Abstract. *The present paper aims at analyzing organizational communication and focuses on the aspects of internal and external communication within cultural organizations in Romania. Starting with the description of the general characteristics of internal and external communication, the article sets out to explain these phenomena in the context of cultural organizations. For this purpose, the authors seek to identify the type of communication, which is more pronounced in case of cultural entities. Concerning the methodology, the study is based on a quantitative research. Therefore, a questionnaire was compiled and applied to a representative sample of 300 cultural organizations in the Centre Development Region of Romania. In accordance with the obtained results, the first conclusion to be drawn is that cultural organizations pay a greater attention to external communication than to internal communication. The second conclusion is that there are no significant differences between the cultural entities of the private and the public sectors, regarding their external and internal communication*

Keywords: organizational communication, external communication, internal communication, cultural organization, public cultural organization, private cultural organization.

INTERNAL AND EXTERNAL COMMUNICATION WITHIN CULTURAL ORGANIZATIONS

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1. Introduction

Organizational communication can be described as a very complex phenomenon affecting the everyday life, the overall activities, the performance, the success and the future of every organization. Organizational communication is everywhere; it is inside and outside each corporation. It is in the instructions, in the rules and information shared; it is in the different departments, in the personnel. It is vital for the understanding of the responsibilities, for the defining of company objectives, for the achieving of the management functions (Sinha and Reddy, 1991). At the same time, it is essential in attracting the target groups, in formulating messages that can be tailored to the customers' specific needs. Along with these, organizational communication exists in the strategies, in the mission, in the vision, in the values and culture of each corporation (Torrington and Hall, 1995).

That is why organizations, irrespective of their field of activity, should be fully aware of their own communication. Only when organizations learn about their communication, will they be able to overcome the difficulties when confronted with the challenges of the outside environment.

2. Conceptual framework

In order to investigate the communication of the cultural organizations, we should focus primarily on outlining the core notions relevant to this study. Therefore, in the first part of the literature review we shall lay a special stress on the definition of "organizational communication" and then of "internal and external communication". Following this, in the second part, the paper will try to give an insight into the characteristics of internal and external communication in the context of cultural organizations.

Thus, the first topic to be discussed is "organizational communication", a many-sided, intricate and highly debated issue, on which a wide-range of different theories, viewpoints and contributions can be found. Since it is an almost inexhaustible theme, with diverse meanings to different researchers, in what follows we will try to briefly point out some of its main interpretations. Therefore, we start this section with the ideas of Tompkins, P.K. (in Allen et al., 1996, p. 384), who defines "organizational communication" as *"the study of sending and receiving messages that create and maintain a system of consciously coordinated activities [...]"*. This approach emphasizes not only the dynamic and interactive characteristics of communication, but also the fact that organizations are like systems, in which individuals interact, rather than entities, where communication takes place (Allen et. all, 1996). Other analysts understand by communication the tools by which organizational activities can be unified. This means that within organizations communication is the "soul", pervading all the activities and representing the tool through which the members can understand their own role (Sinha and Reddy, 1991).

Hand in hand with all these approaches to organizational communication, we should also take into account the perspectives, which describe this phenomenon from the point of view of identity and power relations (Tompkins et al., 2009). In this respect, Mumby and Clair sustain (Tompkins et al., 2009) that an organization exists when its members create it through their discourse, this being the means through which the personnel establishes a coherent social reality, that is, the framework of its own identity. In other words, an organization is regarded as a social collective, produced, reproduced and transformed by the communication practices of its members (Mumby and Clair, 2006). Furthermore, as mentioned earlier, organizational communication is closely linked to power relations (Tompkins et al., 2009). In fact, it is common knowledge that the adopted methods of communication, as well as the leader's interaction with the staff, can highly reflect on the leadership style (Charteris-Black, 2007) and implicitly on the power relations in an organization.

