

THE IMPORTANCE OF THE MANAGEMENT COMMUNICATION PROCESS

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"Nothing in this world is more difficult to understand than another,
and again, without understanding him,
it is even more difficult to convince him. "
Titu Liviu Maiorescu

Abstract:

In a society where we talk increasingly more and we understand each other even less it is obvious that all activities organized by people have their source in communication. All human relationships represent communication interactions that include a symbolic size. Without the transmission of symbols that have attached meanings, relations between people would not be possible. We exist one for each other and interact with each other as far as communicating between us is concerned: we send and receive signals, encode and decode messages. For the successful manager communication are a state of mind and an instrument spending between 55-95% of the time talking, listening, writing and reading, thus communicating. The manager's climb on the hierarchical steps of his profession, which confirms the success, is due to his ability to communicate effectively and efficiently.

Within the organization, management communication problems are often seen and can rightly be the cause of all evils and disorders of the organization. In the communication domain, the manager is put in situations to evaluate people and events and to develop rapid and effective solutions. For this the manager must have a range of skills and communication skills that skillfully handled will solve favorable situations.

The effect on managerial communication over the morale of his subordinates is evident, from the point where every employee believes that an important contribution to the success of the institution is brought by him, being attracted by a goal and having the feeling of being part of a successful organization. Attitudes and motivations of people working in an organization, based on their need to feel involved, informed and prepared to participate in decisions that affect them. The greater the complexity of their tasks, the greater need for integration and coordination is greater so is the management communication system of an organization a key mechanism for achieving this integration and coordination.

In investigating the phenomenon studied, the assumptions underlying the research achievement were those supporting communication as a major resource for the functioning of the organization that provides effective leadership in the organization and reflects the performance possibilities both individual and on a level of the entire organizations. The purpose of this paper is to highlight aspects of communication in the management process, to highlight the possibility of improving management communication within any organization.

Key words: *management, communication, research, organization*

JEL Classification: *A1, L2, M1, D2*

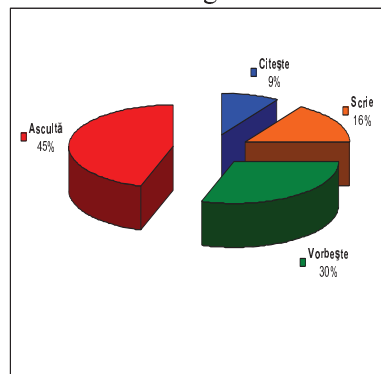
The role of management communication within the organization

Only an effective and efficient communication enables successful performance of managerial functions: planning and programming activities, coordination and control self assessment and human resources, motivation, consultation and participation of members of the organization to achieve organizational goals. In this complex and continuous process of communication, both managers and subordinates, discover themselves and converse, are calm and excited, disagree and agree, reject or accept both major problems and those in the current organization "" (Candea, R., Candea, D., 1998, p.46). According to Henry Mintzberg (1975, p.49) are identified three roles of managerial communication - interpersonal roles, which are expressed in employee relations - ; informational roles, actions and results in the creation and development of information networks;

- Decision-making roles, manifested in choosing the optimal action.

On average, 75% of working time is spent communicating a manager, with approximately the following structure: 9% read, 16% write, 30% speaking, 45% listen.

Figure1 The structure of communication activities undertaken by the manager 1



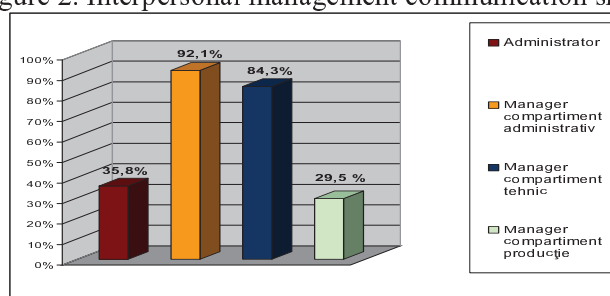
With the modernization and increasing intervention in organizations, initiative and creativity of organization members, the mutual interaction has deepened based on feedback, which stimulated the introduction of means of communication by which managers at all levels can verify the manner of reception of messages sent in order to create flexibility and adaptation in decisions according to the feedback received. With this feature, management communication, besides being indispensable, through its impact on the development of the organization's activities, represents an important tool in achieving change within the organization.

