

MANAGERIAL COMMUNICATION- THE MAIN APPROACH OF MANAGERIAL BEHAVIOUR

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Abstract: *The communication cannot be viewed outside of management; it represents a fundamental component of it. Develop management determined the emergence of specific forms of communication management for each stage of its evolution. Factors common to any type of organization are: people, objectives, structure and management. Interaction between people, objects and structure, and the ability to effectively manage human and non-human resources of the organization determines success, namely its failure and its performance level.*

Key words: *communication, management, managerial behavior, communication role, decision*



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1. Introduction

For any kind of organization are characteristic four general processes:

- communication;
- decision-making;
- performance evaluation;
- career development.

Organization management communication is a mood, a tool for exercising leadership attributes, substantiation and support decision-making, a set of skills in human relations approach and the organizational. Communication management is an auxiliary of management, which puts the result of decisions about returning to the center of decision (Adler et al., 1985), thus making the implementation agreement with the objectives, and the results of planning.

One of the basic components of business management is the exchange of information and messages made between the leader and his subordinates' organization and between the latter. Any employee who holds a leadership position in his capacity as manager, controls what level decisions were made, but only if you can communicate with their contractors.

At each stage of its development, the organization faces a set of problems specific life cycle they are in, but with unexpected challenges. For these problems to be quantified, should identify indicators that provide meaningful information. If you cannot measure you cannot control. If you cannot manage, you can improve and you cannot be performing.

2. The role of communication in the organization

Communication stages are summarized as follows:

- Encoding the message = choice of symbols capable of expressing the meaning of the message (words, gestures, facial expressions) ;
- Moving the message = message encoded by the issuer to the receiver through a channel (visual, auditory, tactile , electronic) ;-
- Decoding the message = deciphering symbols and the interpretation of meaning, at this stage, the message becomes understandable to the receiver ;
- Feedback = stage the issuer get a response from the receiver and checks the sent message was understood by him. It is a specific form of message with separate functions and can be asked for or used.

Features and functions of communication, the study of these problems is necessary to identify the most suitable methods and communication techniques indicated to be used by the manager. Starting from defining all communication , the establishment of its nature, may be mentioned two aspects: content and communication activities of its procedural nature, no doubt, interpersonal

communication are ongoing and continuous, the individual from his own experience and to what is considered common knowledge, assimilating new knowledge messages will be a foundation for the next and so on, thus an advance in knowledge.

Roles of communication can be best highlighted when goals are relative to which it meets. De Vito chose the substantive purposes of communication:

- Personal discovery - reporting to others and getting items for their evaluation;
- Discovery of the external world - explains the external relations of concrete objects and events understood through communication;
- Meaningful relationships - shows that the communication is obtained ability to establish and maintain relationships with others, because usually we want to be loved and appreciated by others ;
- changing attitudes and behaviors - involves the idea of communication , especially made by the media, which in fact it is our own changing attitudes and behaviors and other ;
- Game and entertainment - Communicating as a means of relaxation, to joke.

They are not, of course, the only purposes of communication, but the author believes the most important on them (Armstrong, 1999). Representing the process of performing, the message exchanges to achieve common goals and individual members of a certain organization are having a vital role in communication management.

Arguments supporting this idea are:

- Management functions can be operationalized in the absence of communication and goal setting processes, for achieving organizational structures and informational asymmetries, harmonization of the initial objectives and actions to eliminate failures, staff involvement is based on the exchange messages. Communication is therefore fundamental to the existence and success of any organization and therefore a basic responsibility of each manager ;
- Constitution and maintain relationships between staff , giving them useful information to guide and evaluate their activities in relation to the others , with the overall requirements of the organization and the environment in which it operates ;
- The feedback made the communication reveals the possibility of improving individual and overall performance of the organization;
- Located at the base of the motivational process communication makes it possible to identify the knowledge and best use of the different needs and incentives for behavioral successful and rewarding staff for individual
- Contribute to the development of ethical and effective relationships, deepening relational and mutual acceptance between managers and subordinates , colleagues and people inside and outside organizations .

Characteristics of an ideal communication process (Chiru, 2003), can be summarized as follows:

- Accuracy : intent and truth as seen by one who transmitted and received exactly the same ;
- Sustainability: different observers at the same time get the message ;
- Validity of message : capture reality , is consistent, and incorporate knowledge enables prediction set;
- Consistency of message: enough and has adequate length ;
- Effectiveness subject: the objective pursued by the transmitting is performed.

