


Chapter 14

How Communication and Control Processes

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Abstract In order to achieve excellence, an organization should use two key instruments—quality and an efficient and effective communication process amongst all employees—so it can attain quality management. This chapter aims to examine whether organizational communication and quality are interrelated, in order to answer the following question: Is it necessary to improve communication within an organization so that quality management can be efficiently and effectively pursued? For this purpose, data were collected through the administration of a questionnaire to the staff of a Portuguese public organization. The findings showed that, in this organization, communication among employees of various sectors is satisfactory and that there is mutual help between them in order to improve the organizational performance.

14.1 Introduction

Any organization, which wants to be seen as excellent, can never be disconnected from quality and communication, since quality management can only be achieved through an efficient and effective communication process.

Individuals have an ability to communicate, yet the quality and the meaning of their messages are often far from good, thereby putting at risk organizational

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