The importance of managerial communication within the company analyzed

During our analysis, the citizens of Romania, like all Romanian companies have been and continue to go through a period of regression or at best economic stagnation, the current economic context is having a negative influence on organizations and society. Cost reduction measures taken since the end of 2008, have increased continuously until now directly targeting both public sector employees and private. To analyze the communication skills of managers, we used a set of questionnaires, I attended a series of activities in the company and the manager I interviewed with three compartments leading managers and subordinates was based on their data. Data collection was done by means of 4 questionnaires addressed to the : managers, aimed at investigating managerial interpersonal communication skills, managers aimed at investigating supportive managerial

communication skills, managers aimed at investigating skills in problem solving and investigation skills and aimed at seeing the abilities to solve conflicts. The time assigned to an interview was between 30 and 45 minutes. For the most part, conversations were open with light questions. The first questionnaire contains 38 questions with five possible answers, rated on a scale from 1 to 5. The questionnaire reflects interpersonal communication skills of each manager.

Figure 2. Interpersonal management communication skills



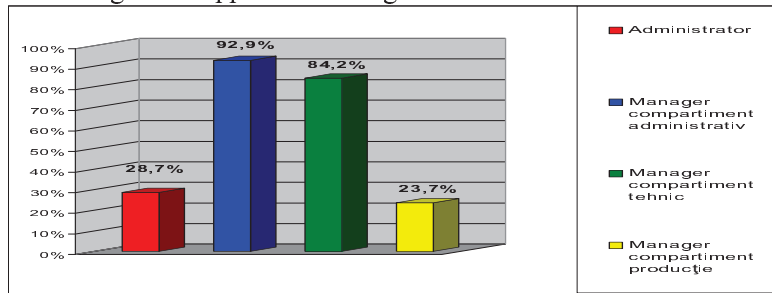
As can be seen managers of technical and administrative departments have excellent communication capacity of the interpersonal kind. The same can not be said for the production compartment manager and the company administrator. It is therefore recommended improving interpersonal communication of the two.

Interpersonal communication is our influence by others and also how we influence others.

The most successful people are those who are successful in conversation. One important thing to take into account is that every conversation is an opportunity to improve interpersonal communication.

The second questionnaire investigates the managerial supportive communication skills within the management team, covering many aspects ranging from skills to communicate supportively namely knowledge about guidance and counseling about the ability to effectively providing negative feedback, ability to listen effectively and efficient self-awareness. The questionnaire comprises of 19 questions with 6 possible answers, rated on a scale of 1-6.

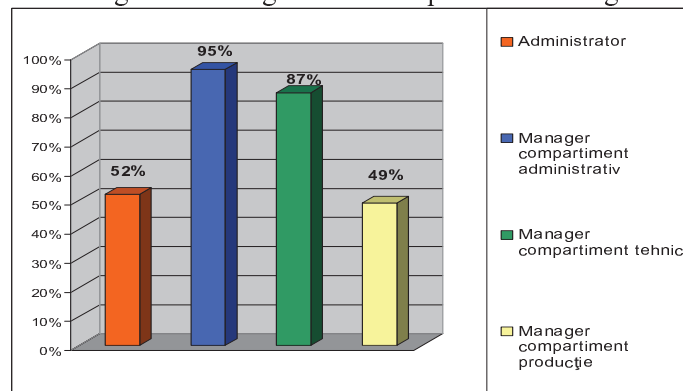
Figure 3 Supportive managerial communication skills



The survey revealed poor supportive communication skills for the manager and production administrator. Guidance, as specific activity of managerial communication involves transmitting information, instructions, standards and rules aimed at increasing the performance of the subordinates. Should problems occur because of attitudes, personality and other factors of emotional nature, it requires communication of counsel.