For the above reasons, communication should be a factor of utmost importance within organizations. Since work productivity is highly dependent upon communication, managers should do their best to communicate effectively with their personnel. To that effect, a good manager should use communication as an important work tool to achieve the objectives of the company, to guide and motivate the staff, to solve conflicts, to transmit instructions and decisions, and to evaluate the subordinates (Lupu and Voicu, 2006). Only when organizations are fully aware of the principles of effective communication, will they be able to accomplish their goals and enhance their performance.

Besides the above considerations, in our study we should also touch upon C. van Riel's ideas, according to which communication in an organization (with the author's own words: corporate communication) is *"an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent"* (Theaker, 2004). As this interpretation suggests, stemming from their public's needs, organizations need both to communicate internally and externally in order to be successful (Krizan et al., 2011).

Broadly speaking, internal communication represents the communication and the interactions among the members of an organization, being defined as a way of describing and explaining a corporation. Internal communication targets the internal members of an organization, including the superiors, the collaborators and the subordinates. It is viewed as an essential process, based on which the staff exchanges information, establishes relationships, forms a system of values, creates an organizational culture, harmonizes the activities, collaborates for the achievement of goals and develops formal and informal networks (Berger, 2009). External communication, on the other hand, is directed to the outside and involves the communication of an organization with its environment (Juris, 2004). Therefore, external communication aims at building connections with customers, stakeholders

(Stuart et al., 2007), with institutions, (government) agencies, administrative offices or other organizations (Juris, 2004).

As far as the functions of the above types of communication are concerned, we can note that internal communication is used primarily: to issue and clarify procedures and policies; to develop new products and services; to convince the employees and the management to make improvements and changes; to coordinate the activities; to evaluate and reward the personnel (Guffey et al., 2010) etc. By comparison, the functions of external communication comprise: requiring information about products and services; convincing the public to purchase the products and services; clarifying the suppliers' duties; establishing relations with government agencies; promoting the positive image of the organization (Guffey et al., 2010) etc.

As hinted, in the life of organizations, both external and internal communications are indispensible. Since the external public can highly control and influence the different resources of an organization, institutions should continually develop and maintain relationships with the outside environment. Establishing productive connections to the external public is of considerable importance for every organization, leading to the achievement of goals in the benefit of both parties (Stuart et al., 2007). Likewise, internal communication plays a central role within organizations, becoming the "engine" of all activities. By it, the staff can better understand what happens within the organization, can become more informed and motivated, can identify with the objectives of the organizations, all these contributing to better results (Smith and Mounter, 2008).

In the next stage of this study, when expanding on the characteristics of internal and external communication in context of cultural organizations, first of all, we should provide the explanation of the notion in hand. Thus, a cultural organization may refer, on the one hand, to an organizational unit (e.g. a theater, a museum or an orchestra), which produces or displays something cultural. On the other hand, the term hints to all kinds of institutionalized cultural manifestations, which can consist of cultural associations, societies and federations (Heinrichs, 2006).

In Romania, according to the country's legislation, cultural organizations may conduct their activities in two different domains: in the public and the private sectors. Since the public domain contains *"movables and immovables, which are not liable to be the object of private property [...]"* (Matei, 2001), the cultural entities belonging to this category have judicial personality. Consequently, they are organized and function in accordance with the laws in force and are subordinated to the authorities of public (central or local) administration (according to the Law no. 504 of 17 November 2004 (the updated version) concerning the public institutions of shows and concerts. Furthermore, in view of the Law no. 504 of 17 November 2004 (the updated version) (concerning the public institutions of shows and concerts) and of the Government Emergency Ordinance no. 189 of 25 November 2008 (the updated version) (concerning the management of cultural institutions) we can point out that theatres, cinemas, museums, libraries, orchestras, artistic assemblies fall under the heading of public cultural organizations.

By contrast, in the Romanian legislation, the right to private property is *"the right belonging to natural and legal people [...]"* (Pop and Harosa, 2006). That is, the cultural entities of the private sector are subordinated either to private legal people or to natural people. In other words, such organizations have natural or juridical personality, but function with non-profit purposes (in accordance with the Government Ordinance no. 26 of 30 January 2000 (the updated version) regarding the associations and foundations. Taking the aforementioned laws, we can observe that private cultural organizations encompass associations, foundations and federations. (According to Article no. 3. Chapter V of the same law, associations and foundations can form a federation.)

