

MANAGERIAL COMMUNICATION INFLUENCE ON THE ORGANIZATIONS**Maria-Magdalena LUPU**

Valahia University, Targoviste, Romania

magdalupu6268@gmail.com

Abstract

In an era of great informational speed, the demands towards the public institutions, increases proportionally. The quality of communication in the public institutions with the public can assure the good functioning of the organization and this has to be the main priority in management. The public organization, understanding its politics, the quality of the services offered to the public, its co participation in taking decisions requires communication, thing that allows both knowing social demands but also the diagnosis of the critical situations that brings the necessary transformation and leads to change. Managerial communication can motivate and inspire by creating a context and meaning, a positive vision on the organizational future and can underline the importance of the individual contribution to generate higher goals, improving not only the motivation but the team spirit of the group or the entire organization.

The results of the empirical study on the managerial communication influence on the public and private institutional activities in the South Muntenia district presented in this article represents our attempt to find valid and valuable answers to the scientific problem we aimed to solve.

Key words: managerial communication, Use of Knowledge, organizations.

JEL Classification: D830, H830

I. INTRODUCTION

The communication era with all its instruments has yet to solve communication problems. We communicate more, we use many ways and channels of communication, but we still not communicate very well, we haven't really learned the art of communication.

Concerns of researchers in this field have brought us an impressive number of studies, but failed to unravel the mystery of effective communication and this makes us think that the talk about the art (the art of communication) is necessarily to have a great talent, to excel in this field.

But we know that talent needs polishing to complete and this is the reason that pushed us to search what could be the most suitable ways and means by which management communication influence the activity of an organization. Today, it is no secret that the quality of communication depends on the proper functioning and performance of an organization, and if we refer to the public organizations, communication is one of their main activities, one that justifies its existence and future intentions.

A very important role in the communication policy of any organization is the role of the managers because they are the ones who decide the development strategies of the organization, those who "set the tone" both internal communication and external communication.

II. KNOWLEDGE BACKGROUNDS

The mission of a manager / leader is to convince people to do great things in uncertain contexts (Golsby-Smith, 2011). To achieve this, it is essential to establish credibility and trust that means behavioural integrity of managers (Simons, 2002:15) in which language and behaviour, are coherent, thus obtaining maximum effect on employee perceptions. Variables that influence employee perceptions regarding communication are many and vary from person to person: culture, gender, branch into acting, information, degree of curiosity, etc. (Brownell, 2011:44).

There is also a big difference between competent communication and inspiring communication, the latter being characteristic of leaders and the difference between the lack of performance and breathtaking performance, in the performance of the organization (Murray, 2011:2).

One of the tasks of managers is to create, develop and maintain organizational culture, task that I cannot perform without the help of inspirational communication (Schein, 2010:93). On the other hand, strengthening and transmission of organizational culture is possible only through transparency and open lines of

communication permanently (Epstein, Buhovac, Yuthas, 2010:45), communication can be either a result of organizational culture or organizational culture resulting from it, or both may exist simultaneously (Keyton, 2010:45).

Managers can use the good work of the organization, maintaining quality horizontally communication, which is particularly important in that it affects the interactions and interdependencies between subordinates (Weick, Sutcliffe, Obstfeld, 2010:89), and communication strategy to cover the entire sphere of interest of the organization (Grigorescu, 2012:10). Communication thus becomes a collective sense that serves as a springboard for action (Taylor, Van Every, 2000:40) and extends from communication between individuals in organizational communication (Cooren, Fairhurst, 2009:119).

Gaps and inconsistencies in communication cannot be accepted (Christensen, Cornelissen, 2011:403), the public both the inside and outside of the organization, they used the exercise of their amendment in the worst ways. Clarity and consistency are essential in communication, but are difficult to achieve especially when communication is made by more voices that guide the behaviour, of managers and employees across the message and the handling of the message itself (Putnam, Boys, 2006:558).

To strengthen effective communication within the organization, the manager must show care and concern for strengthening skills focused on the objectives and follow a communication plan (Wagner, 2006:24). On the other hand, the manager must take into account the expectations they have underlings against communication style in order to feel satisfied with the communication (Johnston et al., 2007:537). Transparency managerial communication results in increased level of confidence in that leader perceived as a man who acts in accordance with moral and ethical values (Avolio, Luthans, 2005:157).

All these qualities listed above and others that evolution organizational environment, will require from managers regarding communication skills, must be discovered, cultivated and developed in order to improve personal and directing the organization towards maximum performance.

III. THE RESEARCH METHODOLOGY

Quantitative empirical research was conducted by a poll.

Data were collected by interview, using the investigation face to face.

