Experimental Research Regarding New Models of Organizational Communication in the Romanian Tourism

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Abstract
Presenting interests for the most various sciences (cybernetics, economics, ethnology, philosophy, history, psycho-sociology etc.), the complex communication process incited and triggered a lot of opinions, many of them not complementary at all and even taken to the level of some passions generating contradictions. The result was the conceptualization of the content and of the communication functions on different forms called models by their creators. In time, with their evolution, the communication models have included, besides some basic elements (sender, message, means of communication, receiver and effect) also a range of detail elements essential to streamline the process itself: the noise source , codec and feedback, the interaction of the field specific experience of the transmitter and receptor, the organizational context of communication and communication skills, including how to produce and interpretate these ones. Finally, any model' functions are either heuristic (to explain), organizational (to order) or predictive (making assumptions). They are worth only by their degree of probability remaining valid so long as it is not invalidated by practice and is one way of describing reality and not the reality itself. This is the context in which our work, the first of its kind in Romania, proposes in the context of improving organizational management, two new models of communication at both the micro- and macro- economic, models through which, using crowdsourcing, the units in the tourism, hospitality and leisure industry (THLI) will be able to communicate more effectively, based not on own insights and / or perceptions but, firstly, on the views of management and experts in the field and especially on the customer' feedback.

Key words: *organizational communication model, hotel management, crowdsourcing, tourism, hospitality and leisure industry*.

JEL classification: M10, M11, M19.

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INTRODUCTION

Well known fact, one of the most important resources for economic growth is the tourism. Worldwide, in 2013, the number of international tourists was nearly 1.1 billion (United Nations World Tourism Organization - *UNWTO*, 2014, apud. Popescu 7 State, 2015), which represents about 15% of world population. Considering that at the level of the same reference year, according to official statistics (National Institute for Statistics - NIS - www.insse.ro/cms /files/2014>, accessed March, 27th, 2015). Romania was visited by 1.7 million foreign tourists, it appears that our country has only about 0.16 % of world tourism. According to the same official sources, the total number of Romanian tourists was 6.2 million (thus, with over 3.6 times more than the number of those who have visited the country). The average annual increase of the number of tourists was in 2013, compared with 2012, 5% for foreign tourists and only 3.2% for Romanian (www.insse.ro/cms /files/2014>, accessed March, 27th, 2015). These are just some of the data that reflects the existence of a huge growth potential of the Romanian tourism, in particular by identifying diversified ways to attract new tourists and to make loyal the existing ones. In this context, building on the existing overall *factual* situation in the Romanian tourism and aiming the sustainable streamlining of the business in this area, we intend to:

1. identify in what extent *crowdsourcing* as a way to get needed services and ideas by soliciting contributions from large groups of people and / or communities from turning to *online* resources and not traditional employees or suppliers (<http://www.merriam-webster.com>, accessed 7/9/2014; Howe, 2006, p. 15; Brabham, 2008, p. 33) can contribute to the creation and operationalization of new models of organizational communication proposed for Romanian *THLI*;
2. create two new models of organizational communication at both the *macro* and *micro*-economic level models through which the fundamenting of the managerial decision-making process to be primarily scientific and much less intuitive.

1. LITERATURE REVIEW

All units that carries on its activities in *THLI* are dependent in their results, on the development of creative products and on the innovative managerial spirit. In this context, the cooperation and establishment of networks and linkages with the environment are important factors for success in business, as a result of adaptability to market situations under constant change. Simultaneously, we can not lose sight of the fact that, overall, the managers of the tourism units carries many activities competing with the big multinational chains in the field. In these circumstances, very few of them will increase significantly and therefore require multiple skills to be redoubtable in competition with large companies, which employ specialists, especially given that the prospects of the formers' business are temporally limited (Ateljevic & Page, 2009, p. 19). Revenue growth, as well as the resistance to a business environment that is constantly changing asks from any manager, but especially from those who work in small and medium tourism enterprises (hotels that do not belong to large chains in the field, pensions, hostels and the majority of travel agencies), the knowledge of the real opinion of their customers (Popescu and State, 2015, p. 13).

A deeply innovative way to consult and consider the views of both customers and, in general, any worker in this field, is represented by *crowdsourcing*. *Crowdsourcing is a* "…*type of online activity, participatory in which a person, a non-profit organization or a commercial company offers to a diverse group of people with different knowledge, through open and flexible* *tendering tasks of voluntary engagement, with variable complexity and modularity... The benefit will be mutual: the user will receive some type of satisfaction of their needs (economic or social status, self-esteem, development of individual skills, etc.), while the crowdsourcer will get, to use in his own interest, all the information provided by the user*" (Estellés-Arolas et Ladrón-de-Guevara, 2012, p. 40). As for addressability, *the crowdsourcing* appealed, on a competitive basis, both to individuals and /or groups of people and not employees or contractors (as it is the case of subcontracting). The transfer of the *crowdsourcing* to the internet has been justified by the fact that individuals have a tendency (of course, subjective) to become more open to a specialized website, feeling safer without being supervised by third parties on their way of thinking and, above all, to act (Smith Gharaei-Manesh et Alshaikh, 2013, p. 39). From the technical point of view, through *crowdsourcing,* leaders can identify new reports in their field and also store them according to their interests. Furthermore, through the exchange of opinions with customers, managers can assign as "basic tasks" (*task-based crowd*), on the specially created websites, some information like for example, the degree of satisfaction for the quality of services received. This will be achieved operatively, anonymously (Smith Gharaei-Manesh & Alshaikh, 2013, p. 39). At the individual level, as experts reveal (Howe, 2008; Henk Van, 2010; Brabham, 2012), those using *crowdsourcing* have two reasons, both *intrinsic* (social interaction, intellectual stimulation through competition, etc.) and *extrinsic* (financial gain).

From another perspective, *crowdsourcing* can be a great source of stimulating performant management, as well as an attractive form of stimulating entrepreneurship (De Ridder 2008, p. 35). For example, in this context, it can be not only a simple occupational alternative for the entrepreneurs, but also a genuine form of dynamic connection of the organizational structures to the realities imposed by changes in the nature of innovations by the digital age (Mwila, 2013, pp. 49-51), in either cases having a positive impact on the general economic and social progress. In the same context, deeply favored and generating sustainability, viability and durability both at *macro* and *micro* levels, *crowdsourcing* is established in an efficient way to stimulate social entrepreneurship, helping to create new jobs and facilitate social inclusion of persons at risk (Egger, Gula & Walcher, 2015, p. 37). Relevant for how it can be called and / or used *the crowds* to perform tasks, a typology of *crowdsourcing* can include, for example: *crowdvoting; crowdfunding; microwork; creative crowdsourcing*; and so on (Howe, 2008; Saxton & Kishore, 2013; Lombard, 2013; Brabham, 2012).

2. GOALS, HYPOTHESES AND RESEARCH METHODOLOGY

Our ***goal*** was to identify new opportunities (in the form of models) to streamline organizational communication at both *macro-* and *micro-economic* levels in *THLI*.

In achieving this objective we started from the truth that *"…A conceptual model's primary objective is to convey the fundamental principles and basic functionality of the system in which it represents."* (Kung & Solvberg, 2014, p. 28). Obviously, to be both easy to understand and also representative, a model should be a reference point for all those who implements it, to be operational and also to offer concrete ways of collaboration between its components. ***The main hypothesis*** was generated by our assumption that, in general, ***the organizational communication models do not satisfy, largely, the practical needs of tourism establishments.***

As ***secondary hypotheses***, we started from the idea that:

a) at the level of tourism units, communication takes place priority on intuitive base, randomly, appealing especially to the experience and intuition of the organizational management;
b) not the revenue growth as an end in itself, should be the primary consideration in THLI management units, but customer loyalty, taking into account exclusively their wishes and preferences.

The research methodology consisted in the complex *analysis of the existing organizational communication models in the literature*.

3. RESULTS

From theoretically point of view, the elements of a conceptual model and interdependences are described in *Fig.no.1* (Sokolowski & Banks, 2010, p. 31):

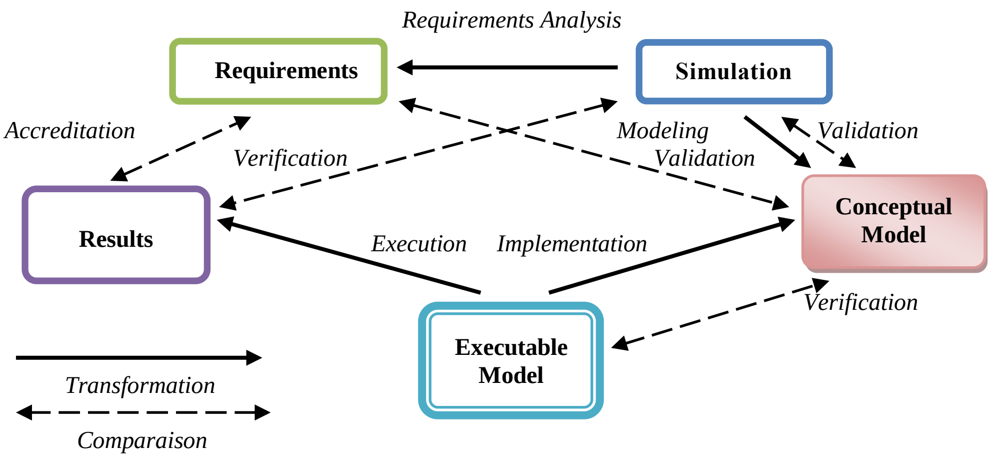

Figure 1. A Conceptual Model Elements
Source: Sokolowski et Banks (2010)

Regardless of the primacy of the criteria adopted, the most important theoretical models of communication are based on schematic configurations and can be briefly presented as follows:

ARISTOTLE Model (300 î.Hr.)

Aristotle pointed, yet now more than 2,300 years, the important role that it has any channel of communication on the audience. The model created by Aristotle is centered primarily on public communication skills, including *five fundamental elements*, such (*Fig.no. 2*):

Speaker ⟶ Speech ⟶ Intervention ⟶ Receiver ⟶ Effect
(Communication Channel)

Figure 2. The Communication Model in Aristotle's Conception
Source: Adaptation of Aristotle: cited work (c.w.)

In Aristotle's view, *the speaker* has the most important role, especially in a context where every word and every gesture of his can have a major impact on the audience.

