

## MANAGERIAL COMMUNICATION - PREMISE FOR THE INCREASE OF ECONOMIC AGENTS' PERFORMANCE

ADRIAN MOCANU

PHD STUDENT

VALAHIA UNIVERSITY OF TÂRGOVIȘTE, TÂRGOVIȘTE, ROMANIA

e-mail: [deputatmocanuadrian@yahoo.com](mailto:deputatmocanuadrian@yahoo.com)

### *Abstract*

*Managerial communication is a vital factor in achieving maximum efficiency within an organization, its purpose being the achievement of correct, efficient and effective information both vertically and horizontally, in order to achieve optimal use of internal and external requirements and consistent with the established managerial and organizational objectives.*

*In order to obtain a managerial communication leading to maximum results require a detailed analysis of the basic communicative activities of managers, analysis which represents, in fact, the purpose of this article.*

**Keywords:** communication, manager, efficiency, performance

**JEL Classification:** D83, J53, M12, M54

### 1. Introduction

Although managerial communication is less developed than other areas of professional communication, a review of research and teaching content suggests a definition perspective: managerial communication focuses on the manager and the adoption of the communication related to management activities in organizational contexts, and the purpose of managerial communication in any organization is that of achieving the correct, efficient and effective information both vertically and horizontally, in order to achieve optimal use of internal and external requirements and consistent with the established managerial and organizational objectives (Niculae et al, 2006).

Managers on different levels in the organizational structure communicate with each other, with the subordinates, with the interest partners of the organization. Communication is the tool that every manager has on hand to motivate and influence behaviors. Only through communication at the emotional level, the manager is able to understand the personality, needs and aspirations of the subordinate which are specific to his value system. Between managerial communication performance and the manager - subordinate relationship there is a strong bond, and on this relationship depends the manner in which employees will work together to achieve the organization's objectives. Depending on the quality of this relationship, the employee is willing to make a certain effort (Covrig, 2007).

The role of the manager in the communication process is essential, being on the one hand the person processing internal and external information, and on the other hand he communicates information to subordinates (being in the disseminator position) and to those outside the organization (being in the spokesman position). In this context, the road to increased efficiency of an organization undergoes constant internal and external communication management in order to improve and perfect it (Zelter, 2011).

Thus, managerial communication represents the study of administration by managers of handwriting and speech to accomplish work with and through people (Hill, 2003; Suchan & Dulek, 1998 Dulek & Fielden, 1990; Kotter, 1982). A major objective of the field is "to develop and disseminate knowledge that increases efficiency and effectiveness of managers" (Smeltzer, 1996). As Smeltzer, Galb and Golen (1983) noted: "Management sees communication as a means to an end, something to be exploited in service of organizational goals, after weighing the cost-benefit considerations."

If communication is the study of the oral and written textual life of the manager who must do his work through people, then what is its content? What communication activities do managers undertake? What does research and specialty literature tell us about these activities?

Therefore, it is imposed a detailed analysis of basic communicative activities of managers, analysis that represents, in fact, the aim of this article. The five activities that we bring to your attention in this article are:

- Estimation of public response
- Selection of language at the workplace
- Seeing and shaping organizational types
- Diagnosis of communication effectiveness
- Using speech interaction

## 2. Estimation of public response

Predicting the manner in which the public will respond to messages is a critical aspect of managerial communication to accomplish work through people. "Managerial skills are receptive," observed McKnight (1991). Clappitt (1991) compared the communication task of a manager with dancing. The more you know your partner better, the more effective will be communication. As Munter wrote (2012): We must know not only where we want the public to be as a result of the communication, but we must also realize where it is now. . . . The more we can learn about public - who it is, what it knows, what it feels, and how it can be persuaded - the more likely it is to achieve the desired result. The public that the managers communicate with in order to "obtain desired results" is wide and diverse.