With regard to these ideas, in the final part of this section we shall briefly deal with the main characteristics of internal and external communication in the case of cultural organizations. When considering their external public, cultural organizations may communicate, in general, with the government (and implicitly with the Ministry of Culture), the local administration (the county council and town halls), the trade unions, the cultural elite, the mass-media, the civil society (associations, foundations, non-governmental organizations), with firms, banks, suppliers, sponsors, with the competition and of course with their own public. With all these entities, a keen exchange of information, of human resources and of material goods takes place. In these cases, external communication will serve a variety of purposes: to raise finance; to attract the public for cultural events; to promote the cultural organization, its image and services; to exchange experience; to apply for projects (grants); to seek for sponsorship etc. For these purposes, cultural entities will have to choose the most appropriate communication media (instruments), which will best meet the expectations of each interest group (Zecheru, 2002).

Finally, when looking at their internal public, we can notice that, generally speaking, the staff of a cultural organization can be grouped into three main categories: a) the culture people (e.g. stage directors, actors, writers, librarians); b) the administrative personnel (e.g. economists, engineers, accountants); c) the technical personnel (e.g. drivers, electricians, photographers, scene painters, sound assistants, lighting assistants) (Zecheru, 2002). In addition, depending on their field of activity or legal constitution, many organizations can also work together with volunteers (Badelt, 2002). Due to the fact that cultural entities may have a diverse internal public, they will have to address their members with specific messages, the functions of internal communication varying in accordance with the characteristics of each target group. In other words, internal communication is used to inform members (to transmit instructions, to clarify rules and tasks, to solve problems, to share responsibilities) and to motivate or reward the staff. Specifically, the motivational function of internal communication will become a key factor in the context of cultural entities. In order to facilitate artistic creation, the merits, the talent and values of culture people should permanently be appreciated and capitalized on (Zecheru, 2002). A staff that is actively engaged in the creation process can become a main production force in a cultural organization (Klein, 2008). Last but not least, volunteers' contribution should also be

rewarded. In their case, work appreciation, job satisfaction or social contacts offered can prove to be highly stimulating (Stone, 1995).

As it has been seen, cultural organizations can build up different relationships with the entities of the outside environment. At the same time, they have to handle a varied network of internal public. That is why, these entities will have to communicate both internally and externally in a way that will serve their own interests and ultimately will lead to success.

3. Objectives and methodology

The objective of this paper is to identify 1) which type of communication, the external or the internal one, is more pronounced in the context of cultural organizations. Closely linked to this, the article seeks to investigate 2) in the case of which type(s) of organizations the external and internal communication is stronger. With regard to these goals, the research draws up the following hypotheses:

H1: Cultural organizations emphasize external communication more than internal communication.

H2: The private cultural organizations lay a greater stress on internal and external communication than the cultural organizations of the public domain.

Concerning the methodology, the present study is based on a quantitative research. For this purpose, a questionnaire was compiled and applied to a representative sample of 300 cultural organizations in the Centre Development Region of Romania. The questionnaire comprised 8 sets of questions and investigated how the criteria of analyzing internal and external communication within cultural organizations are met. To that effect, we studied the following issues: a) the collaboration of the cultural organizations with other entities; b) the promotion of the organization and of its activities (i.e. the external communication media); c) the promotion of the corporate identity; d) the communication activities performed within the organizations; e) internal communication media; f) formal versus informal communication; g) the internal communication strategies; h) the existence of the communication plan; i) the existence of the activity plan; j) the existence of the activity report (see appendix).

The size of the sample was calculated with Taro Yamane's formula and the statistical processing of the raw data was performed with the SPSS 11.0 application.