PIERCE Model (1883)

Innovative in logic and mathematics, is considered the "father" of semiology drafting, throughout life, more than 100 000 pages of studies and essays on the study of signs (<http://ww.wikipedia.org/Ch.S.Pierce>, accessed 9/20/2015). The centerpiece of Pierce concerns was the understanding of the ways in which our language is meaningful and makes sense to the interlocutors, *the sign* having in its view *a triadic action ("... something that stands for someone instead of something in a certain respect"* (Pierce, 1958). The sign is in Pierce's conception, "*something through which knowledge, we know something extra"*. In fact, through sign, Pierce refers to "*anything that comes from something/someone else, addressing to someone, which means that it creates in the mind of that person an equivalent sign or more developed"* (Pierce, 1958, pp. 58-61). For Peirce, *the sign' triadic action* (*Fig.no.3*) is a complex process, where the sign has a cognitive effect on who interpretate it, the results being a semiosis, namely, that "*any dynamic action or action of a brute force, physical or mental, occurs between two subjects (which reacts each equally) or is the result of actions between pairs."* (Pierce, 1958, p. 62).

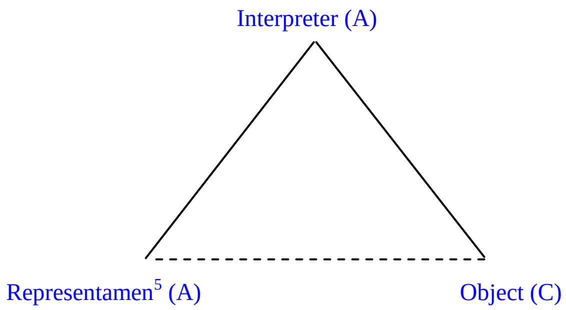

Figure 3. Triadic Action of a Sign, in Ch. Pierce's Communication Model
Source: Adaptation of Pierce: c.w.

The same triadic view we will find also at the communication model Ogden & Richards. Compared to the *dyadic model* of the sign, recounted at De Saussure (De Saussure, 1916 p. 31) Pierce's *triadic model* has the advantage offered by a triangle with a base of dotted lines, suggesting an indirect relationship between tips **A** and **C** by means of peak **B**, which gives, for the first time, a formal complexity to the communication process.

OGDEN&RICHARDS Model (1923)

Also known as „*The Meaning of Meaning"*, this model emphasizes the endogenous source of comprehensibility and not the interpretation given by them to the words heard. Consequently, Ogden and Richards have focused their entire approach to the possibilities of improving the perception of each party on the content of the same message received, "the triangle" formed by *the word, its meaning and thought* revealing that the same word can *mean different things to different people*, according to the *their references* in *different situations*. Disregarding the

[5] cf. <http://www.merriam-webster.com/dictionary>, accessed on 20.09.2015, „... *Representamen = the product as distinguished from the act of philosophical representation*" - a.n.

same meaning to the concepts with which we operate, though interrelated, we fail to communicate effectively. Schematically, *the model Ogden & Richards* looks like *Fig. no.4*:

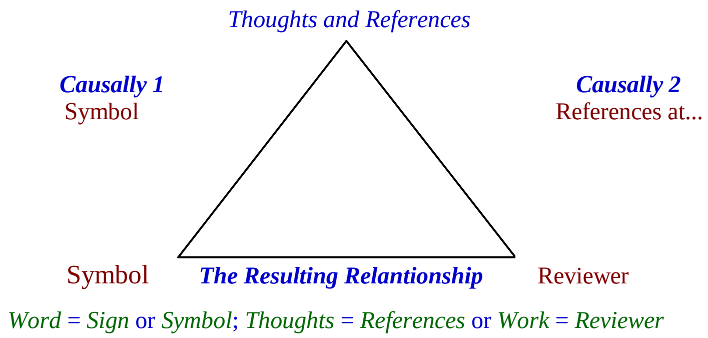

Figure 4. "The Meaning of Meaning" Communication Model (Ogden&Richards)
Source: Adaption of Ogden, C. K., Richards, I. A.: c.w.

CRAIK Model (1943)

Encountered in scientific literature under the name of *"mental model"* (Craik, 1943, p.22), it has a psychological approach, referring to the mental illustrations externalizing able to explain behavioral exteriorisations of the individuals according to their own systems of thought. Achieving his communication model in order to study, initially, *human-computer* interaction, Craik revealed that people create their own mental models on which they take action decisions based on what they see and/or hear. Basically, as revealed by Craik, before acting, each individual builds a *mental model*, that will serve as an example to follow, its interaction with the environment being likely to trigger corrective interventions. Craik's mental model can be rendered schematically as *(Fig. no.5):*

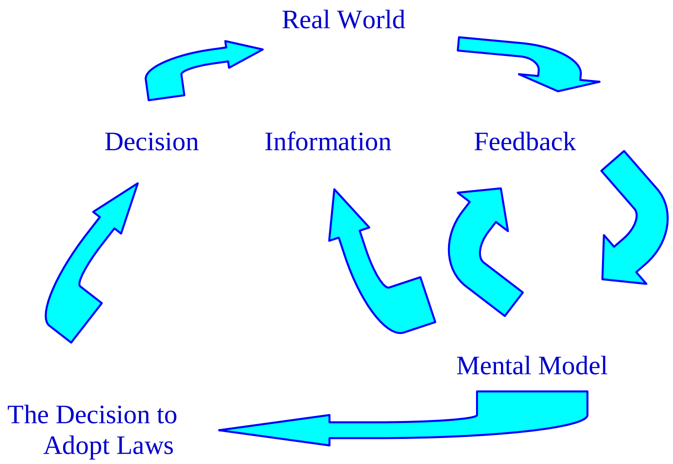

Figure 5: Mental Model of Communication (Craik)
Source: Adaption of Craik, K.-J.-W.: c.w.

LASWELL Model (1948)

The model created by Laswell organizes scientific study of *communication*, representing a "*...sociological approach of mass communication"* (Laswell, 1948, pp. 32-39). In *Laswell model*, every element comes together in an assembly in which there are integrated constituent sub-elements with decisive contribution to the construction, development and success of the communication process. The five elements of *Laswell model* can be shown, functional, according to the scheme of *Fig. no.6*:

Who?		*What does it say?*		*What Channel?*		*To whom?*		*What Effect?*
COMMUNICATOR	⇨	**MESSAGE**	⇨	**CHANNEL**	⇨	**RECEIVER**	⇨	**EFFECT**
***Control* Analysis**		***Content* Analysis**		***Environmental* Analysis**		***Audience* Analysis**		***Effects* Analysis**

Figure 6 Sociological communication Model (Laswell)
Source: Adaption of Laswell, H.: c.w.

Thus, as shown in *Fig.no.6*, *the communicator* includes *source and issuer*, while *the message* is related to so-called *social context of reference*. *The communication channel* is directly dependent on the wording of the message and corresponds to one of the seven human senses, the channels' ensemble forming what Laswell calls "*medium*". *The receiver* is the one that includes characteristic elements to the receiving and decoding messages and *the effect* corresponds, in all its complexity, to the business implications of the mass communicators.

SHANNON&WEAVER Model (1949)

The core of the *mathematical model of communication*, supported by the americans Shannon and Weaver (*called* "*Information Theory Model*"), is that "*information is defined as a mathematically quantifiable value and inversely proportional to the probability of a signal occurence.*" The amount of information is "*a measure of unpredictability, meaning of a surprise effect related to a message*" (Mignot et Baylón, 2000, p. 45) and "*... thus represents the number of halving questions needed to find out the final version*" (Van Cuilenburg, Scholten et Noomen 1998, p. 32). In the conception of Shannon and Weaver "*...all the technical possibilities for encoding/decoding messages into multiple phases and levels and communication channel capacity - C - is theoretically at the highest rate of received information (except the error for the potential deviations of the correcting codes)*; *data can be sent with a certain average power of signal S through an analog communication channel subjected to additional Gaussian noise, of N power and is calculated as follows:*

$$C = B \log_2 \left(1 + \frac{S}{N}\right)$$

where:

C - represents *the maximum capacity of the channel' reception* (in bits per second);
B - *transmission channel bandwidth*, in the case of modulated signal (in hertz);
S - *the average power of the* received *signal* over the width of the strip (in the case of a modulated signal); this power is expressed in watts;
N - *environmental noise* or *the interference power on the bandwidth* (in watts);

S/N - *signal-noise* ratio (SNR) or the *carrier-noise* ratio (CNR) resulting from the communication signal at the Gaussian noise interference, expressed as a linear power ratio (not as *logarithmic decibels*)."

Basically, Shannon and Weaver started the presentation with a deep technical communication in the case of a telephone call, where the source of information (the speaker) turns his message into signals sent via transmitter (in this case, the phone) which is at the same time, detectable channel by the receiver. Considering that the classic scheme of communication has the well known shape as in arising of a *issuer*, *channel* and *receiver*, (*Fig. no.7*) in Shannon and Weaver's conception it becomes the one in *Fig. no.8*.

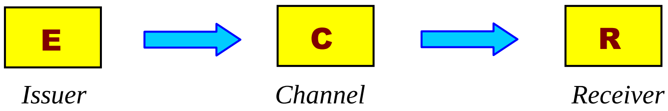

Figure 7: Classical Scheme of the Communication Process
Source: Adaption of Bühler, K.: c.w.

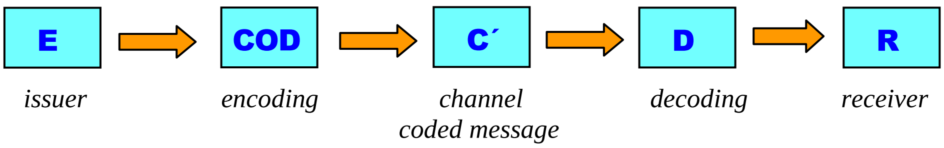

Figure 8. Scheme of Shannon&Qweaver's Communication Vision
Source: Shannon, C.-E., Weaver, W.: c.w.

NEWCOMB Model (1953)

Extremely simple, Newcomb's model *(Fig.no.9)* is a very useful tool in the analysis of interrelation between *two communicators*, **A** and **B** and in their orientation towards the *object of communication* **X** (an object, an event, an attitude, a behaviour etc.).

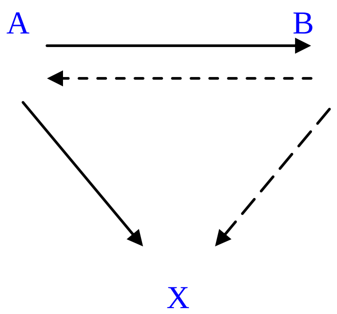

Figure 9. Newcomb's Communication Model
Source: Newcomb, T.: c.w.

On *Newcomb's model*, which is a psychological model based on the balance achieved between the attitudes and beliefs of individuals, each of the two *communicators* has a simultaneous orientation both towards the other person (*communicator)*, but also to the *subject of communication*. If the balance will be disrupted, the interdependence of the three elements of the model determines a mandatory corrective intervention of each of the two *communicators*, so any change will be "felt" in each constituent of the model.

