

MANAGERIAL COMMUNICATION AND ITS INFLUENCE ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The purpose of this paper is to emphasize the importance of communication management by presenting the theoretical concepts on the field, to substantiate the basic concepts and their application in the study of communication management and the study of different forms and types of communication within an organization. The central idea of the paper is to demonstrate the importance of communication as a vital factor in organizational performance.

By the literature study we want to demonstrate the importance given by specialists to this issue in this field and we also want to show that managerial communication although is a relatively new research area, is still a growing concept because of the growing number of multinational companies and the increasing impacts of information technology on the communication means.

KEYWORDS: *communication, managerial communication, organizational performance.*

JEL CLASSIFICATION: *D83, L25*

1. INTRODUCTION

Communication represents the key to efficiency within an organization, along with motivation and professional competence. All the members of a company spend most of their time communicating in a form or another, no matter their position within the hierarchy of the company. Due to the fact that nowadays the number of employees from services and offices is bigger than the number of production workers, a need for improving communication has been noticed because it is necessary to have a deeper collaboration between work colleagues and the hierarchical levels as teamwork has been spreading. Working in a team can't be efficient without collaboration between all the members. Moreover, technology changes have brought new trends in the structure and activity of the organizations. That's why communication practices and technologies have become more and more important for all types of organizations. Furthermore, the role of the manager in the organizational communication process has increased; on one hand, the manager is the one who is dealing with processing internal and external information, and, on the other hand, the manager communicates this information to his/her subordinates (he/she is a disseminator) and to the ones outside the company (he/she is a spokesperson). In this context, on the road towards an increased efficiency, an organization needs to handle continuously internal and external communication with the aim of improving and perfecting it. (Zelter, 2011)

How we communicate with those around us in work activities leaves its mark on obtained results. On managerial communication quality depends how human resources are used and in particular labor productivity achieved by it. Each individual has a certain style of communication formed by education, skills, beliefs and personal goals. These does not always ensure effective and efficient communication.

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We appreciate that managers need to follow to subordinates, but also to themselves, the change of attitude concerning "communication science" through awareness of positive and negative effects of their own communication style and awareness of the need for communication skills acquisition. Competent manager should not communicate randomly and at will, but according to strategies and communication styles to support implementation of organizational strategy. Communication styles used by managers generate specific organization communication climate and, by this climate depends on the organizational performance. (Cândea & Cândea, 1996)

Starting from the implications that managerial communication can have on performance, both in organization and relationships between employees, we propose in this paper to investigate the influence of managerial communication styles on performance growth for 10 companies in Sibiu, Romania. In conducting the research, first, it is necessary to define managerial communication styles.

2. MANAGERIAL COMMUNICATION AND MANAGERIAL COMMUNICATION STYLES

"The goal of managerial communication in any organization is to make accurate information, efficient and effective both vertically and horizontally to achieve optimal use of internal and external requirements and in accordance with established managerial and organizational objectives." (Nicholas, 2006)

Managerial communication styles can be defined as how a manager communicates in a certain context. The same as the message content and form, managerial communication style must be appropriate to the purpose and objectives of communication, situation and context of communication and even used communication channel (Cândea & Cândea, 1996). Specialized literature and practice presents a number of communication types, grouped according to certain criteria (Pânișoară, 2003)

According to the authors cited, the main characteristics of these communication styles are:

- style of "blame", which aims to criticize, accuse, to find fault, find a culpable person. The manager adopts the attitude of a judge, assessor. The manager is the one who speaks or accepts answers or opinions of the receiver (subordinate). Using this style, the manager will achieve the desired effect, so the subordinate or will change the behavior either accept or recognize the charge brought to him;
- style of "informing-leading", which aims to give explanations, instructions, decisions. The manager designs the message, and the subordinate has to execute. The message is made clear, concise and focused on the task that the subordinate must fulfill;
- style of "conviction", which aims to reach an agreement, acceptance of a plan, carrying out an action, implementing a change. The manager commands the communication because he knows the situation and the solution. To persuade the subordinate, the manager actively listens and performs feedback. If the arguments used by the sent message are rational, the manager can manage to convince the subordinate.
- style of "problem solving", which aims to solve problems that arise. It appeals to principles of supportive communication and none of the interlocutors do not dominate communication. Communication is descriptive, based on facts, and each party expresses opinions, even if they are contrary.

3. THE OBJECTIVES OF WORK

The research aims as a general objective, to examine how managerial communication affects organizational performance. By using the literature study we want to demonstrate the importance given to this issue by experts in the field. Communication, unlike other components of management and organization as a whole, presents features that prevent it research in the same way as other organizational or managerial problems. First, communication is present in all business activities, its

study can not be done in isolation, but in an organizational context and by integrating management functions.

Second, the degree of generalization in organizational communication research is lower than in other areas. Communication is specific to each company individually, each company has its own communication system according to the profile, size and especially, organizational culture. There are common elements, but also specific elements by which each organization determines the communication climate.

