THE IMPORTANCE OF INFORMATION SOURCES IN EFFECTIVE LISTENING PROCESS IN ORGANIZATIONS

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Abstract: In everyday practice of management communication, it was found that special attention should be paid to the place and role is effective listening. In this sense, the premise of analysis is the source of information involved in the communication process management in an organization. Practicing effective listening will take place both in relation to the external environment - through the power of information from customers of the organization - and in relation to the internal environment - in terms of information to come on one hand from the organization's employees and other part of the organization's managers. The absence or neglect practicing effective listening either can harm relationships more or less serious organization, sometimes going to negative situations in obtaining financial results. Therefore, it is well known be taken into account and apply effective listening in managerial communication, while avoiding - as far as possible, where this process has a maximum yield for the organization.

Keywords: effective listening, information sources, internal environment, external environment, customers, employees, managers

1. INTRODUCTION

In the current work, daily, "every day" - as they say in a general sense - of any organizational structure, meet various sources of information that are used depending on the needs of the organization and which require the exercise of effective listening process.

Of all these different information sources, three sources of information requests equally effective listening exercise process [1]. These three sources of information coming on one side of the external environment in which the organization operates, and the other part of the internal environment and organizational structure are:

- Customers organization,
- Employees of the organization,
- Managers organization.

The customers are a source of information belonging to the external environment of the organization, while employees and managers are sources of information related exclusively within the organizational structure.

In order to have proper results and to meet at the same time competition in the market, the organization is obliged to pay attention to these information sources whose importance is emphasized in exercising effective listening process.
2. EFFECTIVE LISTENING TO CUSTOMERS ORGANIZATION

Effective listening of customers have direct relationship with the organization with the external environment.

Practicing listening to customers, an organization is able to better understand his own targets, set in connection with products and services, and to update them.

A prime source of customer information may consist of a number of their suggestions related to improving products or services or even some ideas on research and development department of the company may not have had during their specific activities [5]. Meanwhile, customers can also provide other useful information for the organization, such as those related to competition.

Another type of information that can be obtained from customers are about personal impression they have of the organization on one hand, but also its employees, on the other hand.

All these information can be obtained only if these customers are encouraged to offer, and this stimulation takes place in the process of effective listening.

Just as a good listening – effective – of customers will increase sales volume of the organization, on the one hand, and on the other hand will increase their customers satisfaction [6].

To better monitoring information received from the customers, organizations that are interested in these aspects used specific tools for collecting and processing them. For this purpose, the customers are offered either formulation of suggestions – in written, electronic or audio – is a special service for the relationship with them - they are invited by staff specializing in this field to provide the desired information.

Such information collected from customers are subsequently analyzed, processed and used according to the needs of the organization.

At the opposite, on the other hand, experience has shown that a dissatisfied customer will rarely silence of the causes that led to this discontent.

Phenomenon called "negative advertising" will complement this dissatisfaction and affect in a negative way the financial results of the organization. Therefore, any such information should not be ignored by the company, they constitute a negative feedback and have found the right solution to neutralize it.

3. EFFECTIVE LISTENING BY THE EMPLOYEE ORGANIZATION OF MANAGERS

While effective listening customers relationship with the external environment of the organization, consisting of representatives of employees listening refers to internal organizational communication is no less important.

In a reference work in the field of management entitled "The Change Masters" is talking about the problems that occurred in a business because of poor listening employees of a production department [3].
Specifically, it refers to a situation where employees have complained that the company had no direct hierarchical superior can transmit information about a serious problem appeared in production, so to communicate the essential elements and thus to heard.

The situation was even more serious problems raised by the employees had direct influence on the necessary changes in the flow of production, even about any technical upgrading facilities and even absolutely necessary.

Due to the losses suffered by the company, the manager was changed respectively. New manager found evidence flagrant mistakes made by his predecessor. His first measure was to talk to a number of employees that tried to find aut what were the causes of mismanagement applied in the past. Thus, some of the oldest employees of the company have reported the events that led to the repeated commission of such errors.

The simple question of the new manager "why nobody acted tomodernize?". Responses from employees were like "boss was not interested" or "I did not have anyone to communicate about these issues." So here's an example of poor effective listening employees by manager.