Managers supervise different groups of employees, report to senior managers and board members, negotiate with various suppliers and union leaders, serve customers and investors interact with local communities and government officials, respond to reporters interested in their successes or failures, and more. This public has unique needs, opinions and interests which can converge or be in conflict that change over time. Their professional responsibilities, language competences, and communication habits also differ (Rogers, 2013).

Effective managers build their own networks, including hundreds of people, both inside and outside their organizations (Ibarra & Hunter, 2007; Cross & Parker, 2004; Watts, 2003; Cross, Borgatti, and Parker, 2002). These networks intersect forming a network of relationships that change over time as circumstances change. For example, during contract negotiations of employees, union leaders and employees join forces; management and supporters are shrinking, while reporters and their essential readers require information from both sides. Thus, if a manager does not communicate regularly and close with employees he will not be able to understand their needs and to assess performance properly. Moreover, excessive and critical severity creates a stressful atmosphere in the organization and employees will begin to reject communication out of fear or as a precaution. The lack of communication between management and employees may result in poor performance and even conflicts with unions (Zelter, 2011).

## 3. Selection of language at the workplace

Eccles and Nohria (1992) noted that in order to "see the management in the appropriate light, managers must first take language seriously". "Without the right words, properly used," they continued, "it is unlikely that correct actions will take place. Words do not matter – they matter very much." This conclusion raises a basic question: Which are the right words used correctly? In the context of management, the answer is "it depends." Workplace environments of managers are complex and idiosyncratic interactive. Formula approaches may be irrelevant. Effective communication is an iterative process that can be immediately applied in different situations (Kent, 1993). What does this mean for managers to "take seriously the language" as Eccles and Nohria (1992) suggest? This means developing a repertoire of linguistic and rhetorical options from which to choose by respecting the relative effectiveness of these options at the work place.

According to Rogers (2013), there are three extremely useful options for managers, namely: direct and indirect structuring, narratives and tools at the sentence level. Direct (high impact) or indirect (low impact) structuring are both useful depending on the nature of the situation at work and objectives of the manager (Suchan & Colucci, 1989; Fielden & Dulek, 1990). For example, advanced organizers insert the specific topic at the beginning of the message to help users better understand a message (Rogers, 1990). Advanced organizers work well for informational messages, especially when receptors suffer from excess information (Hemp, P. 2009, Fann-Thomas & King, 2006). But an indirect structure may have a better chance of success when receptors have the habit to use it for a particular task, or if they are likely to dismiss the message simply, without explanation or evidence, or if the news is bad or are facing a threat (Suchan & Dulek, 1990).

Narratives (or stories) are another option that should not be rejected in favor of probative statistics. Jameson (2001) described narratives as having "an internal logic powerful enough to connect component events in a whole, with a point, which is more than the sum of its parts". Elections at the sentence level that managers must know how to include them in constructions that have been rejected as inefficient in some business communication manuals such as passives, nominalizations, expletive constructions and cover particles.

In addition, the meaning of a message is transmitted through multiple languages, the language of words being just one of them. According to Covrig (2007), the approximate proportion in which different languages intervene in communication is:

- verbal language - 7%;
- paralinguage - 38%; it is a form of nonverbal language that is associated to words being represented by the height, volume, vocal stamp, diction, accent, speed of speech, the manner of use of the moments of silence;
- nonverbal language - 55%, most often used is the body, time, space and color language, in addition, nonverbal message is closest to the reality of the issuer, being transmitted together with the emotions of the person which conveys it.

Smart managers know that what is obvious, real, important to them may not be perceived the same way by the subordinates and vice versa. In short, managers must take seriously the language. This involves choosing strategies that are most appropriate for different contexts.

#### 4. Seeing and shaping organizational types

Managers are not always aware of the potential of types or the need to manage them. The types can become so rooted in work routines that remain unmanaged. Sometimes types may not produce the desired results or are abused. They can be diluted in their use, if they do not serve the best interest of their users (Bremner, 2012). Organization types offer "perceived fixity" which can stabilize directly and accelerate labor activities (Osterlund, 2007).