This paper has the following objectives:

- highlighting the need to develop by top managers of organizations, managerial communication strategies that lead to increased organizational performance;
- highlight the influence of managerial communication styles on organizational performance growth;
- highlighting the need for organizing training programs on communication field, as a factor in organizational performance growth;

4. ASSUMPTIONS

Based on these objectives, the following hypotheses were formulated: •H1-effective and efficient managerial communication leads to increased organizational performance ;

•H2-management communication style of "problem solving" lead to increased organizational performance ;

•H3-management communication style of "information-control" lead to increased organizational performance ;

•H4-management communication style of "conviction leads to increased organizational performance ;

•H5-management communication style of "blaming" leads to lower organizational performance

5. Methodology

Instruments used for data collection were different, as follows:

- consulting literature;
- collecting data on two questionnaires:

Questionnaire no. 1 - for managers, aimed to investigate the perception that management communication is found within the organization's strategy and the extent to which communication styles influence the increase/decrease of performance;

Questionnaire no. 2 - addressed to employees concerning interpersonal communication in the work process;

- organizing interviews with managers and employees.

Questionnaires focused on issues related to:

- managerial communication objectives;
- the organization mission and strategy in communication field;
- communication techniques and styles practiced at all organization levels;
- skills in communication and management training;
- disturbances in the communication process;

The time assigned to an interview was between 30 and 45 minutes. For the most part, conversations were free, with open questions.

Data were collected from a total of 10 enterprises in the Sibiu County in which was found the lowest level of labor productivity and growth paths.

Sample collection is a random one, determined according to the industry, the number of managers and performers questioned, tested and interviewed at a number of 20% managers and 80% performers.

6. Obtained results and validating hypothesis

Table 1. Gathered information

Nr. Crt.	The analyzed problem	Obtained information
1.	Managerial communication objectives	- nobody mentions one of the four major objectives of communication, namely: the correct reception of the message, correct understanding, the acceptance of the message, causing the feedback;
2.	Communication styles practiced at the firm level	- communication styles are known to a small extent, 46% managers and 2% performers; - respondents are largely concerned 93% of styles communication; - is known the importance of communication styles on performance (87%), affecting both increases and decreases to this indicator; - Communication style is not regulated in any company analyzed (100%).
4.	Skills and management training in communication	-managers have communication skills (100%). Predominant form of communication is considered oral communication 60%, and 40% written communication
5.	Mission and company strategy in communication	- subjects (100%) stated that their company's mission and strategy are communicated to them by the managers; - 100% of respondents say that they can communicate with senior management about their issues, or subjects that interest them.

Table 2. Validating hypothesis

Nr. Crt.	Hypo thesis	Positive aspects	Negative aspects	Validation or invalidation
1.	H1	- managers develop communication relationships that can influence a good cooperation with positive effects on increasing organizational performance; - all respondents agree that there is a close correlation between communication and organizational performance: - most of the employees know the company policy, regarding a good communication of the objectives of the company;	- the majority of respondents confirmed the development of a free communication process, although there are some isolated cases that do not confirm this and that induce the conclusion that among some people involved in the communication process there is compatibility in this regard; - valid responses show organizational performance is influenced by management communication. It also notes that some respondents believe that managers do not support the improvement of performance;	Valid
2.	H2	-focus on communication only on the problem and not on the person can be interpreted in two ways: either the manager knows people communicating problems, either the manager ignores them.	- managers do not always know when to use certain communication styles, and that shows there is a problem that must be corrected; -answers to the question show that the communication process has some ambiguities in terms of appealing to a reference regulated system, made by a set of rules and standards, giving the impression that intuitive elements appear.	Valid

Nr. Crt.	Hypo thesis	Positive aspects	Negative aspects	Validation or invalidation
3.	H3	- in many cases, communication has a descriptive character aiming at the listener to receive all necessary information for achieving the actions concerned. All means of communication are found to be specified, which is a strong point for understanding the communicated message by the recipients of information; - is prevailing formal and oral communication, which is explained by the manager - subordinate relation.	- the vast majority of respondents considered communication with the manager a business for guidance;	Valid
4.	H4	-there is considered in great proportion the lack of feedback, which affects the quality of communication and affects the activities control resulting from this process;	-it appears from the responses that not all managers fail to convince subordinates that by communication is intended, among other issues, and increasing work performance; - managers do not always know when to use certain styles of communication and that must to be corrected.	Valid
5.	H5	-in some cases, there are differences of understanding, which may cause the induction of a state of tension between the participants in communication; -respondents maintain their claims, many of them showing that managers do not listen properly the interlocutors as people feelings and emotions. This communication response confirms that not all participants are treated as equal interlocutors for dialogue;	- that managers do not always know when to take certain styles of communication, that means inability to be corrected; -low percentage of responses indicating contradictions between communication participants, shows that there is compatibility between the participants in this process in terms of expressing personal opinions;	Valid

7. CONCLUSIONS

We appreciate that managers should have an overview of all opportunities which improves employee performance. Such an opportunity is also the use of managerial communication to increase this indicator.

Efficient managers know how to plan, organize, lead, manage and control, but equally must know to communicate effectively. Managers have to know how to use communication as an essential tool contribution to achieve the desired objectives. By communication managers guide, motivate, resolve conflicts, instruct, evaluate subordinates.

Research carried out by us show that although efficient management communication leads to increased performance, most operational managers do not use this tool, one reason being the lack of communication skills.

In this regard, to ensure duties performance accomplished by subordinates, we think that managers have to believe that it is necessary to consider the following:

- practicing the communication style "informing-leading" by formulating clear and concise messages that contain all the details necessary for a task;
- arguments to motivate the necessity of achieving tasks timely and quality;
- adapting the message to the subordinate, observing his body language;
- appropriate time transmission of information, knowledge and skills to subordinates;
- regular information on the dynamics of organizational performance;
- asking questions and encouraging subordinates to ask questions because this is the only way that managers can find out what problems subordinates have;
- using feedback to ensure that subordinates understand the message correctly;

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