Reasons of such practices can be found in the fact that the real skills that manager lacks effective listening, but not always the only issue is the real cause of nonlistening employees.

Therefore, a manager can not afford the "luxury" to not listen to their employees as this is detrimental to all and leads directly to economic losses in the profits of the organization.

By listening to employees by managers, opens the most effective way to show employees that they are supported in their work and correct errors when they occur now.

Only in this way it can create a relaxed working environment, providing employees job satisfaction - on one hand – and will raise the productivity of the organization – on the other.

Therefore, the effective listening practice from managers when it comes to information from employees can lead to improved relations between employees and managers.

4.EFFECTIVE LISTENING BY THE MANAGERS ORGANIZATION OF EMPLOYEES

The fact that employees generally listening to their managers can be explained by the fact that at first depend subordinates by their hierarchical position, their superiors, their authority and therefore they do more from professional obligation.

At the same time, we can talk here about the intervention of psychological factor which employees will be done "please", accepted by their managers.

Yet, most employees do not realize the importance of effective listening, efficient of their managers. In this case, the manager is the one who has to figure aut if it's an appearance of hearing, so the employee does not actually listening, he practices a "false" listening only to the surface.

An effective listening of the manager, any hierarchical superior, the employee not only involves good listening skills, participation involves more than physical and mintal visible, so full participation.
Of course, effective listening managers by employees is not a process that runs by itself, it must be supported both by native listeners skills that employees possess, developing them with specific techniques, but also through continuous practice, permanent their daily activities they carry out.

Meanwhile, the actual practicing effective listening by employees when it comes to information coming from the managers will lead to improved relations between employees and managers.

5. PROBLEMS IDENTIFICATION OF EFFECTIVE LISTENING IN AN ORGANIZATION

In any situation in which information transmission within organizations may appear effective listening problems. Therefore, it is necessary first an accurate identification of the causes of these problems and subsequently their remediation.

To some highlights in this process, will start with a list of possible problems common conduct of the transmission of information in organizations with different activity profiles.

At the same time, it will also provide possible suggestions related to finding appropriate solutions to these issues when necessary to improve effective listening from employees in order for them to meet the expectations of managers [4].

For a better understanding of the manager and to obtain a high efficiency of running activities, effective listening by the employees of manager must be used consistently from finding concrete answers to the following questions:

- which is non-verbal language used by manager in various situations,
- how this non-verbal language must be interpreted and understood by every employee,
- which is the most appropriate form of transmitting information to the manager,
- which are the values of the manager,
- when it is indicated to be communicated negative information to the manager,
- which is the best way of transmitting a negative information to the manager,
- which is the best way to send a tip to the manager,
- when is the best time to show case their ideas and solutions to the the manager.

All these questions actually describe concrete situations in the course of ordinary activities of transmitting information in any organization are the following answers or solutions to:

- news, information, data will be transmitted to the manager required in the manner in which it was noted that this is the best and has the best efficiency of acceptance and feedback;
- advices that can complete transmission of the information will be brought to the attention of the manager with subtler rhetorical questions,
- in a professional field that the manager does not mastered it well enough, avoid direct competition without full reasons to support it immediately;
• observation of several cases on the opportunity of expressing their ideas or solutions during the course of ordinary activities, will choose the way and the right time to bring and total acceptance and understanding of the manager;
• expression of critical points of view over the processes, events or current activities will be expressed by employees in a fair, moderate or using expressions and forms as understood by all participants,
• support of its own point of view before the manager will be in a non-aggressive manner by seeking support from other colleagues and to use argumentation documented;
• using tact and ability to be subtle in as many situations as possible;
• behavior using honestly and fair to the manager and at the same time to other colleagues.

All these solutions to solve - if used and applied consistently by employees - will lead to an improvement in the transmission of information between employees and manager by practicing effective listening employees.

Therefore, the actual practicing effective listening to employees when it comes to information coming from the managers can improve relationships between employees and managers.

At the same time, this improvement can only be achieved by knowing the mutual expectations.

When a manager instructs, transmit orders or make recommendations, while he has and to pursue interlocutory-subordinates on how they received the information. For this, he needs to know the power of reception and their level of understanding.

Only in this version the manager is attentive to these issues and will be able to notice the moments when the information was not properly transmitted or received and sufficient to identify the causes.