OSGOOD&SCHRAMM Model (1954)

The proposed communication model as result of collaboration between Osgood and Schramm is also known as the *circular model*. It is suitable both at individual level (if there is only one *communicator*) but also for a group of two persons.

Interesting to the *Osgood Schramm model* is that there is no *issuer (transmitter)* and *no receiver*, but only "*communicators*" who fulfill each three roles, which are the result of the central idea of carrying interrelation, namely, *the feedback.*

As evident from *Fig.no.10*, *the circular model* is very simple, assuming interaction between two people called "*communicators*" their parts being interchangeable, so that each can play the *encoder* (the one encoding the original message), the *interpreter* (the perceiver, who detects and interprets the message) and the *decoder* (ie, the one that decodes the message).

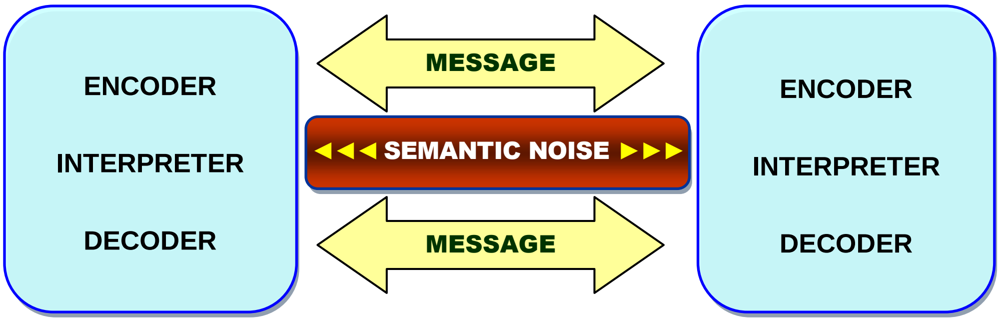

Figure 10. Osgood&Schramm's Communication Model
Source: Adaption of Osgood, Ch.-E., Schramm, W.-L.: c.w.

In the conceptual system of Osgood and Schramm it appears *distortions* or *interruptions of communication*, both caused by the *semantic noise*, which is a result of "*... connotative differences between concepts ... differences that come not from outside but from inside the actor engaged in communication.*" (Osgood, 1953, pp. 39-42). A direct consequence of *the semantic noise* is therefore the decodings that do not respect the meaning of the original message, because of the perceptions and/or different meanings given by "communicators' to the same messages, something which has profound and decisive implications on the quality of interrelations. Being a dynamic model, in which it can occur very frequently changes (caused by the *feedback* of the involved participants), *Osgood & Schramm model* emphasizes the importance of redundancy in the communication process and the particularity of its applicability even within a single *communicator*. The idea of the communication process circularity as well as abandoning the notions like *issuer (transmitter)* and *receiver* was continued and developed by representatives from *Palo Alto School* (Bateson, 1979; Watzlawick, Jackson & Beavin, 2011).

De FLEUR Model (1954)

The system of De Fleur is, essentially, a conceptual development of the model devised by Shannon and Weaver, including also similar elements (such as, for example, the circularity of the communication process based on the receiver's *feedback*) of the vision proposed in 1957 through the communicational model of Westley and MacLean. If in the *Shannon&Weaver model* is rendered the unidirectional flow of communication, being shown including the role of noise *in* and *for* the correct reception of the emitted message, and in the *Westley&MacLean model* the focus is on the interrelated flow and on the "*linear feedback*" of communication, De Fleur combined the two concepts, the result providing a more "developed", complex and diversified model *(Fig.no. 11)*:

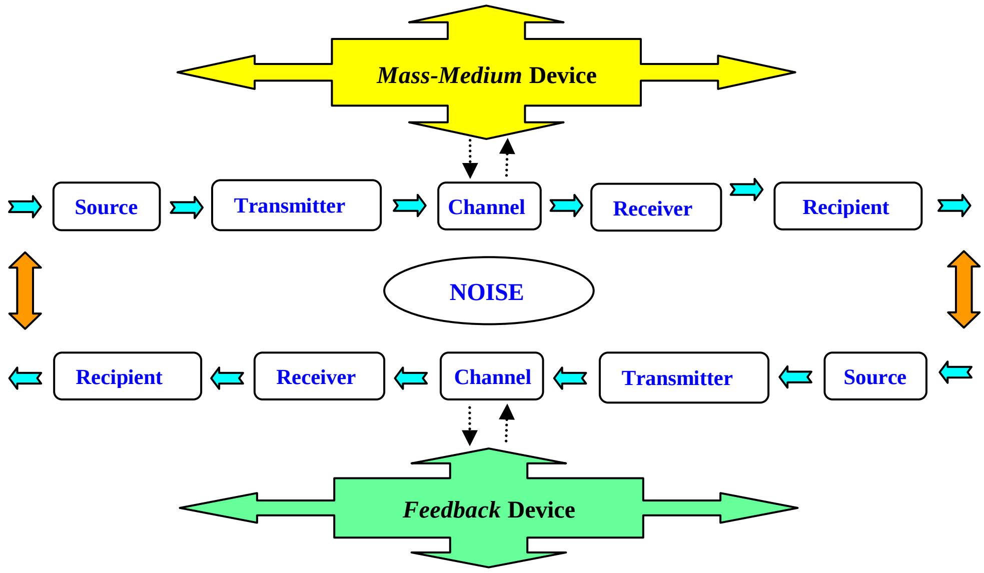

Figure 11. De Fleur's Communication Model
Source: De Fleur, M. L.: c.w.

De Fleur has the merit of pointing out that communication process has a *circular character* and thus offers the possibility of *feedback* from participants. On the other hand, at the center of the system, *the noise* becomes the disturbing factor of the quality of the transmitted/received messages. In view of De Fleur, *the source, the transmitter, the receiver and the recipient* constitute separate phases of mass communication, which takes place at two different levels.

JOHARI Window - LUFT&INGHAM Model (1955)

The model created in 1955 by Luft and Ingham is very simple and it has importance through the particular emphasis given to the interrelated skills from employee to employee by the so-called *psychological contract* (Luft et Ingham, 1955, p.37) practiced skills through empathy, cooperation, inter-group development and interpersonal development. Essentially, the concept of *Johari's Window* is the approach aiming to improve the perception of each group member towards other colleagues, through *feedback* sent by them *(Fig.no. 12)*. The *Johari Window model* shows that interpersonal trust within a group is essential, as it is generated both by what each individual transmits to his teammates, and also by their *feedback*. In context, each individual is represented through the four component quadrants of the "*window*", which contains personal information, feelings and motivations that may or may not be known from the four points of view. On the one hand, on one half of the "*window*" we find ourselves and on the other half are "the unknown part" of *ourselves*. As far as we are able to socialize with other members of the group, the transfer of information is beneficial both for the team and for ourselves.

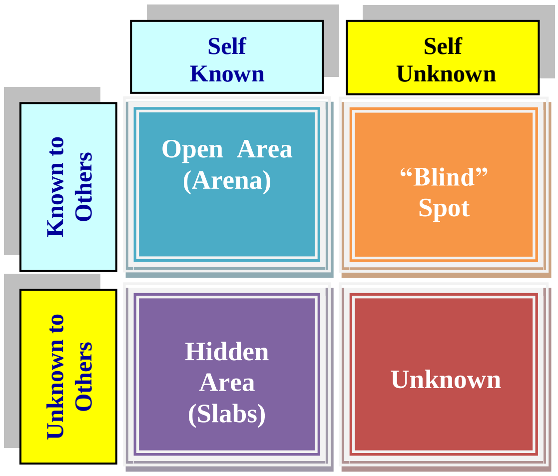

Figure 12. Johari Window Model
Source: Luft, J., Ingham, H.: c.w.

GERBNER Model (1956)

Regarded as one of the research "pioneers" in the area of communication, George Gerbner has written works as simple as it is easy to understand, analyzing its dynamic nature and factors that may affect its reliability. Another feature of Gerbner's work is that his vision of simplicity and comprehensibility of communication may appear to be contrasting with the feeling of complexity generated by the name under which its known the proposed model: „*the multifunctional model*" *(Fig.no.13).*

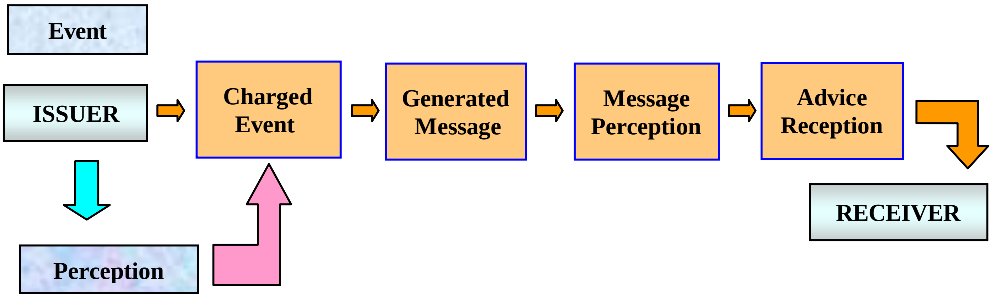

Figure 13. Gerbner's Multifunctional Model
Source: Adaption of Dragan, I.: c.w.

By taking, constructive, the vision of *Lasswell model*, Gerbner created, according to specialists, "*...the most comprehensive attempt to specify all the stages and all the components of the communication activities*" (McQuail, 1999, p. 39), his model "*...being the generalized sociological construction based on the completion of previous schemes with new items as: perception, production and meaning of messages; their bidimensional nature, the unity of form and content, subjective, selective, changeable and unpredictable nature of communication...*" etc. (Drăgan, 1996, p. 35). Gerbner has highlighted the particularities of interpersonal communication and technical ones (mechanical and/or automatically), substantiating the two *axes* of the interrelation: *perception axis* (horizontal) and *the means and control axis* (vertical). A fundamental characteristic of the *Gerbner model* is that the perceiving of an event it follows its linking and sensorial, creative and cognitive reconstitution by each *receiver*, the resultant having as consequence varied produced effects through the complexity of the exercised influence on future actions of the messages' *issuer*. The same event can be perceived in ***n*** ways by each of the ***n*** *receivers*, depending on their bias and generating, consequently ***n*** reactions with ***n*** feedbacks.