Data collection instrument used was a questionnaire, which comprised 12 questions and item identification data. Questions were grouped into areas of analysis that may allow a precise radiographic reality regarding the influence of managerial communication on public and private activities in South Region.

Research using semantic differential four-speed version.

Interpretation of responses to the questionnaire prepared for this study was performed using Excel.

Survey unit is established as the person, top manager or middle manager of the public, regardless of gender.

The observation unit is the public or private institution.

The study had the following objectives:

- Analysis of managerial communication in the institution;
- Analysis of the measures taken to improve communication within the public institution.

Research hypotheses:

I - managers of public institutions have real concerns for improving communication;

II - managers overestimate the effectiveness of communication practiced in public institutions.

IV. THE RESULTS OF THE RESEARCH

The sample structure

The study was conducted in public institutions in South-Muntenia, using a simple sampling scheme, random one. For the 306 respondents who followed our request, we created three segmentation variables, respectively: age, gender and level of education.

Our survey respondents had an average age of 51 years for top managers and middle managers 38 years.

Distribution by gender shows predominance in the male gender of the respondents where 116 top managers and 96 middle managers. Feminine represented among respondents top manager 65 women and 29, middle manager.

The proportion is 69.28% male and 30.72% female, which is very close to the reality of Romanian society where over 34% of management positions are held by women, according to a study by consulting company Mercer (Nicutar, 2012).

Regarding education of managers in our study sample, they are graduate students at the rate of 72.22% and 14.71% post-university studies graduated. Only 13.07% of them have only secondary education.

By grouping the questions contained in the questionnaire, the study took into account the analysis of the following areas:

- A. Communication management - questions 2, 4, 9 and 10;
- B. Measures taken to improve communication - questions 3, 6, 7 and 11;
- C. Assessing the effectiveness of applied communication within organizations - questions 1, 5, 8 and 12;

A. Analysis of managerial communication

The communication skills of a manager depends very often the quality of subordinates and the progress of whole organizations. If a manager cannot find the most appropriate way to present as clear and concise instructions, he may not have high expectations for the results of executants.

Most managers respondents (71.9%) have encountered this problem only rarely (67.65%) or never (4.25%). But nearly a third of managers (28.11%) met the obstacle of communication often (20.92%) and very often (7.19%).

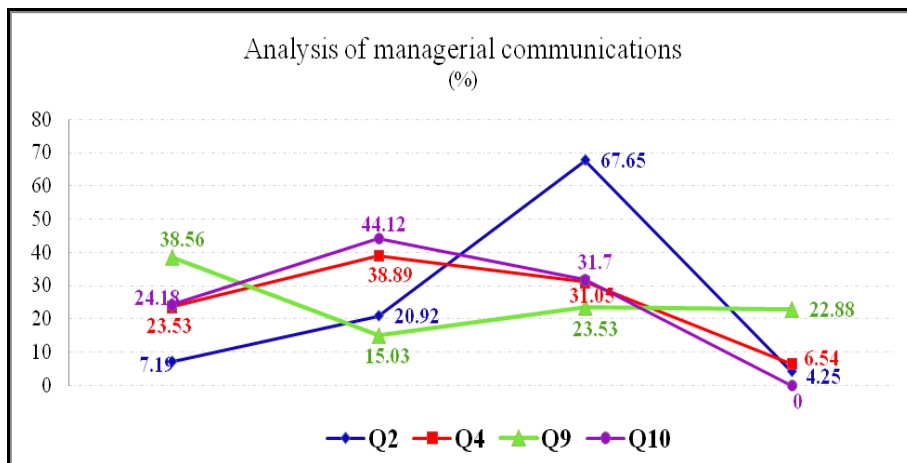


Chart 1 - Source: own projection

Communication is one of the strongest binders in establishing lasting links between the organization and interested publics. Knowing the needs and interests of manager's clients is part of daily concerns of a manager. When this concern does not exist or is sporadic, customer retention becomes a task extremely difficult and even costly.

Responses indicate that more than a third of managers (37.59%) received negative feedback on the quality of information provided to interested audiences.

A percentage of 38.89% of managers said that many of their customers are satisfied with the quality of information provided, and 23.53% said that many of their customers have sent positive feedback organization.

Certainty that the message was correctly received is given by feedback (Grigorescu, Lupu, 2013:790) and its presence evidences a two-way communication or a communication well made.

Again, responses, managers divided studied participants into two camps almost equal, as in question 5. Than half of the respondents (53.59%) considered to have bidirectional communication with interested publics in proportion very high (38.56%) and high (15.03%). The other part of the respondents (46.41%), believe that they have a two-way communication to a small extent (23.53%) or not at all (22.88%).