The structure of our sample is presented briefly, as follows: Out of 300 cultural organizations 67.3% belong to the private domain, whereas 32.7% to the public sector. More precisely, out of 300 cultural organizations 13.3% are state-funded entities, 19.3% are local-funded organizations, 16.0% are foundations, 46% are associations, 2.7% are religious organizations and finally, 2.7% are juridical unregistered entities. Regarding the year of establishment, we can notice that 39.0% of the studied organizations were set up between the years 1990-2000, 30.7% were established before 1990, while the rest of 30.3% appeared after 2000. Furthermore, 43.7% of the entities included in our study are from urban areas (with over 50,000

inhabitants), whereas 29.0% are from smaller urban areas (with less than 50,000 inhabitants). The remaining 27.3% is represented by cultural organizations from rural areas. Finally, from the point of view of their personnel, the 300 organizations are distributed as follows: the majorities, namely 35.7%, work with no employees, but collaborate with 1-10 volunteers. 13% of the cultural organizations have no employees, but work together with over 10 volunteers. 9% employ between 1-10 people, but do not collaborate with volunteers. 25.3% have between 1-10 employees, plus volunteers. Lastly, 17% of the total 300 cultural entities included in our sample employ over 10 people, but do not work together with volunteers.

4. Findings and comments

In the first part of the research we conducted a descriptive analysis of the external and internal communication of the cultural organizations; then, in view of the hypotheses, we drew comparisons between the findings.

4.1. The external communication

In the study of the external communication we were concerned with the following issues: a) the collaboration of the cultural organizations with other entities and b) the promotion of the organization and of its activities (i.e. the external communication media). Closely linked to these aspects, we also studied c) the promotion of the corporate identity and d) the communication activities performed within the organizations.

In particular, when examining a) the collaboration of the cultural organizations with other entities, we took into account the following: the public (state-owned) institutions; the local administration (the county council and town halls); the organizations from the private sector; the organizations of the public sector; the companies; the religious organizations; the political organizations; the mass-media and the organizations from abroad. After that, we calculated the collaboration index in order to create a single variable, which represents the degree of collaboration. Finally, according to the intensity of collaboration, we categorized the collaboration index into quartiles in order to assess the organizations' distribution from this perspective as well as to obtain more detailed results.

In this section, in accordance with the data obtained, we could come to the following conclusion: the public cultural organizations communicated better with the entities of the external environment than the organizations of the private sector.

When analyzing b) the promotion of the organization and of its activities (i.e. the external communication media), we took into consideration the following communication instruments: advertising; advertising in the newspaper; radio spots; TV commercials; advertising on websites; advertising on Facebook, hi5 etc.; the own website; banners; fliers; public relations; direct mailing; e-mail marketing; telemarketing; participation in fairs, exhibitions and forums; press conferences and

open house presentations. Afterwards, we calculated the promotion index based on the above-mentioned 15 communication media. Finally, according to the intensity of promotion, we categorized the promotion index into quartiles in order to view the organizations' distribution from this standpoint.

Based on these results, we could briefly summarize that large cultural organizations from urban areas (with over 50,000 inhabitants) promoted their activities the best and, consequently, adopted a wide range of communication media.

When studying c) the promotion of the corporate identity, we analyzed the following communication instruments: their own logo, their own motto and the mission statement. With regard to these aspects, we could conclude that the private organizations from big urban areas (with over 50,000 inhabitants) drew attention to and laid an important stress on the promotion of corporate identity.

Finally, when examining d) the communication activities performed within the organizations, we attempted to bring to light the following issues: first, whether there were such activities carried out within the cultural entities; second, we were interested in investigating whether the communication activities belonged to the responsibilities of one individual, who on their turn was also involved in other activities; third, we intended to identify whether there were people in the organizations, exclusively in charge of communication; last, we aimed at examining if the cultural organization had a separate communication department.

In the light of the obtained results, we could see that, in general, the cultural organizations of our study did not pay enough attention to the communication activities. What is more, only in the case of 20% of the studied population we could identify a person or a department entirely responsible for communication. At the same time, our findings revealed that the public organizations laid a greater stress on communication activities than the entities of the public domain.