WESTLEY&MacLEAN Model (1957)

Having a rich and great expertise in the field of journalism and consequently in that of similar studies, the two grounded a *bidimensional design*, in which are perceptible two meanings: the specific *interpersonal relationships* and *the mass communication*. Westley and MacLean started from the reality that practically no communication begins once the *issuer/transmitter* (a person/ group) starts to talk, but later, in the moments when *the receiver* responds selectively, depending on its perceptions, to the original sent message. It is also why, in *the mass communication*, experts say that feedback is both indirect and very slow. In essence, the model takes the idea of subjective *feedback* of the *receiver*, according to its own perceptions, interpretations, references, experiences, etc., idea generated in the precursors studies (Newcomb, 1953 Grebner, 1956). Schematically, this model can be represented as in *Fig.no.14*, as follows:

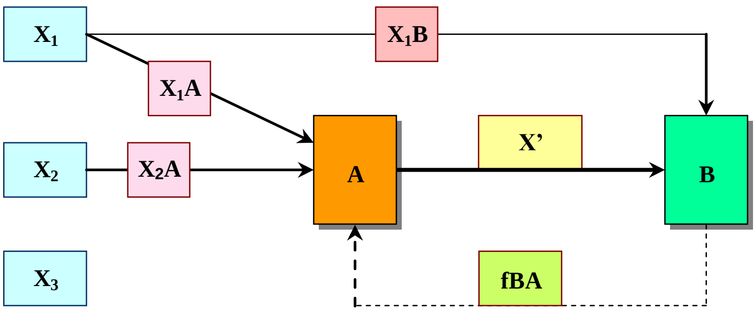

Figure 14. Westley&MacLean's Communication Model
Source: Adaption of Drăgan, I.: c.w.

The meanings of the used symbols are as follows:

X_1, X_2, X_3: represents events („orientation objects") from the social context of A and/or B, perceived directly by them (**X_1A**, **X_2A**, **X_1B**);

A and **B**: the participants to a communication process, respectively, *the issuer* and *the receiver* (in practice, e.g., the client - **A** or the reader/audience - **B**), between which occurs the transmission of **X'** *message*, through a *channel*;

fBA: *feedback* given by **B**, after receiving the message.

Therefore, the communication system *Westley&MacLean* generated a model both predictive and descriptive. From another perspective, being suitable to the bidimensional systems, *Westley &MacLean model* has a restrictive character, sometimes making difficult the adaptability to some complex events, where the number of participants implies, consequently, also the heterogeneity of the messages sent and received by them.

RILEY&RILEY Model (1959)

John and Matilda Riley have developed a model through which they emphasized the *sociological implications of the communication*, their theory bases being the primarly resultant of Aristotle and Laswell visions towards communication. In the conception of *Riley&Riley model* (*Figure no.15*) essentially is the idea of *group*, the communication process analysis not aiming the individual level. In this context, the two base the concept of *primary group* by defining minimum two individuals (two persons) gathering made and felt according to the degree of privacy and/or to their feelings.

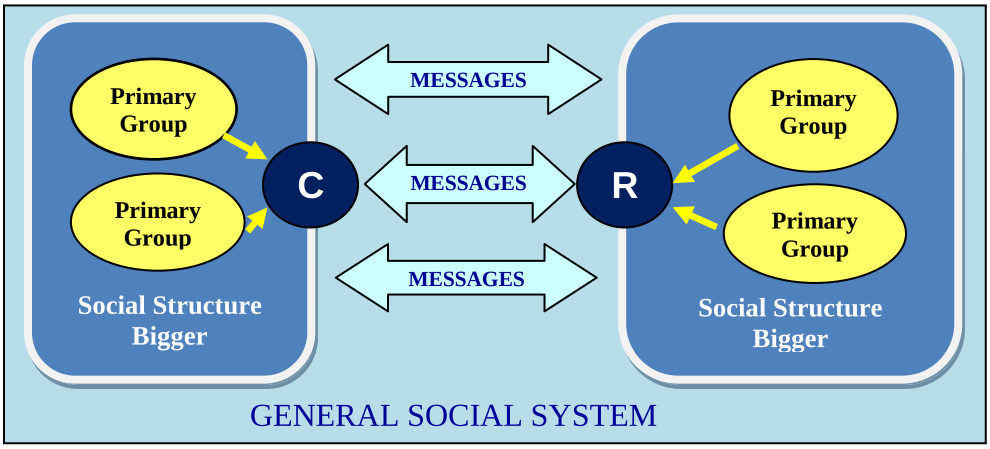

Figure 15. ***Riley&Riley's Communication Model***
Source: Adaption of Riley, J.-W., Riley, M.-W.: c.w.

The model insists on the fact that the issued messages by the *communicator* C are designed and delivered in line with the expectations of the *primary groups*' members and with those of the *wider social system* (in which there may be other persons, not belonging to any *primary group*). Also in the Riley&Riley model is revealed the importance of feedback for the communication process, direction under which the receptor **R** operates as a communicator, the messages issued by him corresponding on their turn, to the messages issued as feedback from **C**. Important is that **C** does not transmit new messages but only after analyzing and "fines" (with the meaning of corrective interventions) messages from **R**, this following to correct, as appropriate, the transmitted messages towards **C**.

Obviously, all these actions are carried out systematically in close interdependence and interconnection, excluding the intervention of third parties, isolated.

BERLO Model (1960)

The central elements of the communication model proposed by David Berlo 1960 are the *communication skills, the knowledge, the social system, culture and attitudes*, their correlation, both at the level of the *emitting source* and at the *receiver* which are practically an essential condition for success in interrelationship. Known in the scientific literature under the name of *SMCR Model* (which stands for ***S**ource*, ***M**essage*, ***C**hannel* and ***R**eceiver*) *Berlo model* is based on the human senses with decisive contribution *to* and *for* the success of the interpersonal communication process and can be rendered schematically as (*Fig.no. 16*):

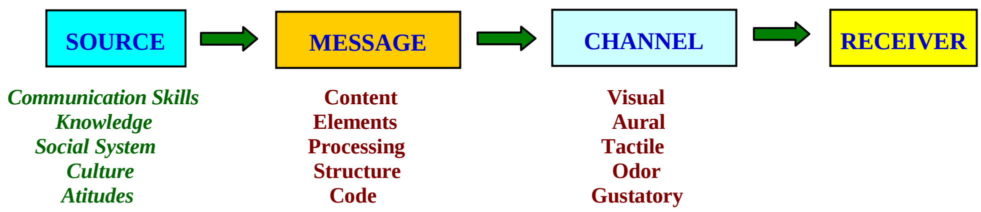

Figure 16. Berlo's Communication Model
Source: Adaption of Berlo, D.-K.: c.w.

In our opinion, Berlo committed two serious errors of conception of the component elements of the proposed system: on the one hand, he does not shows that our senses can turn in as many communication channels, and on the other hand, excludes from the senses category, the the kinesthetic and the balance. In Berlo's view, both at the level of the transmitter and also to the receiver "are formed four inter-conditionings strictly limited", as follows:

- *communication skills: speaking, writing* (encoding*), listening, reading* (decoding) *and thinking* (encoding/decoding)*;*
- *knowledge of the subject, of the own attitudes and way of processing messages and of how to select the preferred channel of communication;*
- *socio-cultural system,* which determines both the construction and interpretation of messages;

In its ensemble, though multivalent, *Berlo model* is linear and is not applicable where there is no *feedback of the receiver*.

JAKOBSON Model (1963)

The system designed by Jakobson is part of the so-called *linguistic models* and relies primarily, on "*...double sizing of the message as element, on the one hand, of a communication circuit and, on the other hand, of a representation process*" (Dragan, 2007, p. 19). Jakobson revealed double sizing of the message, in terms of the *image* that creates *the receiver* about it and from the point of view of *the reality* that is transmitted. And yet, *Jakobson model* is surprising by the fact that its author has not proposed, ever to build more than a scheme capable of including constitutive factors of any verbal communication (*Fig.no. 17*).
Basically, both the *issuer (transmitter)* and *receiver* are the elements bounding the entire area of *communication*, its success being dependent on the content of *the message* (*as a whole set*

of signs), on the connection between participants (*canal*) and on the all meanings given to the message (*code*).

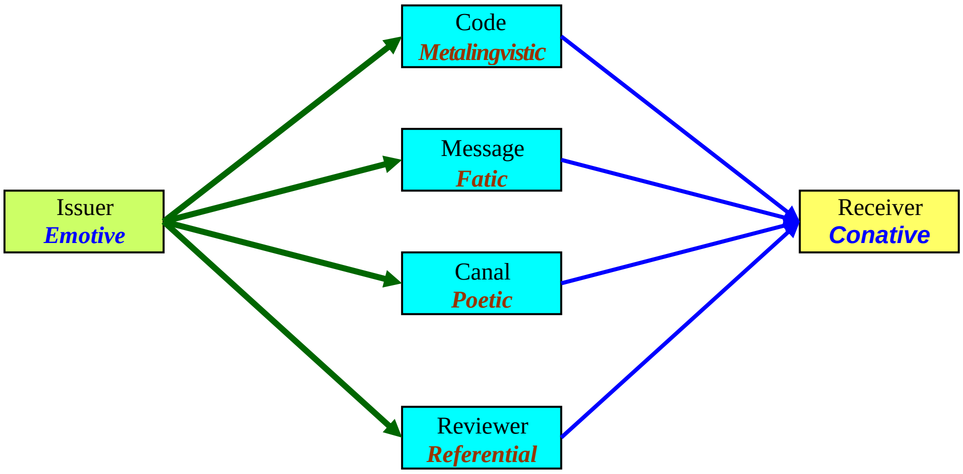

Figure 17. The Linguistic Communication Model and Language Functions (Jakobson)
Source: Adaption of Jakobson, R.-O.; Dragan, I.: c.w.

In Jakobson's view, "*...each of these six factors determines a different function of language. Although we distinguish six basic aspects of language, we can not find, however, verbal messages that only fulfill one function. So diversity lies not in a monopoly of one or some of these functions, but just in the different hierarchical order of the functions. Verbal structure of a message depends, first, of the predominant function*". (Jakobson, cit.op., p. 357). Consequently, we see that each of the six factors involved in the communication process It is characteristic for a certain function of language, as follows:

- To the *issuer* it is characteristic *the emotional* function *(expressive)*, determined by the relationship between the receiver and the content of the message;
- To the *receiver - conative* function (regarding the actions, the volitive processes of will);
- To the *code - metalinguistic* function (illustrated by the message that sends to the code, the clearest expression is the language grammar itself);
- To the *message - phatic* function (related to the relationship between *message* and *linguistic contact*; this function is to maintain contact between partners in dialogue);
- To the *channel - the poetic* function *("... the attitude towards the message itself, centering on the message itself"* - Jakobson, op.cit., p.358);
- To the *referrer - referential* function *(denotative* or *cognitive*, as it is called by Jakobson - op.cit., p.358 -, characterizes the relationship between *the message* and the reference *linguistic context).*

Finally, as we pointed out before, *this scheme of language functions* is no longer a concern, receiving in the literature, without exception, the name of the *(linguistic) model of Jakobson*.