Proper functioning of any organization requires knowledge of customer needs so that organization to be able to offer exactly what they need, even before they realize the need.

Surprisingly to us, the managers said that they are fully informed or very well (24.18%) or well informed (44.12%) or only informed (31.7%) in relation to the needs of clients of the organization they lead.

B. Analysis of the measures taken to improve communication

The communication plan is part of the overall strategy of the organization through which communication is planned and carefully evaluated (Tănăsescu Lupu, Petrescu, 2014:214).

A very important percentage of the managers we surveyed (63.4%) know the importance of using communication plan, considering it useful (46.08%) or very useful (17.32%). More than a third of respondents do not know or even just do not have in their organization a communications strategy (12.75%) or are not yet convinced of its benefits considering it less useful (23.86%).

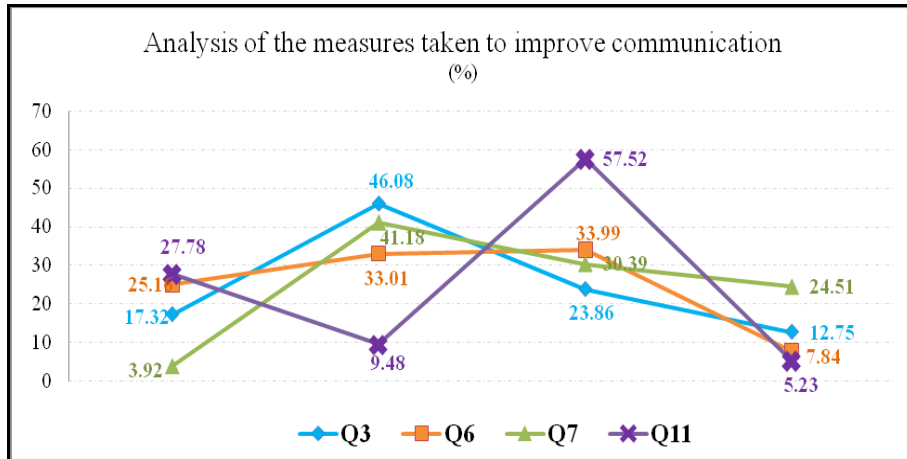


Chart 1 - Source: own projection

More than half (58.17%) of respondents consider this aspect of their work as useful (33.01%) or very useful (25.16%). Worrying is that almost half of managers (41.83%) considers that the information flows in the organization is less useful (33.99%) or unnecessary (7.84%).

Social media is a communication channel that can disseminate information in real time and can also improve the communication process, involving employees, facilitating information flow, promoting the values strengthening organizational culture and even encourage creativity.

Unfortunately, much of the managers surveyed (62.75%) did not know the value of this channel of communication regarding it as less useful (57.52%). Instead, more than a third of them (37.26%) consider social media very useful for organization (27.78%) or only useful (9.48%).

Many of the existing organizations in our country they don't have specialists in communication, this task often returning to the marketing department. In these cases, this type of collaboration with this kind of specialists becomes essential for the proper functioning of the organization.

Nearly a quarter (24.51%) of the managers who responded to this question consider this type of collaboration that is not necessary, and almost a third (30.39%) consider that there is little necessary. A very small percentage (3.92%) of respondents, consider working with communication specialists as very important, and 41.18% of managers consider important.

C. Assessing the effectiveness of applied communication within organizations

Complete analysis of internal and external communication of an organization is essential for solving communication problems for designing strategic plans to maximize the performance of the organization.

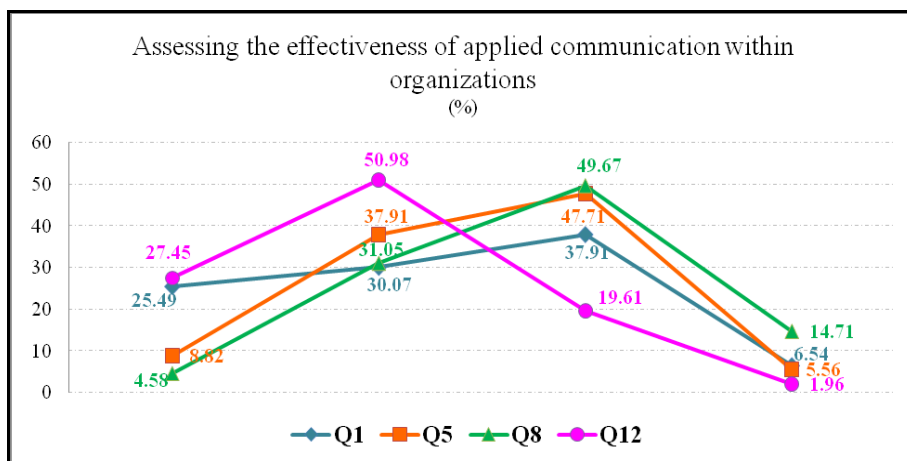


Chart 1 - Source: own projection

More than a third of respondents (37.91%) consider assessing communication as less important or unimportant (6.54%). At the other extreme, more than half of the interviewed managers recognize the value of communication assessment considering it important (30.07%) and very important (25.49%).

