

THE ROLE OF COMMUNICATION IN MANAGER'S ACTIVITY

ROLUL COMUNICĂRII ÎN ACTIVITATEA MANAGERULUI

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Communication lives in the very heart of an organization. Any effort of development in an organization should take into consideration primarily human resources and their way of achieving goals through efficient communication. The main features of organizational communication are generated by its goal, objectives, roles, frame, structure, and context of organizational culture. Organizational communication respects certain and specific rules of ethics that are easily identified in organizational culture, in organizational policy and in the individual managers ethics. The process of organizational communication has in its basis characteristic concepts, principles, standards and rules. An efficient manager does not communicate randomly and at ease but respecting a strategy as far as the communication act is concerned and on the level of organization, the manager adopts certain communication techniques that support the implementation of the organization strategy. Thus, this is the climate on which rely the productivity and the capacity of change in organization, therefore its way to success. Organizational communication implies two partners: manager and employee. Both partners could be transmitters or receivers and they both have the same desires, namely to facilitate through communication the achievement of the objectives proposed. Often, manager's personality represents a barrier between the two partners. It is very important to determine the role of each and everyone in the process of communication and the obligations that everyone has in the organization. Organizational communication appeared as a management discipline out of necessity to offer the manager best interaction ways in order to function properly in conducting his role.

Key words: organizational communication, manager, organization, employee

Introduction

Organizational communication does not have only the role of transmitting messages, instructing, convincing or motivating, it became a dynamic and independent force that is shaped by the environment in which it functions. Communication system creates powerful instruments for continuous adjustment of organizational structures and processes that are evolving once with the society.

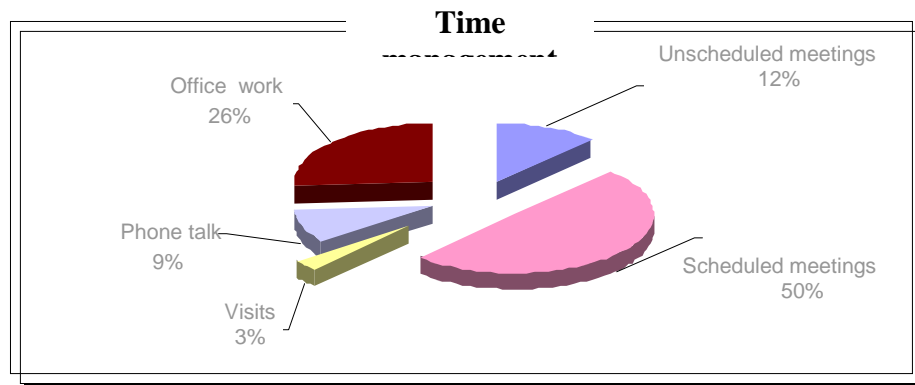
The basic manager's role is that of developing and maintaining the system of communication that helps to implement the organizational strategy. Therefore, this created the need of perfecting the communication skills of a manager, both

interpersonal and group communication abilities, communication abilities within organization and also outside the walls of organization.

Materials and Methods

A manager represents organization and carries its policy further on, he has a role of negotiator, he has to organize and to maintain all the contacts with the partners of the organization and has to maintain information sources that support well being of the organization.

Managers spend very much time communicating in one way or the other. Different researches reveal the fact that oral communication is preferred to the written one, especially because this way of communicating is more informal and more efficient. Managers spend almost 74% from their work time communicating orally with others, for example: formal and informal meetings, visits or phone talk.



Managers spend almost 50% of their work time communicating with employee. The work time remained is spent with other organizations managers or managers that are at the same level, syndicates, clients and producers. Also, managers that are on other inferior levels have the same tendency of communicating orally much more than writing.

Table 1.

Time spent by the managers on different levels in communication activities

Management level	Listening / Talking	Writing	Reading	Total
First management level	48%	17%	9%	74%
Intermediate management level	57%	14%	10%	81%
Top management level	62%	13%	12%	87%

Source: Adapted by Hinrichs J.R. „Communications activity of industrial research personnel”.

Results and Discussions

Ethics basic principle in communication is to treat employee as free, conscious, and responsible human beings. Factors that determine an ethic organizational communication are: governmental regulations, ethic codes, internal organizational stipulations and rules and characteristics of each and every person. Factors that influence the ethic feature of organizational communication are: the positive quality of the person that communicates like credibility, integrity, loyalty and respect towards other people, respecting its duty and promises made, information correctness, psychological pressure and others.

A manager plays many roles in organization and in order to emphasize the way of his acting and communicating, we can sustain that:

Interpersonal role – is fulfilled by: communicating as a representative person of the organization in front of employee, motivating and influencing employee, creating and maintaining contacts both inside and outside the organization.

Informational role – is represented by: searching and taking over information from different sources, needed for understanding internal processes in organization and its functioning environment, transmitting information inside and outside organization, acting as the spokesman of the organization policies, actions and results.

Decisional role – is done by: initiating activities, strategies and tactics that will lead to changes, taking or approving important decisions in organization regarding resources in order to achieve objectives, accepting and implementing these decisions, discussions and negotiations that are involved in reaching the goals that represent managers responsibility.

These are only few aspects that have major impacts upon managers and organization, upon managers and employee and upon communication in organization. Communication is one of the most important tool that a skilful manager has at his will, to use this art in order to prove himself in front of employee and in front of other top managers that he is worth being competitive, correct, responsible and punctual.

Table 2.

The role of the manager		
INTERPERSONAL ROLE	INFORMATIONAL ROLE	DECISIONAL ROLE
Representative person	Information	Întreprinzător
Leader	Diseminator de informație	Rezolvator de disfuncționalități
Contact person	Spokesman	Responsabil cu alocarea de resurse Negociator

Source: Adapted by Mintzberg H., “The nature of managerial work”

Conclusions

There is no a standard communication style for all the managers or for all the situations, but there are several rules that can maximize the success in communication field:

- A skilful manager has to have in mind next hints: to make time for a dialogue, to assure an adequate communication climate, to be objective, to avoid contradictions and argues, to give clear answers and on the subject in order to skip misunderstandings, to communicate employee all the changes made, to listen their opinions and to avoid being dictatorial.
- Active manager's listening can be proven by: his availability to listen to what the others have to say and to take it into consideration if his /her advice or tip is good, to create the possibility of a feedback asking a person to explain and to give arguments in supporting a point of view, to listen without anticipating to what a person may say, to understand non-verbal communication and to use it in the process of listening.
- Correct informing means: communication transparency, using only correct information, fast spread information on both ways, ascending and descending.
- communication transparency should: inform employee all the time over changes that could affect them, to protect and to keep employee far from gossip and chit-chat, to avoid quarrels and to offer solid arguments.

A skilful and honest manager knows how to communicate with each and every employee and he also knows how to keep promises made.

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