Information is the substance of leadership, it is processed and converted into decisions in sizes through which ensures the objectives set (Connolly, 2000). Communication within military organizations have a dual role : one for information - a novelty requires shared, communicated to others, other mutual influence - with their individual knowledge and reveal his own opinion about what happened with the intent to influence who receives an idea to adopt the appropriate attitude.

Based on communications manager, in this case the master - verbal or written - subordinates set their goals , plan and organize work to reach them, focusing their efforts on the main directions and operational priorities, know what to do, you say, how, what frame and with what means. Information is complete and proves able to satisfy those to whom it is addressed only if the action is justified. Subordinates will, and have the right to know for what purpose to do a certain thing (Gamble & Gamble, 1993). On the other hand, leadership effectiveness, communications from subordinates to a head are helpful because, through these relationships, direct boss can appreciate the quality and progress of the objectives, determine who, where and what to intervene to optimize activities. Moreover, through messages coming from subordinates, boss recognizes the role he has in organization and performance itself, how it is perceived, appreciated and understood by subordinates and may alter behavior, forms and methods of work style of leadership.

It is clear that the central figure in the movement of information within military organizations is the master. Therefore, he must better understand and use language, both verbal and nonverbal one, for the efficient management of its organization. Without being able to understand the power and effects of language, boss, cannot operate optimally, adjust and synchronize individual efforts of subordinates. In this respect it should be a leader able to resolve conflict through dialogue. For this he must be prepared to form effective communication skills needed.

Communication relationships are so important, those there are assigned a key role in understanding and definition of human relations in general, and even groups of society (Simonsen, 1994). Their value is clear from both positive influences or functions that have military organizations - allow collective tasks, ensure the group valuing, affirmation, give possibility to solve personal, interpersonal and group, as well as by the negative impact they may have different types of communication

disturbances such as jam, jamming, filtering and distortion of information that create dysfunction and damage.

Language, communication essential means by fairness, authenticity, clarity, emotional, the meaning of the symbols used, has an important role in regulating human relations. Man depends overwhelmingly, by reason of words written or spoken, direct or indirect or permissive authority, persuasion or ordinary. In everyday situations dependency ratios are not observed, revealing the particular circumstances being the best situation. Through a word can be expressed entirely, and relativized, approximated veiled or hidden many words can be overlaid situations, degraded or belittled, and loose connections can be established. Word has one or more meanings; he can clear different facts or confusing and may assign different meanings.

The communication also involves emotional aspect because extra semantic content. The message is constructed both through words and through body language, simultaneously or overlaps. During the dialogue, word and gesture, including facial expression, form one body, communication and behavior becoming virtually a whole.

In the interface, any conduct amounting to post gains. Orientation and strengthening interpersonal relationships depend on the closeness of the interacting tone of communication, the amount and timing of interactions, the dynamics of mutual self-disclosure.

Each communication is influenced by psychosocial specificities of those involved in the process. It is dependent on the forms of military activity. Everyone acts according to certain reasons, it relates to a frame of reference, has a level of ideals, education and aspiration, which affects how the „Reception " and "emission" in the communication process. Because of this, the message communication process undergoes a series of changes. The most common is related to the message, namely, information content fidelity: emphasizing or diminishing its significance in the movement. Here, in his circuit, the message text is shortened progressively reducing data becoming more general and imprecise compared to the original text. However, in the filtering, amplified outputs, positive and failures are mitigated negative aspects. Such trends heads require consideration of psychosocial factors in the transmission of information.

In relationships, any person, whether boss or subordinate, has something to say about his work, a team of acre or part of himself, has made a proposal, wants to express a problem which bothers him. To resolve them, the heads should be able to intervene and discussion should not be worn only when someone has criticized noticed or is sent a task. It is particularly stimulating for subordinates to hear from the head not only observations when I'm wrong, but warm words of encouragement, they have obtained outstanding results when they took an initiative worthy of consideration.

Thus, in addition to formal communication that reinforces the organizational structure; informal communication plays a very important role, based on socio-affective interpersonal relationships. Because of this, the informal communication network structure coincide more with the less formal communications network. Rhythmic movement of information through informal networks is also different from formal networks. It is estimated that traffic density increases both informal group situations with high emotional and in circumstances in which new information is

different from those previously known (Deaconu et al., 2004). The information content is conveyed usually formal, it can be largely or even predominantly, in some cases, given that informal is informal network over the repeated distortion may occur.

Communication management involves two partners: the manager and the subordinate or its collaborator. The two partners can be transmitters or receivers and pursue equally as through communication to achieve success. But the manager's personality often inhibits communication between both partners.