4.2. The internal communication

In our analysis of internal communication, we dealt with the following problems: a) internal communication media, b) formal versus informal communication and c) the internal communication strategies.

In order to investigate a) the internal communication media, we considered the following communication means: meetings, discussions and formal gatherings; spontaneous discussions; face-to-face conversations and oral reports; memos, newsletters, circular letters and written reports; anniversaries, trips and tournaments; the internal correspondence list of the active personnel; internal magazines; training courses; training courses on communication; team-building sessions and suggestion boxes.

In this respect, we could notice (Table 1) that cultural organizations resorted primarily to oral communication instruments on a daily as well as permanent basis. They preferred spontaneous discussions (53.3%), face-to-face conversations and oral reports (32.5%) in their relationship with the active personnel. This result may indicate

the fact that the above mentioned internal communication media are simple, accessible and fast, they require a minimum effort by the interlocutors and at the same time allow faster reaction possibilities and a direct feed-back. From the written communication instruments, the internal correspondence list ranked first (14.4%), this medium being probably the easiest to use and observe by the members. Similarly, when looking at the internal communication means used on a weekly basis, we can remark that a vast majority (87.8%) of the cultural entities included in our sample preferred oral communication to written. Furthermore, in the case of written communication, it was again the internal correspondence list of the employees which seemed to be the most popular one. As far as the least favored internal communication instruments are concerned, we could observe that this category comprised internal magazines (90.6%) and suggestion boxes (89.6%). This result may be explained by the fact that these communication methods are either not yet widespread in our country or that they are specific to corporations.

Table 1

Internal communication – internal communication media (%)

	Daily / Permanently	Weekly	Monthly	Rarely	Never
Meetings, discussions and formal gatherings	14.1	31.7	28.6	21.7	3.8
Spontaneous discussions	53.3	25.8	7.3	10.5	3.1
Face-to-face conversations and oral reports	32.5	30.3	10.5	20.6	6.1
Memos, newsletters, circular letters and written reports	4.0	12.0	12.0	40.4	31.6
Anniversaries, trips and tournaments		1.4	8.4	50.9	39.3
The internal correspondence list of the active personnel	14.4	13.3	3.0	10.7	58.7
Internal magazines	0.4	1.5	4.1	3.4	90.6
Training courses		1.1	1.9	45.0	52.0
Training courses on communication			0.4	22.1	77.5
Team-building sessions			1.5	35.4	63.1
Suggestion boxes	1.5		1.9	6.9	89.6

In the next step of the study, we calculated the internal communication index based on the above-mentioned 11 communication media. Lastly, according to the intensity of the internal communication we categorized the internal communication index into quartiles so as to observe the organizations' distribution from this point of view.

In view of the results, we could generally state that there were no significant differences between the organizations in their internal communication. More exactly, we could not find major differences between the entities either from the standpoint of communication media, the intensity of communication or their typology.

When carrying out the research on b) formal versus informal internal communication, we regarded the following communication means: meetings, discussions and formal gatherings; memos, newsletters, circular letters and written reports; internal magazines; training courses; training courses on communication; spontaneous discussions; anniversaries, trips and tournaments; team-building sessions and suggestion boxes. Once investigating these issues, we could summarize that cultural organizations preferred the informal communication means to the formal media.

In the final part of this descriptive section, we focused on c) the internal communication strategies, examining whether they contributed to the success of the organization or not. Last but not least, we were keen on finding out to what extent (to a small degree or to a high degree) the communication strategies engaged led to success. According to our results, 100% of the organizations, which elaborated and applied internal communication strategies stated that these strategies had contributed to the success of the organization. A great majority, 85.5% of the studied entities, considered that the internal communication strategies had led to a large extent to their success, whereas only 14.5% sustained that the strategies had played a minor part in their success.

4.3. Comparative analysis on the external and internal communication

Deriving from the results of the descriptive analysis, we could find the following correlations.

H1: Cultural organizations emphasize external communication more than internal communication.