But genres may also lose power if their form and content requirements are abused or ignored. Shaping types responsive to the needs in the workplace, strengthening their active use, revising and replacing them when needed, comprises a managerial approach of a certain complexity and consequence.

#### 5. Diagnosis of communication effectiveness

Managers need also diagnostic skills to monitor and improve communications. This is not easy. Managers must be able to evaluate the effectiveness of messages and those who provide these services in the light of contextual and discursive realities (Bhatia, 2008). The approaches that work for a context may not work in another context. Jobs and situational requirements are changing and with them the communication skills necessary to make them better. Messages should be designed to receptors with different expectations and changing requirements. Managers face many problems connected to the effectiveness of communication (Rogers, 2013): What kinds of communications are needed for this job at this point in the organization life? Who has the ability to communicate well in this job? The employee assigned to this job fulfills the requirements for communication? If not, what needs improvement? Do I communicate job requirements clearly? This message will achieve what we want from its receptors? Managers use a variety of diagnostic tools to address such questions.

There are lots of tools to measure personality traits, communication style and communication skills in general. Sometimes managers use them to facilitate decisions on employment or placement. Thus, providing employees with "feedback on performance is one of the most important communication tasks of the manager" (Clampitt 1991). Feedback is a message with specific functions: influence, guidance and counseling, training and information, evaluation and motivation. A smart manager will analyze feed-back at the right time, meaning as close as possible to the production of the behavior, but not in a moment when the recipient is unable to perceive it correctly and descriptively without turning it into an intention process, directly, not by rebound, clearly and specifically, including both the description of the behavior in question and its possible impact and consequences (Covrig, 2007).

#### 6. Using speech interaction

Another core activity for managers is using "speech interaction." Until now, the management of the speech interaction received much too little attention to research. Composition of directives for collaborative writing (Cross, 2011), drafting documents and consideration of the manner of how they should be used to meet managerial objectives would be a good starting point. Fundamental constructions worth drawing include:

- System Theory (Suchan, 2006)
- Network Theory (Ibarra & Hunter, 2007)
- Cultural identity and cultural intelligence theory (Jameson, 2007)
- Interpersonal communication (Iacoboni, 2008), building credibility and trust (Thomas, Zolin & Hartman, 2008), doing "the work of empathy" (Clark, Murfett, Rogers & Ang, 2013), and managing conflict (Thomas & Schaubhut, 2008).

Daily activities, tools that managers have to master include information management and persuasion, the persuasive speech being a complex form of communication because it requires understanding and skillfully using the emotional side of communication. It is more difficult in front of a group because of the emotional state generated by the appearance in front of an audience. Manager emotions can be positive, excitement, joy, satisfaction, pride for the opportunity to be heard by many and to persuade them about something, or negative, anxiety, fear, nervousness. Oral addressing to the group of subordinates, potential clients, higher-level managers, board of directors, shareholders are some common situations that the manager can be placed in. His success as speaker is based on winning comfort with the message by preparation of the information that will be presented, gaining physical comfort and quality of structuring the message under the circumstances (Covrig, 2007).

The management of information requires decisions about what information to share and withdraw, as well as means to get information heard and understood, despite information overload (Hemp, 2009; Reinsch, Turner and

Tinsley, 2008). Managers need textual tools to help readers and listeners to understand and process information quickly. Young (2011) provides a detailed list of textual aids to perception, attention, sentence-level comprehension and integration of information. Heath and Heath (2007) describe techniques to make information "sticky" so that their impact is long lasting.

## 7. Conclusions

Therefore, after analyzing the communicative activities of managers we stressed the importance of subjecting to the attention the essential factor in achieving maximum efficiency in an organization namely managerial communication, on its quality depending how it uses the human resource and in particular labor productivity obtained by it.

Thus, managers should aim in subordinates, but also in themselves, the change of attitude towards "science communication" by realizing the positive and negative effects of their own communication style and awareness of the need for acquisition of communication skills (Lupu & Voicu, 2006).

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