The Role of Managers and of Communication inside the Companies

Corina Constanta Rușet

1USAMVB Timișoara, Faculty of Agricultural Management, Calea Aradului, nr. 119, România

Abstract
The managerial communication is very important inside the companies because all employees are communicating almost all the time.
Very important is also the role of managers because they are both transmitters and receivers. In this study we used as research method a questionnaire applied on a sample of 150 persons from different companies from Timisoara. Related to the communication ways inside the analyzed companies we noticed that the most frequent communication is via email, followed by direct communication, then meetings and on the last place written documents.

Keywords: communication, company, human resource, managers, message

1. Introduction
The success of the companies depends on the way the managers are communicating with the employees. A company is functioning very well if the managers succeed to send the message and the employees receive what the manager wanted to send.
The purpose of the managerial communication in any organization is to realize correct and efficient information both on vertical and horizontal in order to realize in optimum conditions the internal and external requests in accordance with the established managerial and organizational objectives [1,2].
The role of managers in the communication process is very important [3].
The managers process the internal and external information, and then communicate the information to the employees and to the collaborators [4, 5].
If the communication between the manager and the employee is efficient then the results will be seen in a good deployment of the activity, conflicts reduction, a better satisfaction of the clients request and the decrease of the human resources fluctuation [6,7].

2. Materials and methods
In this study we used as research method the survey. The survey was applied on a sample of 150 persons from different companies from Timișoara. The purpose of the study is to check if the employees and the managers are satisfied by the communication inside the company and to prevent and solve potential problems.

3. Results and discussion
Starting with the studied communication methods, this study propose to explain why a good communication is important and to describe the measures which can be taken in order to improve the communication, the individual and organizational efficiency.
According to sexes, the sample is distributed as follows: 47% women and 53% men (Figure 1).
For the question: Which is the dominant communication type in your company? We can notice (Figure 2) that 56% of the questioned persons said that there is a vertical communication (from the superior to subordinate or vice versa), 41% answered that there is a horizontal communication (interdepartmental) and 3% answered that there is a formal communication on diagonal (from a subordinate from one department to the superior of another department).

Question: What kind of messages do you frequently receive from your superiors?

In figure 3 we notice that 83% of the persons answered that they receive most frequently information messages, 11% motivation messages and 6% clarification messages.
Question: Do you think that a good communication increases the self-confidence inside the companies increases the self-confidence of the employees, 5% said they don’t know and 3% said no (Figure 4).

From the analysis of the answers we can notice in figure 5 that inside the analyzed companies 65% of the subjects communicate via email, 20% use face-to-face communication, 13% use meeting and 2% use written documents.

The next question from the survey was: In your opinion, what does communication mean for a company? 42% of the subjects consider that communication is a vital and stimulating element of the managerial system, 11% consider that it is an administration and influencing instrument, 33% say that it is a function for assuring the information circulation in the hierarchical structures, 9% state that it is a process capable to reduce the tensioned and conflict situations and the rest of 5% consider that it is a change catalyst (figure 6).
The last question was: How do you consider the communication climate from your company? The subjects noted on a scale from 1 to 10 the communication climate from the analyzed companies: 49% of the managers considered that at the working place there is a communication climate between 5 and 7, 32% said that it is between 7 and 9, 11% between 9 and 10 meaning that there is an open communication climate and a democratic managerial style, and 8% said between 1 and 3 meaning a completely closed communication climate.

![Sample distribution according to communication climate](image)

**Figure 7.** Sample distribution according to communication climate

4. Conclusions

The communication is a very important component of the managerial activity. The majority of the subjects consider that a good communication inside the company increases the self-confidence of the employees. Related to the communication ways we can notice that inside the analyzed companies 13% of the subjects communicate during meetings, 65% via email, 2% via written documents and 20% use direct communication. From the analysis of the information we can notice that 11% of the subjects consider that there is an open and cooperating communication style and a democratic management, and 8% said that there is a completely closed communication climate inside the companies. It is recommended that the managers allocate more time to communicate the information because the lack of communication and the inappropriate communication can lead to misunderstanding and dissatisfaction of the employees.

References