HULETT Model (1966)

In 1966, Hulett has created a communication model that emphasized the *coding* and *decoding* of constituent messages of the inter-relational process. In Hulett's view (*Fig.no. 18*), "*... no message has a meaning in itself, but is just one model of coded signals*" (Dragan, 2007, p. 39) and, therefore, essential will be the coding and decoding of the messages content by the *issuer*, respectively by the *receiver*. In this context, *in our opinion*, a fundamental role lies in both the *issuer persuasion* and, equally, in the *comprehensibility of the transmitted message' content*. And if we look at the process that takes place as a cyclical one, the role of *receiver's feedback* is crucial in and for the durability and reliability of the communication process.

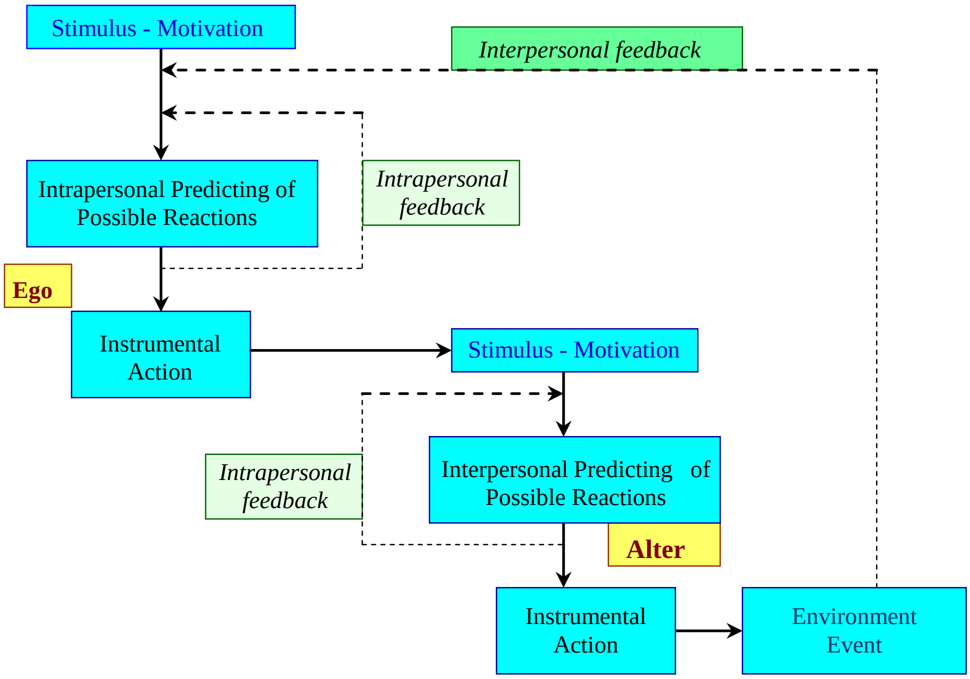

Figure 18. Hulett's Communication Model
Source: Adaption of Hullet, Ed.-J.: c.w.

From the presented model also appears another innovative aspect of the Hulett's vision on the communication process, namely the exceptional role of the *intrapersonal feedback*, respectively of the importance of the method of *decoding* the received message, according to various psychological-structural criteria related to the own representation of each individual. So the manifestation of a stimulus or activation of a motivational element would be likely to generate a (self) evaluation of the possible *feedbacks*, which will be a stimulus/incentive both to an *alter* (*receiver*) and to the *ego* (*issuer*) to trigger an appropriate response action in both directions.

KNAPP Model (1972-1980)

Recognized and renowned for the studies conducted in nonverbal communication, Knapp has developed a model that it is based on the interrelation between individuals (the so-called *relational model*). The central idea of the *relational model* is to explain how it appears, grow, develop and conclude the communication relations between individuals, context in which Knapp has designed *two basic steps of interrelation*, to each of them corresponding *five stages* related to its *development* and respectively, its *termination*. Schematically, the structure of *Knapp model* is shown as (*Fig.no. 19*):

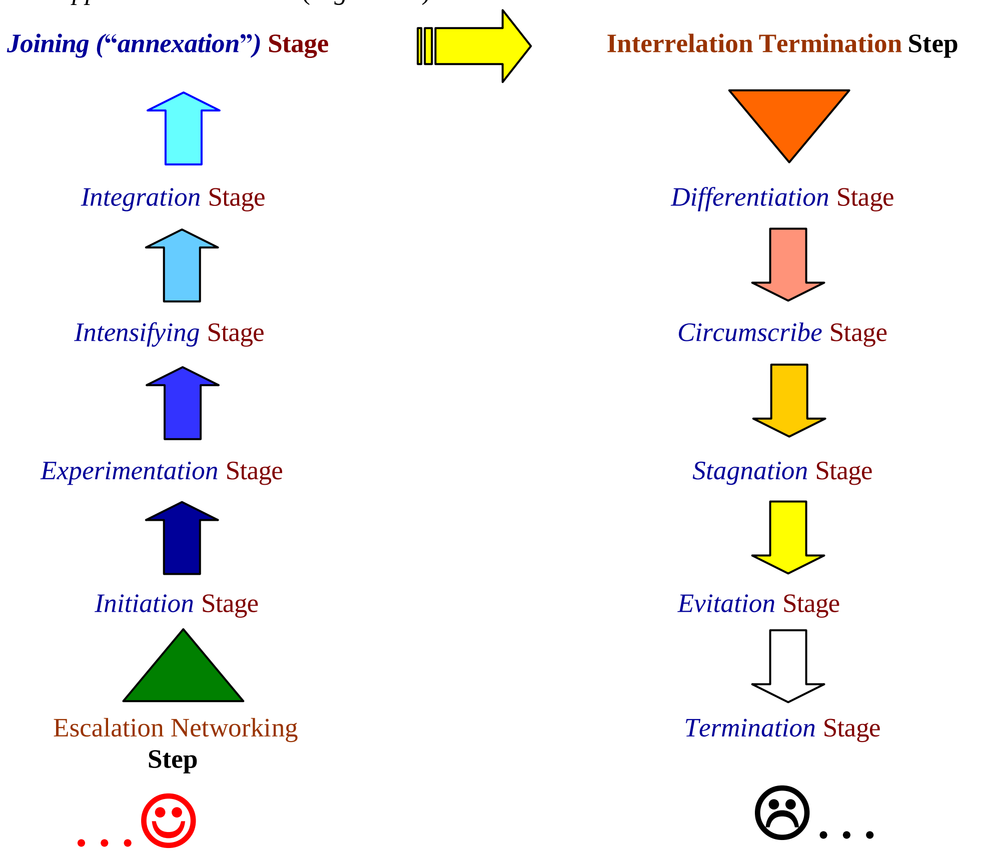

Figure 19. Knapp's Communication Model
Source: Adaption of Knapp. M.: c.w.

Knapp model facilitates the understanding the way in which interpersonal relationship progresses and deteriorates in the following manner:
Initiation - is the brief time interval when we should apply the *Rule of the 4 x 20.*
Experimentation - is similar to the stage of *knowledge* from a negotiation process.
Intensification - is the stage in which it takes place the "openness" of the interlocutors and the interpersonal relations' "deformalization" and interlocutors assume commitments and responsibilities.
Integration - the "proximity" increases and it appears "*the relational identity*" (Knapp, cit. op., p.139).
Joining (annexation) - is similar to the stage of *conclusions* from a negotiation.
Next is "*the decrease stage*" ("*relationship slowdown*"), until the end of the partnership.
Differentiation occurs at the stage where, although the relationship is positive and favorable, interlocutors begin to manifest increasingly more their individualism and egocentrism.
The circumscription marks the debut of "doubts" exteriorization and of the avoidance tendency.

The stagnation. Although in the previous stage can occur even "attempts" of "appeasement", in *stagnation* stage, interlocutors are avoiding increasingly more.
The avoidance becomes reality at the intentional level. There are no longer discussions about the potentiality resuming of partnerships, now preparing... the end.
The ending (final) marks the cessation of partnerships...

FISHER Model (1974-1980)

Towards the late '70s, Fisher substantiates what was to name the "*Theory of decision-making in small groups*" theory that was at the basis of the creation of *linear model of small group communication*. *Fisher model* aims *to develop communication* through the following four steps:

1. *orientation* - is a first "step" in knowing the group members. It is the stage where group members gropes preparing the constitution of issues' "portfolio";
2. *conflict* - here it takes place the problems examining, each member of the group trying to impose its own terms; finally, hierarchies are established, especially informal;
3. *appearance of duties and/or responsibilities* - is the longest stage for communication development. Although uncertainty increases, the group tries even through compromise to solve problems that appeared irreconcilable since the *conflict* stage;
4. "*reinforcement*" - the most important stage, especially through the consequences involved. Adopting the final decision is likely to generate solidarity and cohesion among group members.

The main deficiency of this model seems to be given by its applicability quite low, especially because, in practice, decisions in small groups is dependent on many more factors (including random), not being a simple matter of statistical summing of some individual opinions which, in turn, are influenced by purely subjective criteria. *Fisher Model* are presented as in *Fig.no.20*:
Sinthetically, *Fisher model* can be represented as follows (*Fig.no.20*):

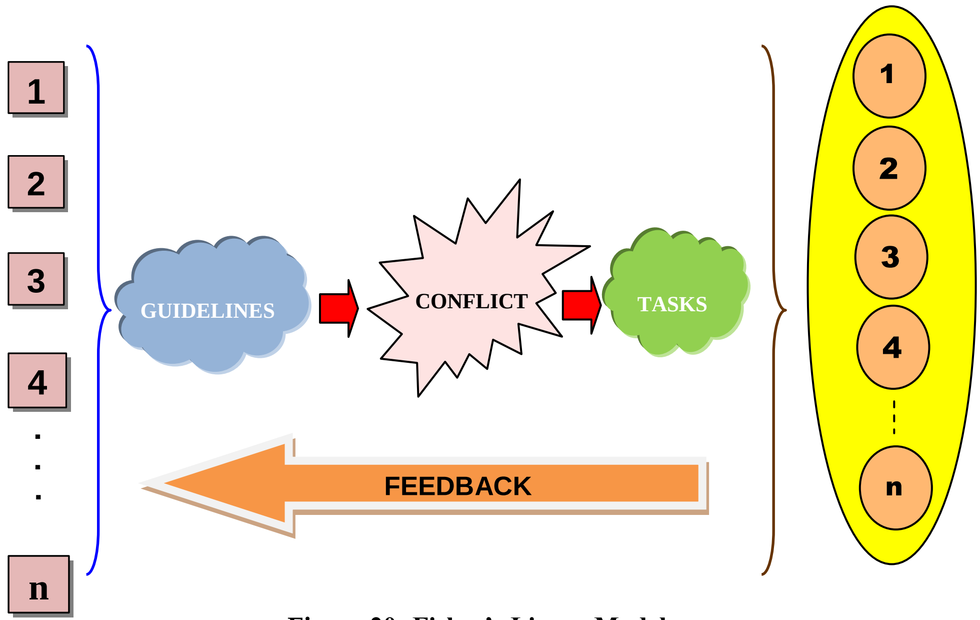

Figure 20: Fisher's Linear Model
Source: Own Adaptation after Fisher, A.: c.w.