Taking into account the total of the variables defined by us as the indicators of the external and internal communication (i.e. the collaboration of the cultural organizations with other entities; the promotion of the organization and of its activities; the internal communication media), we developed a standardized scale, which we categorized into four main groups. Here, the standardized variable (z score) means that these categories reveal objective information and that they are comparable. On our sample the values "very weak" and "weak" denote a result below the sample average, while the values "good" and "very good" refer to a result above average (Figure 1).

According to the comparative study, we could remark that in the first category, namely the organizations described by very good communication, 15.3% of the subjects sustained that external communication in their organizations was more pronounced than internal communication (6.1%). In the second category, the organizations characterized by good communication, 43.3% of the entities stated that in their case internal communication was more powerful than external communication.

Adding the values, the result leads to the conclusion that within cultural organizations external communication is more pronounced than internal communication, which validates our first hypothesis.
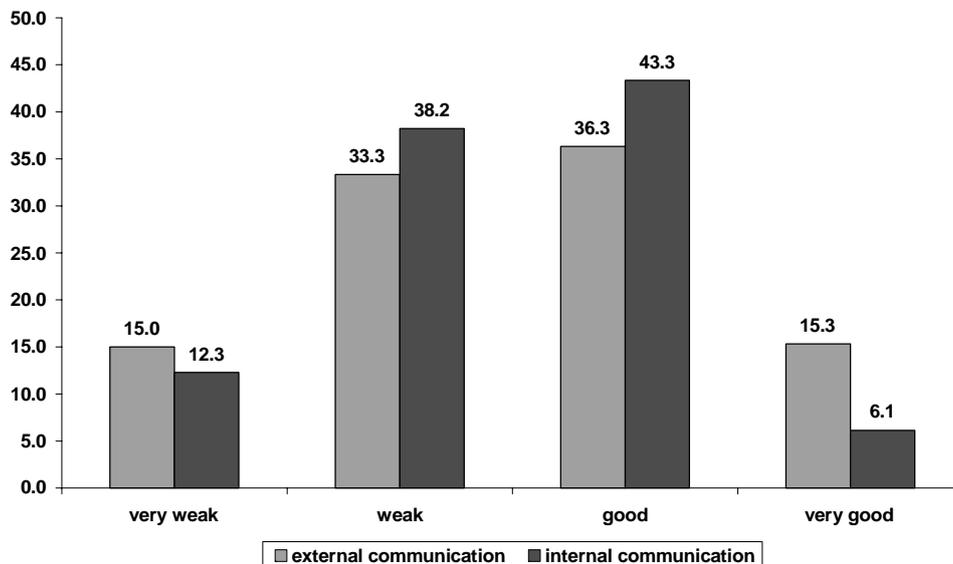

Figure 1. **External communication and internal communication (%)**

H2: The private cultural organizations lay a greater stress on internal and external communication than the cultural organizations of the public domain.

When examining the results obtained in the descriptive analysis, we came to a real "conglomerate" of data. Thus, regarding external communication, we could observe that the public organizations communicated better than the private ones. Nevertheless, in the promotion of the corporate identity, it was the private entities, which preceded the public ones. Referring to their internal communication, we could also note that there were no significant differences between the cultural organizations.

Therefore, based on the above results, we presumed that the intensity of both internal and external communication was primarily defined by the size of the organizations. Hence the comparison of internal and external communication in the case of the private and public organizations would make sense provided it was drawn between organizations of similar sizes.

For this purpose, taking into consideration the active personnel of the cultural entities, we developed a new indicator for the size of the organizations. Eventually, we came to the following classification of the cultural entities: small organizations (with 1-5 active personnel), medium-sized organization (with 6-15 active personnel) and big organization (with over 15 active personnel) (Table 2):

Table 2

Size of organization

Size of organization	No.	%
Small organization (1-5 active personnel)	133	44.3
Medium-sized organization (6-15 active personnel)	101	33.7
Big organization (over 15 active personnel)	66	22.0
Total	300	100.0

Starting from the above division of the cultural entities, we resorted to the Crosstab method and observed the association of the variables: public organization and private organization; external communication and internal communication; and the size of organization (Table 3 and Table 5).