The third questionnaire has revealed the manager's skills in problem solving and decision making. The questionnaire has 22 questions with a number of possible answers at 6, rated on a scale from 1 to 6.

Figure 4 Manager's skills in problem solving

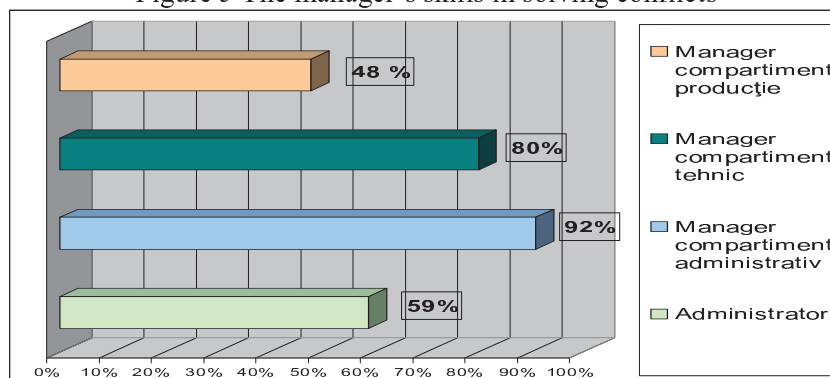


The problems can be solved in two ways: through rational approach or creative approach. What distinguishes the successful manager from the ordinary is that the successful one knows how to solve problems creatively, finding new and better solutions.

Investigating skills to solve conflicts was performed using questionnaire 4. This questionnaire comprises a total of 24 questions with 6 possible answers, rated on a scale from 1 to 6. In an organization, conflicts generate costs of time, energy, decreased productivity, increased stress.

However the benefits of well-managed conflicts are often much higher than the cost of "investment" in the conflict.

Figure 5 The manager's skills in solving conflicts



There is no successful organization with any conflict. Mid-level conflicts are considered necessary to enable the evolution of the organization and to pave the way for change. In an organization, conflicts generate costs in time, energy, decreased productivity and increased stress. However the benefits of a well-managed conflict are often much higher than the cost of "investment" in the conflict.

Conclusions

The real problem is organizational communication is not how much managers communicate, but if they communicate well. The communication quality depends on how it uses human resources of an organization, so ultimately, results of work undertaken within it.

The manager knows how to use communication as an essential tool contributing to the objectives set. Through communication a manager guides, motivates, resolves conflicts, transmits instructions and evaluates subordinates. When instructions and decisions are transmitted, the manager must consider the following issues:

- communication of instructions and decisions is to be made by the boss directly, not through intermediaries;
- Formulation of the message is clear, precise, comprehensive, understandable and not open to interpretation;
- Decision / instructions communicated should not contradict the other decisions / instructions previously taken for the same problem;

- Subordinates will be given only essential instructions that will be repeated whenever necessary, until they are well understood;

- Realization of feedback to verify the correct understanding of the message;

- Encouraging subordinates to have and to express differences of opinion throughout the building communication and if the interlocutors have good ideas to build upon;

- Communicating trust and respect in their subordinate's forces;

- Convincing subordinates by managers without resorting to authority;

- Creation by the manager, through communication, of an environment of trust and quality of work performed.

Managers must ensure a continuous process of mutual information of subordinates who must feel that they can talk openly about their concerns and the head in command will listen carefully. An open-door policy has proved essential for effective communication.

"Whenever we make this effort to understanding the other, we open widely the door of creative solutions, we find a third alternative. Our differences are no longer stumbling blocks in the way of communication and progress. On the contrary, they become steps leading to a synergistic team work. Seek first to understand then to be understood. "

Stephen Covey

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