KERBRAT-ORECCHIONI Model (1980)

Continuing the initiative of Jakobson, in the early 80s, Kerbrat-Orecchioni tried, through her approach, "*...to give more accuracy to the linguistic representations of communication*" (Drăgan, 2007, p.52). In this context, the author of this model has failed to reveal the importance of imposing to both *the issuer* and to *the receiver*, *linguistic*, *ideological*, *cultural* and *psychological constraints (Fig.no. 21),* these being applicable to any type of speech, regardless of the approach and/or structuring of its content. Beyond the value of its model, *in our opinion*, Kerbrat-Orecchioni makes an error when referring to *linguistic* constraints, includs in their category just *the verbal*. Associated to it, is the *expression mechanics*, especially considering that it includes additional elements (volume, flow, inflection, look, articulation of words, etc.) which, in the opinion of specialists (Pease et Gardner, Dragan, I; Prutianu, St..; etc.) is the *paraverbal*. Also being applicable only for the dialogue between two individuals (*issuer*, respectively *receiver)* the model has a character appreciated not only as potentially simplistic but also limitative. Significant, however, is the importance given by Kerbrat-Orecchioni to the *psychological* elements, determinant for the informational *feedback* and ultimately for the communication activities.

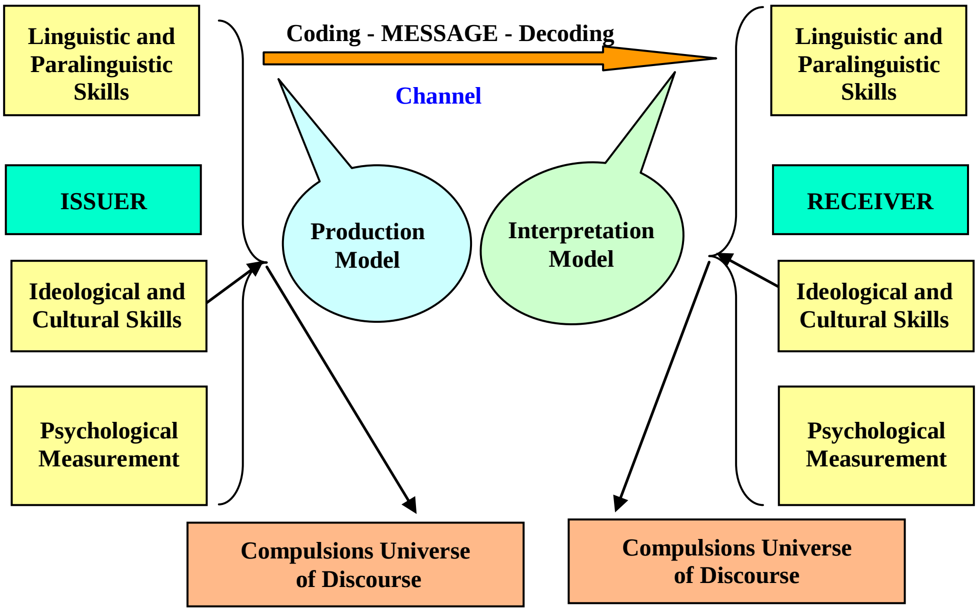

Figure 21. Kerbrat-Orecchioni's Model
Source: Own Adaptation after Kerbrat-Orecchioni, C.: c.w.

LIKELIHOOD Model (1986)

In 1986, Richard Petty and John Cacioppo showed that, for each of us, persuasion occurs only in situations where we learn something from what we read, listen and/or watch. In other words, we are persuasive if and only if we manage to convince someone to act in a certain way, as we will not remember facts and/or different situations than only if we learned anything from them.

Likelihood model explains how the persuasiveness of a message may change the attitudes of a reader or viewer, causing it to act in a certain way, which, for example, is of utmost importance for producers of advertising in the sense that, understanding consumer behavior they can substantiate better their development strategies. *Likelihood model* proposes that each message to be persuasive in two ways, named by Petty and Cacioppo, *Central Road* (CD) and respectively *Peripheral Road* (PR), each being by its content, a *operative technique of persuasion* that will influence in the end the consumer's decision. The process of persuasion appealing the DC method is focused exclusively on the 'red lines', being the result of a careful analysis of the arguments contained in the message and requiring the utmost attention to every detail and also the active involvement of its *receptor*. So consequently, if the message' content is not "penetrating" enough and/or the attention of the *receiver* is distracted by disturbing factors in the environment, not only that *DC* will not be able to convince, but the message will even be ignored by the *receptor*. *DP* is quite difficult (in the sense of intensity), requiring a reduced involvement of the *receiver* because the content of the sent message is not cognitively examined by him. Consequently, in this situation, the *receiver* is not sure whether it will agree or disagree with the content of the message, its decision following to be taken depending on the extent (degree) on which *will be* convinced by the people from the ambient (usually by coworkers). The situation is quite common, when each of us takes the decision to buy or not based on what we found ... that makes our entourage. A schematic representation of Likelihood model is shown in *Fig.no. 22*:

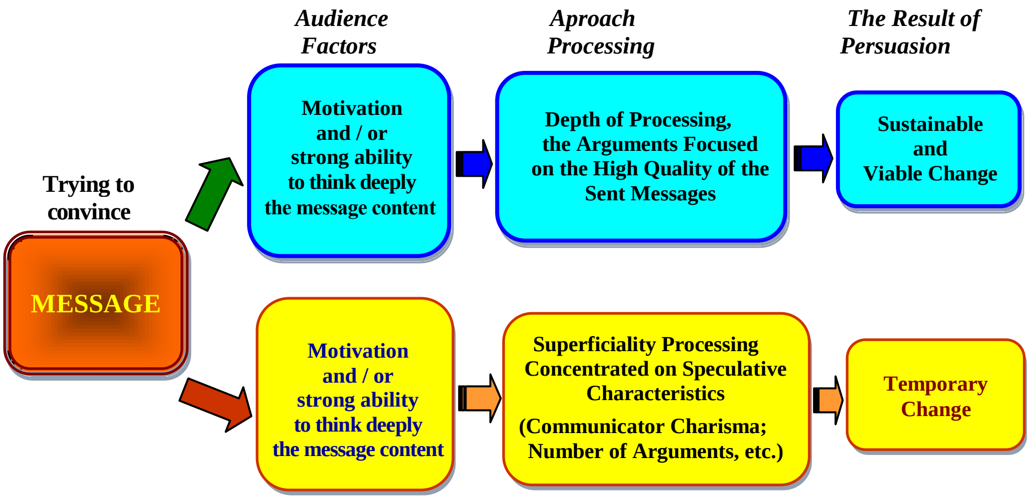

Figure 22. Likelihood's Model: Dual factors of Persuasion
Source: Own Adaptation after Petty, R., Cacioppo, J., c.w.

LEISS Model (1986)

Continuing the series of research conducted by Shannon and Weaver in mathematical models of communication, Leiss offered a so-called *generalized (advanced) mathematical model of communication*, his conception regarding the transmission of the message being influenced not only by *De Fleur* and *Osgood & Schramm* models, which in the presence of *noise* as disturbing factor is of utmost importance, but also by the vision of Laswell, that is essential in communication, to answer the questions: *who, what says, through what channel, to whom and* *with what effect*? Leiss has made a remarkable own vision by applying the theory elements of risk at the communication process, especially in what he chose to call the *theory of risk message transmission* (Leiss, 1994, în Crowley et Mitchell, pp. 127-128). Schematically, *Leiss model* aiming at *transmitting information* can be shown as follows (*Fig.no. 23*).

Risk theory that Leiss referred to in the context of its concerns, relate to the ways of transmitting messages which contain informations with high emotional impact, the core areas of application being *the health* and *the environment*. In this context, proper *coding* and *decoding* of any message are essential as jamming interference may occur or even occurs, being necessary to be solved by real professional communicators. *In our opinion*, the main vulnerability attributable to this conceptual model is the lack of providing solutions and/or concrete ways of taking corrective action as a result of the recipient' *feedback*, this being essential, especially given the particularities of the areas covered by Leiss as commonly applicable.

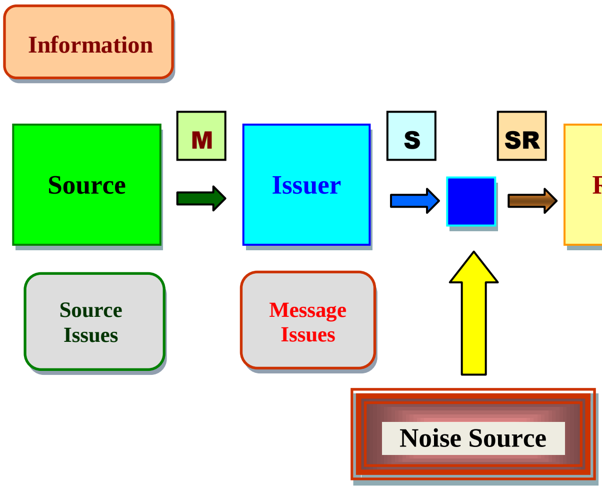

Figure 23. ***Leiss' Model of Information Transmission (Communication)***
Source: Own Adaptation after Leiss, W., Chociolko, C., c.w.