Table 3

External communication in the case of public versus private organizations (Crosstab)

Size of organization			External communication (%)				
			very weak	weak	good	very good	Total
Small organization (1-5 active personnel)	Type of organization	Public	31.4	42.9	17.1	8.6	100.0
		Private	18.4	40.8	29.6	11.2	100.0
	Total		21.8	41.4	26.3	10.5	100.0
Medium-sized organization (6-15 active personnel)	Type of organization	Public	7.4	25.9	51.9	14.8	100.0
		Private	12.2	36.5	39.2	12.2	100.0
	Total		10.9	33.7	42.6	12.9	100.0
Big organization (over 15 active personnel)	Type of organization	Public	11.1	8.3	41.7	38.9	100.0
		Private	3.3	26.7	53.3	16.7	100.0
	Total		7.6	16.7	47.0	28.8	100.0

As Table 3 indicates, in the external communication, the small private organizations preceded the small public institutions by 40.8% (29.6% + 11.2%). In contrast, in the case of the medium-sized entities, 66.7% of the public organizations were characterized by good and very good external communication compared to 51.4% of the private entities. Likewise, in the case of big organizations, it was the public entities, which outranked the private ones (by 80.6%). In a nutshell, we could see that small private organizations communicated externally better than the public entities. However, big and medium-sized public institutions had a better external communication than the private entities of the same size.

Table 4

Spearman's correlations and significance level

Size of organization	R value	Significance level (p)
Small organization (1-5 active personnel)	0.156	0.072
Medium-sized organization (6-15 active personnel)	-0.125	0.214
Big organization (over15 active personnel)	-0.201	0.106

Yet if we examine this result based on Spearman's correlations (Table 4), we can ascertain that the significance level ("p") is not less than 0.05 in the case of any of the organization types. Thus, we can draw the conclusion that statistically the result is not significant in any of the above organization categories. Therefore, our hypothesis (from the standpoint of the external communication) is not valid.

Table 5

Internal communication in the case of public versus private organizations (Crosstab)

Size of organization			Internal Communication (%)				
			very weak	weak	good	very good	Total
Small organization (1-5 active personnel)	Type of organization	Public	28.1	53.1	18.8		100.0
		Private	10.4	47.9	39.6	2.1	100.0
	Total		14.8	49.2	34.4	1.6	100.0
Medium-sized organization (6-15 active personnel)	Type of organization	Public	11.1	40.7	40.7	7.4	100.0
		Private	13.7	34.2	45.2	6.8	100.0
	Total		13.0	36.0	44.0	7.0	100.0
Big organization (over 15 active personnel)	Type of organization	Public	2.8	16.7	66.7	13.9	100.0
		Private	10.3	24.1	51.7	13.8	100.0
	Total		6.2	20.0	60.0	13.8	100.0

When studying the internal communication comparatively (Table 5), between the two types of organizations, we could notice that, in the category of small entities, the private organizations preceded the public ones by 41.7%. Similarly, in the case of the medium-sized organizations, it was again the private organizations, which led (by 52.0%) as compared to 48.1% of the public entities. Nevertheless, related to big organizations, we could note that the public entities (80.6%) had a better internal communication than the private ones (65.5%).

Briefly, these results lead to the conclusion that small and medium-sized private organizations are characterized by a better internal communication than the public entities of the same size. Nonetheless, in the case of big entities, we can witness the opposite situation: the public organizations communicate internally better than the private entities.

Table 6

Spearman's correlations and significance level

Size of organization	R value	Significance level (p)
Small organization (1-5 active personnel)	0.256	**0.004**
Medium-sized organization (6-15 active personnel)	0.013	0.898
Big organization (over 15 active personnel)	-0.138	0.273

Still, examining this result based on Spearman's correlations (Table 6), we can notice that the significance level ("p") is less than 0.05 only in the case of small

organizations. Therefore, we can come to the conclusion that statistically the result is significant only in the case of small organizations with 1-5 active personnel.