The manager who communicated the information by the employees is in one of three possible situations:

• to recognize and quantify how much of the information conveyed was not understood;
• to repeat the information in whole or in part;
• simply feel "frustrated" by the failure.

First two of these the three alternatives require additional time that not all managers are willing to devote to solving the problem of inefficiency effective listening process.

But if they are still aware of the need for repairing the problem occurred will revert to the initial information until they get positive feedback from all employees.

The third option that you can find any manager can determine not to allocate additional time necessary corrections to the process of effective listening and not take any action for optimization.
Choosing this options will significantly affect on the one hand the relationship between manager and employees - both in the short and medium term and long term, whether the repeated – and on the other hand will produce losses at the organization's profitability.

Most problems arise, however, in situations where managers on the one hand do not practice effective listening of employees, on the other hand only gives the impression that they do it. This creates confusion even greater to employees in supplying the information's work [2].

The most common such situations can be described briefly using three indicators of description, namely:
- modality of expression of the manager,
- the real attitude of the manager,
- implicit message – subliminal contained in the manager expressing.

A summary of the current confusion in the transmission of information caused by non-practicing managers the real effective of hearing employees are shown in table 1.

<table>
<thead>
<tr>
<th>Manner of expression of the manager</th>
<th>Real attitude of the manager</th>
<th>Default – subliminal message content in expressing the manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>What you need is ...</td>
<td>Interpretation</td>
<td>You really have the justification for taking those decisions</td>
</tr>
<tr>
<td>Your problem is that ...</td>
<td></td>
<td>/ to initiate those actions?</td>
</tr>
<tr>
<td>Why?, Who?, When?, What?</td>
<td>Diagnosis</td>
<td></td>
</tr>
<tr>
<td>We’ll discuss this later ...</td>
<td>Avoiding attention</td>
<td>Actions, feelings, your opinions are not the subject of discussion now!</td>
</tr>
<tr>
<td>That reminds me that we should ...</td>
<td>Distracting attention</td>
<td></td>
</tr>
<tr>
<td>You have to keep trying ...</td>
<td>He orders</td>
<td>Do not appeal to feelings, acts and especially done in my way!</td>
</tr>
<tr>
<td>You must stop ...</td>
<td>He demand</td>
<td></td>
</tr>
<tr>
<td>You’d better ...</td>
<td>Warning</td>
<td></td>
</tr>
<tr>
<td>If not, you’ll see ...</td>
<td>Threat</td>
<td></td>
</tr>
<tr>
<td>Why not ...</td>
<td>Gives advice</td>
<td>I offer my own solution without allowing to have other opinions!</td>
</tr>
<tr>
<td>I suggest you ...</td>
<td>Provides answers</td>
<td></td>
</tr>
<tr>
<td>It would be appropriate to ...</td>
<td>Quarrel</td>
<td>It is wrong to react in that way / to think that way!</td>
</tr>
<tr>
<td>Not precisely better ...</td>
<td>Admonition</td>
<td></td>
</tr>
<tr>
<td>That will be the moment ...</td>
<td>Using sarcasm</td>
<td>I do not in sight anytime soon resolving ...</td>
</tr>
</tbody>
</table>

6. CONCLUSIONS ON PROBLEM SOLVING OF EFFECTIVE LISTENING IN AN ORGANIZATION

A first step in correcting this situation is the awareness of managers implicit message content in speech.

A second step would be to correct by the actual manager his attitude and adapt it to the specific situation in which it is the employee. This step can be done with employee intervention, which if practiced effective listening, can make the necessary arguments in support of the change of attitude of the manager.
Thus, it will move on to the third stage in the correction of errors due to non-real practice by managers of effective hearing employees, stage where it will produce change and correct manner of speech of the manager to employee.

Therefore, the actual practicing listening to employees when it comes to information coming from managers, effective listening practicing with the managers when it comes to information from employees together can only lead to improved relationships between employees and managers.

However, this improvement is achieved only through the knowledge of mutual expectations.

In conclusion, it was shown that long-term positive economic results can be obtained only those organizations that take, interpret and use the information coming from within the organizational structure – the employees and the managers - and aside them - especially those coming from customers – through constant practice effective listening process.

REFERENCES