Where:

M - primary message;
M´- message received and transmitted towards *Recipient*;
S - signal;
SR - received signal

PROPAGANDA COMMUNICATION Model (1988)

Also known as "*The Propaganda Model of Media Control*", this model was motivated by Herman and Chomsky precisely during the years of the "*collapse*" of Communism and has, i*n our view*, a too (ostensibly) subjective character. In fact, it is obvious that the model has a wildcard character, regardless of the system where is applied, it serving through control of the media, the priority interests of those in power. In its essence, the model (*Fig.no.24*) shows the propaganda functioning through the media and try to emphasize as suggestive as it can, how it happens, through it, the population' manipulation and how are inoculated ideas and social, economic and political attitudes in people's mind. Obviously, not by chance, the model focuses on the US population and on the democracy example that it represents them. As the two shows, „... *a propaganda model focuses on the inequality of wealth and power, as on the effects of it on the interests of media and political groups ... This model traces the routes by which money and power are able to filter the news in such a way that they can print and/or promote certain interests* ...” finally being able to determine voters (people) to vote according to the wishes of those who have money and power.

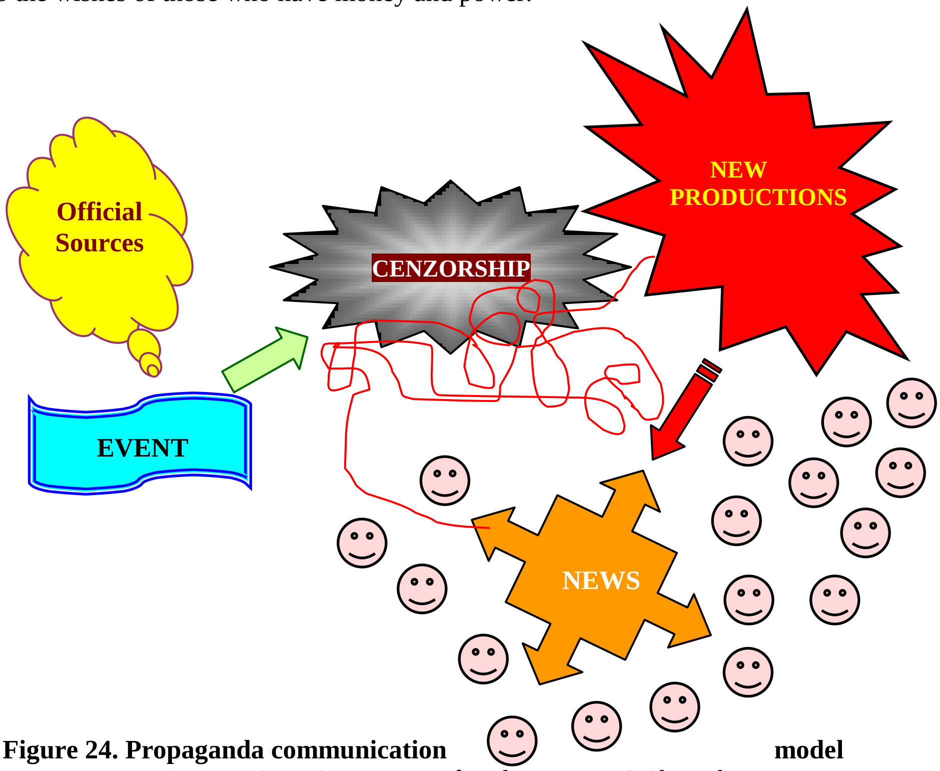

Figure 24. Propaganda communication model

Source: Own Conception after the Herman&Chomsky, c.w.

As is known, in general, *media* organizations are owned by an exhaustive *quantitative and qualitative limited* elite and the information provided will follow strictly and unequivocally their interests. Here's the explanation for which, we consider that it is essential to be made a distinction between *the apparent*, *the alleged* and *actual* facts, usually, few of us knowing the reality and adopting decisions primarily based on personal criteria depending on *appearances* and/or *assumptions*. Something which makes *communication propaganda model* to become a practice increasingly more effective for its initiators ...

POOLE Model (1996)

Through its model of communication, Poole turned out to be a follower of Fisher's ideas about decisions in small groups.

The novelty introduced by Poole model consists of a *tiered approach to communication in small groups*. In this context, Poole stresses that decisions in small groups is achieved by applying ”sequences” as, for example: the group structure; management procedures and/or conflict resolution; etc.

Poole model (Fig.no.25) is highly descriptive and includes 36 *groups of communication coding*, grouped into the following four classes of "*sequence*" /"*stages*" (which appear to be somewhat similar to *The 5 C Law* - the five stages of negotiation - Popescu & State, 2014, pp. 240-241):
The understanding (similar *to contacting).* In this first "sequence", those involved in the group will try, after splitting the proposed theme to establish consensual, common goal and future ways of action.
Establishing the relationship (similar to *the knowledge).* The second "sequence" puts the in the spotlight the interpersonal relationship between group members, as broad and detailed knowledge of them in order to prepare the initiated endeavor.
*Approach/discussion topic (*similar to *persuasion).* It is certainly the most important "sequence" for the subsequent development at group level of the activities, now being presented/supported *pros and/or con*s initiated on joint endeavor. Obviously, is the "sequence" in which *cooperation -collaboration* are required as a necessity.
Establishing the "*final score*" *(*similar to *conclusions and possibly strengthening the open partnership).* Is the "sequence" which concludes the discussions and after that it can suspend (favorable or not) or can continue the discussions (in case of postponement).
In our opinion, *Poole model*, outside its simplistic nature, has a major vulnerability, caused by not specifying the overall and/or engaged effect through each beneficiary' feedback of information provided in the communication process.

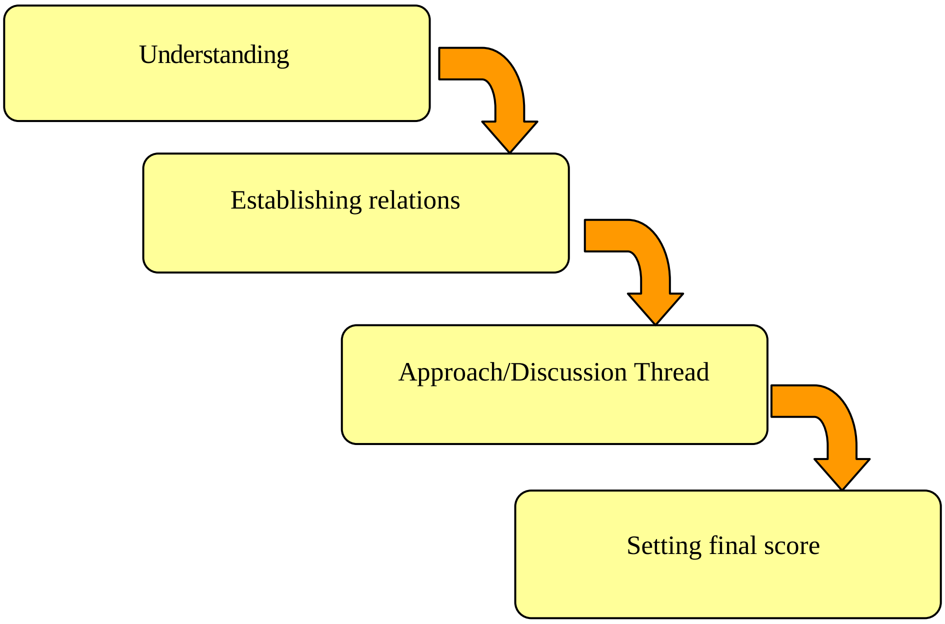

Figure 25. Poole Model
Source: Own Conception based on Duck, S., McMahan, D. (2009): c.w.

DUCK Model (2009)

At the end of the first decade of the current millennium, Duck and McMahan revealed that in their quest for knowledge of the other party, people resort to different criteria/references/ sets of values and own "*filters*", so that, just after attending and their validation adopt a decision to build, develop and continue or not the relationship with the interlocutors.

Based on the four categories (indices) filtering the interrelation with other people, Duck established a model of communication, synthetically presented as, follows (*Fig.no. 26*):

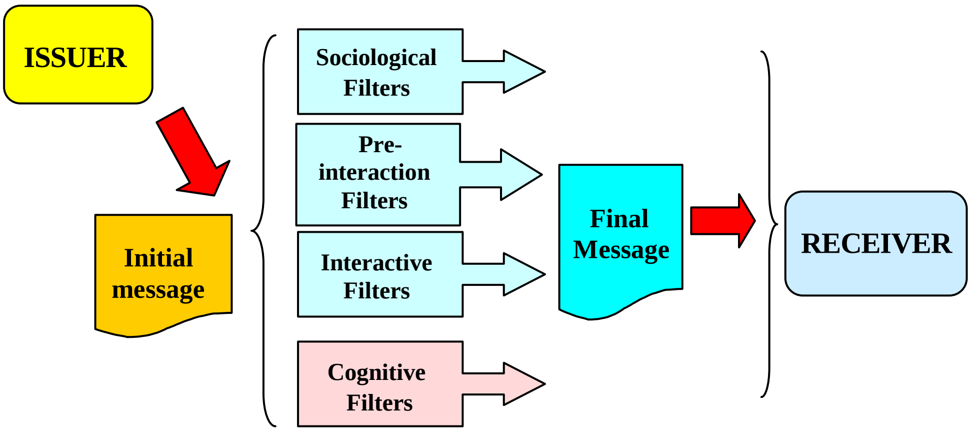

Figure 26. Duck Model
Source: Own Conception based on Duck, S., McMahan, D., c.w.

Sociological filters (unforeseen or accidental), where physical proximity and environment play a decisive role, refers to our inability to know people better because of (low) range of time since when we are in contact with them.

Preinteraction filters (knowledge through third parties) are generated by the tendency of each of us, before deciding "to start'a new interpersonal and/or organizational relationships, to documentate as complete and complex, on our future interlocutor, appealing to third "sources" of information, usually to other people.

Interactive filters are those that we induce to ourselves as a result of interrelation with a person and/or organization in the manner in which we solved together circumstances more or less favorable. Of particular importance are, in this case, forms, expressions, grammatical accuracy, the images used in the conversation etc.

Cognitive filters, are in its turn, subjective (perhaps the most subjective) and intervene in situations where we make the (inexcusable) error to assess people and not the results of their action, issuing even assumptions concerning the character and (actually much worse) issuing value judgments at their personality. At this stage of "filtering" we decide "to select" people and/or organizations as they have or not the same vision, values, opinions etc. of ours, which, at least psychologically, may create connections, that over time, will prove to be "false". Finally, Duck and McMahan reveals that, not infrequently had a lot to lose because of "intransigence" and/or strictly (rigor) with their "judgment" on potential partners in terms of applying these "filters" or criteria.

PROPOSAL FOR NEW MODELS OF ORGANIZATIONAL COMMUNICATION

Considering the *crowdsourcing* as one of the most important sources for all the decisions, we made *the following two remarks:*

- the communication models refer to central (macro) and local (micro) levels of the units from tourism, hospitality and leisure industry;
- the models have economic applicability, efficient and effective only respecting, a priori, the general conditions of the character and the personality fundamental features of human resources involved in similar activities, namely: fidelity both to the specific activities of the tourism, hospitality and leisure industry, as to the belonging organization; desire for involvement with maximum dedication and deontology in all the assumed and/or assigned activities; professionalism; abnegation; responsibility; dynamism; positive attitude; etc.