All in all, we can remark that hypothesis no. 2 is invalid except for the small cultural organizations. However, in their case it appears to be valid only in terms of the internal communication.

5. Conclusions

In this paper we have set out to identify the type of communication that is the most powerful in the context of cultural organizations. In addition, we have attempted to investigate in the case of which organizations the external and internal communication is stronger. Based on the obtained results, the research has partially confirmed our general assumptions. In this respect, the first conclusion to be drawn is that cultural organizations pay a greater attention to external communication than to internal communication. The second conclusion is that there are no significant differences between the cultural organizations of the private and the public sectors, concerning the intensity of their external and internal communication.

To sum up, we take the view that this study can raise the awareness of the cultural organizations to lay a more important stress on their communication. Only when organizations draw attention to their communication, will they be able to better function in a competitive environment. Communication turns out to be an invaluable asset for cultural organizations, which – provided it is taken full advantage of – can lead to higher performance.

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Appendix

Questionnaire regarding the communication of cultural organizations from the Centre Development Region of Romania (abbreviated version)

1. Last year did the organization collaborate with the following institutions/organizations? If YES, how would you describe this collaboration?

	NO	YES. HOW WOULD YOU DESCRIBE IT?	
		Occasional collaboration	Continuous collaboration
1.Public (state-owned) institutions	0	1	2
2.Local administration (the county council and town halls)	0	1	2
3.Other organizations from the private sector	0	1	2
4.Other organizations from the public sector	0	1	2
5.Companies	0	1	2
6.Religious organizations	0	1	2
7.Political organizations	0	1	2
8.Mass-media	0	1	2
9.Organizations from abroad	0	1	2

2. What communication instruments do you use in order to promote the organization and its activities?

	NO	YES, occasionally	YES, frequently
1. Advertising, advertising in the newspaper	0	1	2
2. Advertising, radio spots	0	1	2
3. Advertising, TV commercials	0	1	2
4. Advertising on websites	0	1	2
5. Advertising on facebook, hi5 etc.	0	1	2
6. Own website	0	1	2
7. Banners	0	1	2
8. Fliers	0	1	2
9. Public relations	0	1	2
10. Direct mailing	0	1	2
11. E-mail marketing	0	1	2
12. Telemarketing	0	1	2
13. Participation in fairs, exhibitions and forums	0	1	2
14. Press conferences	0	1	2
15. Open house presentations	0	1	2

3. In promoting the corporate identity does the organization have an/a ...?

	NO	YES
1. Own logo	0	1
2. Own motto	0	1
3. Mission statement	0	1

4. Does the organization have ...?

	NO	YES
1. An activity plan for this year?	0	1
2. A written communication plan for this year?	0	1
3. An activity report for the year 2010?	0	1

If it has a communication plan ...

5. Do you think that the organization's internal communication strategy has contributed to the success of the organization?

No	Yes, to a small degree	Yes, to a high degree
0	1	2

6. To whose responsibility do the communication activities belong ...?

Communication department	An individual who is exclusively in charge of communication	An individual who on their turn is also involved in other activities	There are no separate communication activities identified
4	3	2	1

7. How many people (full-time employees, volunteers) are actively engaged in the organization of the activities within your institution?

People no.: ....

8. What types of communication instruments are used in the organization's communication with the active personnel? How frequently are these communication instruments used?

	Daily / Permanently	Weekly	Monthly	Rarely	Never
Meetings, discussions and formal gatherings	5	4	3	2	1
Spontaneous discussions	5	4	3	2	1
Face-to-face conversations and oral reports	5	4	3	2	1
Memos, newsletters, circular letters and written reports	5	4	3	2	1
Anniversaries, trips and tournaments	5	4	3	2	1
The internal correspondence list of the active personnel	5	4	3	2	1
Internal magazines	5	4	3	2	1
Training courses	5	4	3	2	1
Training courses on communication	5	4	3	2	1
Team-building sessions	5	4	3	2	1
Suggestion boxes	5	4	3	2	1