they tend to develop in a disorganized and misaligned way in relation to the organization’s strategic planning.”

By discussing these results, we observe and understand that communication is the most efficient instrument that facilitates the administrative efficiency of public agents, that is, admitted and incorporated what Gouveia (2013, p. 2) tells us:

It is the basic condition for the formation of any social structure that allows the construction of organized civilizations with common goals that are clearly established.
In this sense, we can say that an organization is composed of parts that form the system and for the system to be coordinated there is a link that unites the parts, to which we give the name of communication.

In the understanding of Chiavenato apud Gouveia (2013, p. 3-4), “communication is a fundamental process between individuals and organizations, an exchange of information, making clearer messages”. We can and should place communication as a phenomenon of efficiency, effectiveness, efficacy, finally, we have the task of affirming and if possible reaffirming



the real need to equip communication in public institutions, whatever they may be be they.

5. CONCLUSION

After the research carried out based on the bibliographic review on communication as a strategic tool for organizational development, it was observed that public institutions need to restructure themselves in terms of the use of communication, as such a tool should be used to streamline relationships, transform and improve people's lives public agents, facilitate and resolve all demands presented by users of public services.

It was also noted that the various authors consulted share the same perception with regard to the function of communication, since both, in their work, define the communication as an instrument for qualifying government goals, people, in short, as an instrument for creating strategic projects that lead the training and development of public institutions. And not only that, its scope goes beyond the social, public needs, meets human needs, fulfills them if applied correctly. This way, communication can achieve its objective.

By observing the aspects analyzed in this scientific article, it is concluded that the communication is the reference point for the transformation of public institutions into paradigms exemplary in carrying out administrative functions, respecting agents and users of services public, in addition, of course, to being the excellent tool in strategic training for the organizational development. However, it is essential that public institutions invest in the communication process, facilitate the functionality of their agents, apply with vehemence communication in the various functions of public administration, as this is the purpose of communication, and this should be the purpose of public managers.

The purpose of communication is to improve the activities carried out by public institutions, as previously noted. Therefore, it is up to public managers to undertake the task and duty of investing better in the communication process existing in their institutions. If we want to see the bodies Brazilian publics on equal terms with those of other nations, it is necessary understand the logistics of communication, make it evident in the sectors in which the agents



public exercise their functions, and still, do not dismiss the opinion of service users
public, regardless of whether positive or negative, because this is how communicational functionality
is gaining strength. But there are gaps to be filled in terms of communication as
strategic tool for organizational development, and this must be reviewed by the entire
society, especially by those in charge of Brazilian public management.

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