An organization and the people who are part of it, is a living organism. For this reason and many others,

problems can arise anytime and solving them can even become an emergency.

Responses, managers participating in the study divided into two almost equal camps. 53.27% of them consider that in terms of communication policy of the organization they lead, the problems were solved less (47.71%) or not at all (5.56%). The other part (46.73%) believe that communication problems were solved more (37.91%) or very high (8.82%).

Interested publics organization will have a clear and real about the organization, and this is possible only through transparent communication that aim primarily serving, the interests of the organization.

Almost half of managers (49.67%) believe that transparency in communication, serves only slightly interests of the organization, and 14.71% of them consider that serves all interests of the organization. Transparent communication, are open for 31.05% of the managers, and 4.58% of them consider that it is very important to the organization.

The image of an organization interested publics eyes is the result of information gathered about the organization and it is desirable to be the result of a well thought out concept to serve the organization's objectives.

Almost half (50.98%) of managers believe that the image of the organization they lead is correctly reflected in the media, and 27.45% consider that it is very well reflected. Less satisfied with the image of the organization said they were 19.61% of the respondents and 1.96% of them are totally dissatisfied.

V. CONCLUSIONS

This study was conducted by grouping the questions contained in the questionnaire into three focus areas aimed at analyzing managerial communication within public institutions, analyzing the measures taken to improve communication within the public institution and assessing the effectiveness of applied communication within public institutions. All responses were analyzed as positive or negative nature of the responses received, using cumulative percentages.

1. According to the responses received from respondents managers, communication that they practice within the institutions they run are very close to the ideal in managerial communication. They said that they were fully informed, to very well informed, about the needs of clients of the organization they lead, and over two thirds of them according to their own statements, they have the most effective method of communicating with their subordinates.

It is highly unlikely that this is the real situation, and considering the responses analyzed in the other two areas of interest which contradict these statements.

Given that almost half of managers surveyed admit communication gap and between the institution that they lead and interested publics, considered to have scanty two-way communication or not at all, and more than a third of managers received negative feedback on the quality of information provided to interested publics, we can understand that there could be open communication, as long as there is interest for other than personal opinions.

2. Analysis of measures taken to improve communication within the public institution, revealed that over a third of managers do not know or just do not have at the organization that they lead a communications strategy or are still not convinced of the benefits of the communication plan, considering it less useful; just as more than half of them consider working with communication specialists to be unnecessary, and almost two thirds of managers do not know the value of social media as a communication channel, considering it as the least useful.

Worrying is that almost half of managers consider the establishment of information flows in the organization is less useful or even useless. From these answers we can conclude that there is no concern at the management level to improve communication within the public institution.

3. The third area of interest, concern assessing the effectiveness of applied communication within public institutions by the managers of those institutions. Over two thirds of managers believe that the image of the organization they lead is correctly reflected in the media, but believes that transparency in communication only serves little bit to the interest of the organization.

According to the responses received, more than half of the interviewed managers recognize the value of communication assessment considering it important or very important, but they believe that in terms of communication policy of the organization they lead, the problems were solved just a part of them or not at all . These responses almost contradict shows that in terms of efficiency of communication practiced in public institutions, managers do not have a very accurate picture of the real situation.

The study achieved its objectives of achieving also the analysis of managerial communication of public institutions and analysis of measures taken to improve communication within the public institution.

Regarding the assumptions on which the research carried out on the basis of the above findings, we can say that:

Hypothesis I - managers of public institutions have real concerns for improving communication, is invalidated.

There are not many concerns at the management level to improve communication within the public institution and there cannot be open communication, honest, transparent, as long as the great majority among managers have no interest other than personal opinions.

Hypothesis II - managers overestimate the effectiveness of communication practiced within public institutions is confirmed.

All responses demonstrate that the issue of communication among managers exist only in words they are probably more concerned about economic and financial issues.

Following our efforts to achieve a more accurate current situation of management communication and its influence on the work of public institutions, we found that the actual situation is not encouraging and prompted us to formulate some proposals: conducting a communication audit would reveal where the real problems of communication; call to a specialist in communications may be possible to develop a communication plan that is integrated into the overall strategy of the organization; establishment of information flows within the organization would facilitate the transmission of information and improve the work of the entire organization.

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