It is important to determine what role each plays in communication and that their obligations. The Manager, the position it has exercised power and influence on the communicating with and for some employees is the first representative of the leader, a wise person who guides, protects, supports, gives advice. "The transfer of feelings", usually unconsciously, explains why the leader is a "model" that is responsible for the image of "father" we do not really always has.

Communication management is strongly influenced by the manager-subordinate relationship and often leads to the latter attitude "ambivalence" -positive and negative. The Manager, as the transmitter, he must realize that the influence they exert on the receptors can be very powerful and that practicing this influence takes over a considerable moral responsibility.

An important relationship presents transceiver in communication between leaders. Difficulty sending messages and information is known in practice by managers, the middle and lower, which is the connecting link between those responsible for the organization's activities and performers.

The position of middle managers should be regarded as a kind of extended arm of the Director, it is convenient: they are faced with many difficulties which often are not well known either subordinates or direct heads. After conception top management, middle management the part of subordinates and the opinion among performers is the holder of power of command. Middle level managers should be able to transmit the upward downward or horizontal, important dates, as they load some advice and lead others. At this stage hierarchical information and communication need is particularly strong. To meet this need, top management must be involved in the communication, information, and middle managers. Such communication provides a safe condition and self-confidence and middle managers see this as a proof of recognition of their achievements.

3. The Listening - the key element in the equation oral communication

A crucial component in the communication process is the obedience that is a conscious act of receiving the information and means in the sense of Weaver, four steps are:

- The selection
- The searching
- The understanding (recognition)
- The answer (storage)

Hearing - is automatically act of receiving and transmitting sound waves to the brain's speech covered the ear issuer and recipient (receiver); physiological level it

occurs when the input sound waves strike the tympanic membrane and cause vibration.

Understanding - is the act of identification and recognition of sounds as words.

Assigning meanings of words - in this stage is involved memory and experience of the listener.

Assign meaningful information being processed.

Assessment which consists of making judgments about the validity, objectivity and usefulness of the information decoded.

3.1 Effective listening

Listening effectively is not dependent on the level of intelligence and learning to speak, automatically learn and listen. The ability to listen is dependent mostly motivation exists for it. Effective listening requires skills different from those of speech, and a good communicator is, first, a good listener. To achieve effective listening is necessary to first realize a good framework, both in terms of spatial-temporal and psychological level.

Time pressure and inadequate framework with high noise level may be psychological barriers that reduce motivation and willingness to listen. The focus should be maximum while listening to no other mental concerns. It is very important to determine the purpose of listening (why listen to what I communicate?; how important it is to listen to the message?) Because it depends on the attention we give to both the message and the issuer.

The ability to hear is affected by a number of factors such as:

- The receiver competence in listening,
- The competence issuer to send messages,
- The ability of hearing and sight to the receiver,
- The ability to concentrate,
- The history of communication relationships with the issuer,
- The motivation to listen,
- The purpose and utility (perceived by the listener) communication,
- The difficulty and complexity of messages, organizational constraints such as mental and physical.

Listening effectively and efficiently requires not only a correct understanding of the message, but also suitable as retention time and its content. If the listening process occurs only sense of hearing, (the case of telephone calls, for example), a listener without special skills of listening retains 50-70% of the message as soon as he heard; two days left with only 25-35%; after three days the retention drops to about 10% (this was also apprehension about what just see). But if we are able to hear and see simultaneously the retention is 85% immediately after the communication, and after three days is 65%. The more senses involved in receiving the information, the power of retention is higher.

4. Conclusion

Communication management involves two partners: the manager and the subordinate or officer thereof. Both partners can be transmitter or receiver and track equally as through communication to facilitate achieving the targets. Manager personality often inhibits communication between the two partners.

It is important to determine what role each plays in the communication process, which are each obligations.

An important relationship presents transceiver in communication between leaders. The difficulty and the information messages are known in practice by managers, the middle and bottom ones, which is the connecting link between those responsible for the organization and execution activities. The position of middle managers should be considered as an extended arm as the director, it is convenient: they are faced with numerous difficulties that often are not well known either subordinates or direct Heads. After conception of top management, middle management framework among the performers is the opinion of subordinates and the holder of power control.

Language includes many elements that can be considered part of met communication, and once aware, they can help improve communication. It is very important that the message or the information sent on any communication form, it should be properly understood and detected.

Where the leading group is isolated in informal communication network, he left out the content of communications made in this way and, as such, is unable to properly regulate behavior and intervene promptly and effectively in a certain situation. Therefore, it is necessary that the leading, the manager, possible to have a wider and permanent access to informal communication network in order to guide and influence the group to increase its business and other predominantly positive interpersonal relationships.

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