As general idea behind the design and drafting of the two models of communication (at *central - Fig.no. 27* and *local - Fig.no. 28* levels), we considered *that no model cannot be functional, viable and reliable, if not based on: knowledge,* but in more detail*, the wishes and demands of the environment* for which its designed; *understanding the environment* in which you operate and all of its components; *the operative and dynamic adaptation to the expectations and wishes of customers* (in this case, the customer of tourism units wishes).

As can be seen from *Fig.no. 27*, the essence of the proposed communication model at national level is given by ***continuous consultation with all stakeholders, through crowdsourcing***. Basically, both in design and in the analysis and discussion of the initial shape of the message to be transmitted, depending on the pursued purpose/objectives at the national level, the opportunity for all those potentially interested, to present their views, comments, suggestions, etc. in the subjects given to consultation/ discussion.

Achieving this possibility is perfectly possible, if all those interested are enrolled priorly, in the *crowdsourcing* provided by existing bodies at central level (ministries, employers' associations in the field, syndicate organizations, etc.).

After establishing and drafting the final form of the message to be transmitted, *the issuer* shall proceed to bring it to the attention of those interested (*the receiver*). In turn, the receiver (tourism facilities and, where appropriate, local territorial-administrative units/ interested municipalities) will proceed, operatively, to analyze and discuss/debate the message' content, involving all stakeholders in these procedures (stakeholders). In this context, like the *issuer* of the message, so *the receptor* will use *crowdsourcing* to consult as widely the opinions of those interested in the present case/cases.

After consultation with interested parties, *the receiver* will proceed to formulate the response towards *the issuer*, as *feedback*.

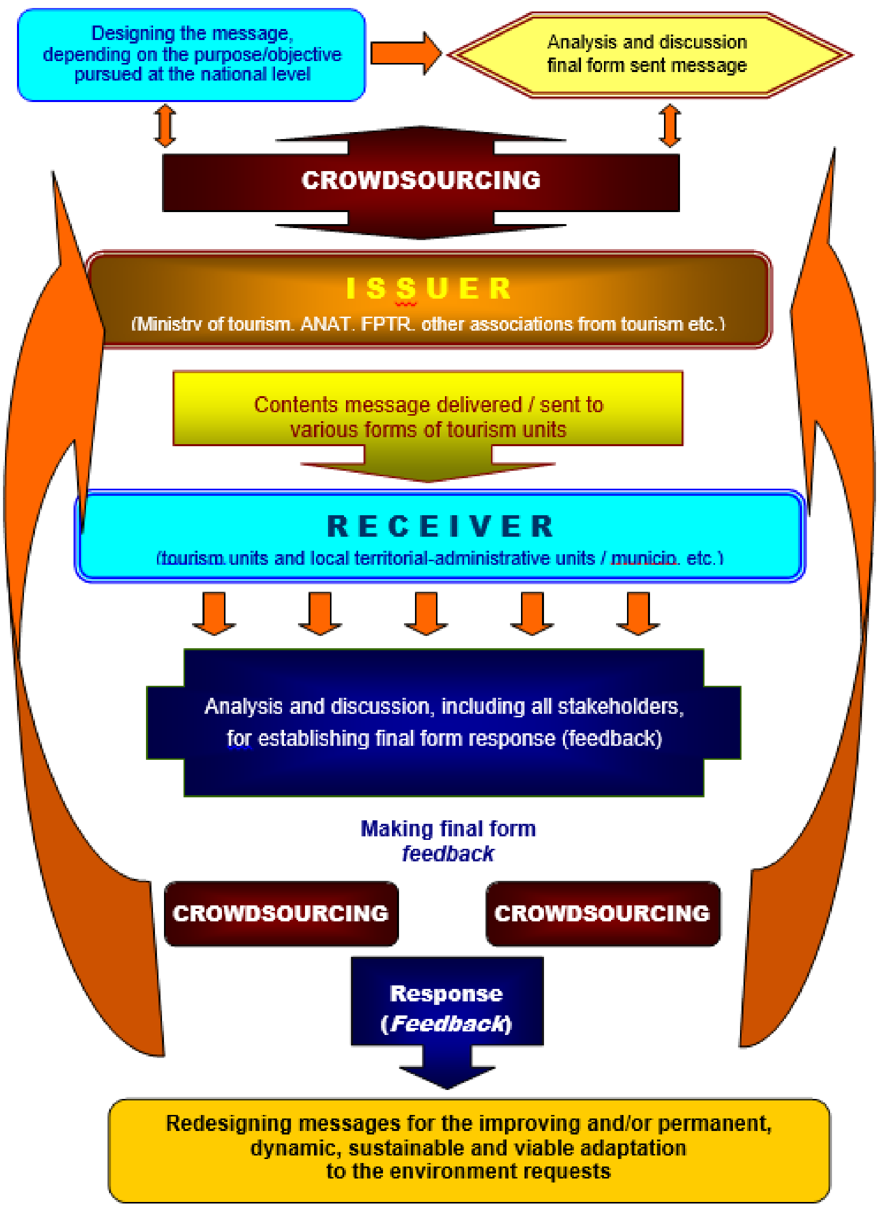

Figure 27. Organizational communication model at macro (national) level - proposal
Source: Own work of the authors

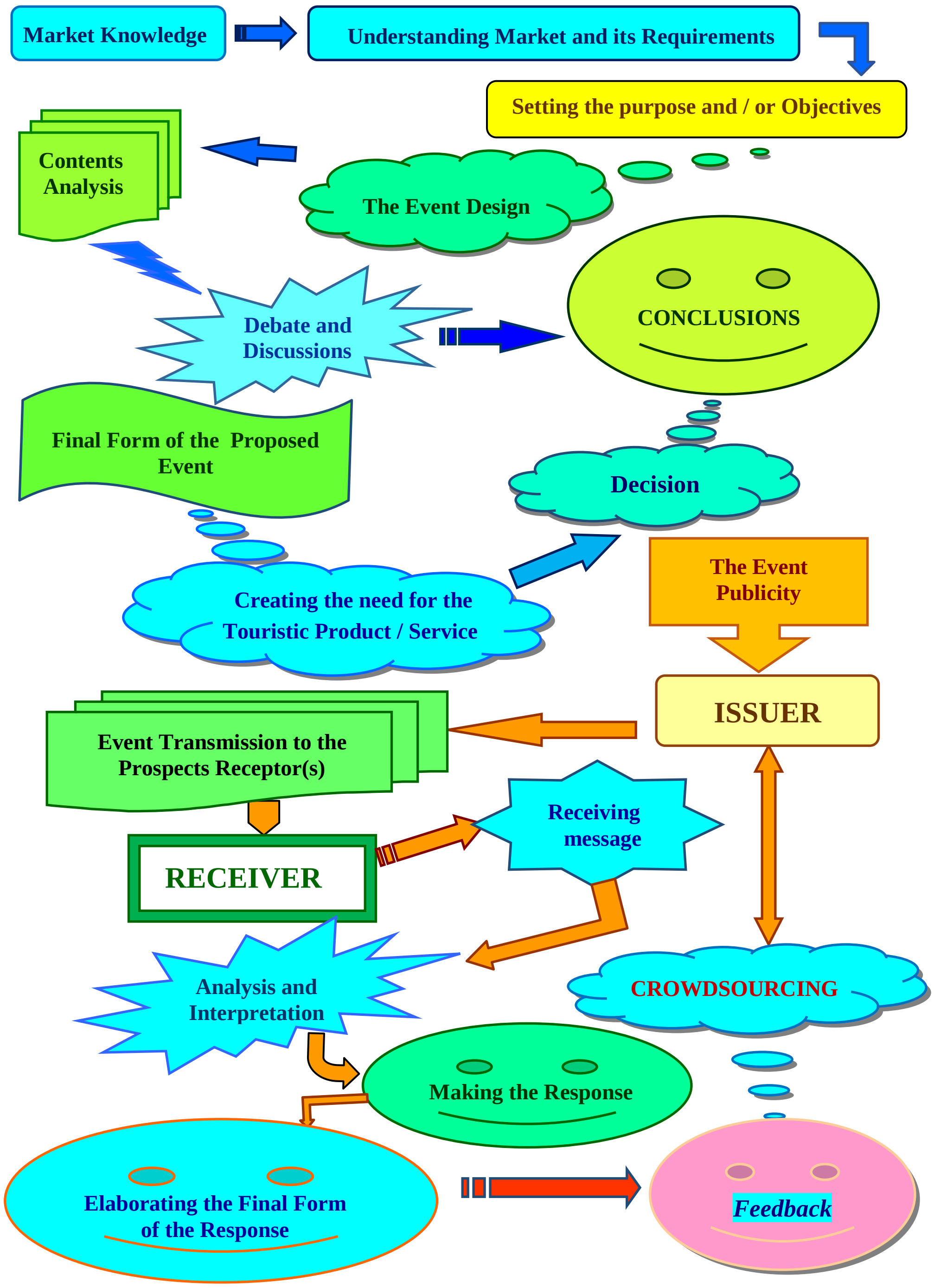

Figure 28. Organizational Communication Model at micro (Tourism Units) Level
Source: Own Work of the Authors

A key issue in the content of this model is that, through collaboration between the *issuer and receiver*, a process in which *crowdsourcing* holds the primordial place, it will be possible to redesign the messages in order to improve and/or to permanent, dynamic, sustainable and viable adapt to their requirements in a constantly changing environment.

On the other hand, at the level of tourism units, as it results from *Fig.no. 28*, setting the concerned goal and/or objectives will be made only after knowing as detailed and, respectively, after understanding the market and its requirements. Determining the scope and/or objectives succeeds to event designing stage and then the analysis of its contents. Debate and discussion occasioned by analyzing the content of the event succeeds to drawing conclusions step after which will be adopted the involved decisions and will be the designed the final form of the proposed event. After designing the final form of the event, will be created the need for the product and/or touristic service, while advertising it. Following these precursory steps, *the issuer* shall send to receptors/potential customers, the message for the upcoming event. *The receiver* will analyze and interpret the entire content of the message and, following a process of *crowdsourcing*, he will build and prepare the final form of the answer, as a *feedback* transmitted to the issuer (*Fig.no. 28*).

Concluding, in our opinion the crowdsourcing is the central point fro the both new models of organizational communication, engaging all stakeholders in the decision making process.

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