

## Some Dimensions of Managerial Communication

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**Abstract:** Organizational communication is a process, always intentional, of exchange of messages between individuals, groups and organizational levels within the organization, with the purpose of implementing the individual and collective objectives. Whether we refer to communication in general or managerial communication in particular, communication has a strong personal touch given by the way in which the interlocutors perceive themselves and each other, how they perceive messages, situations, etc., and all are influenced by emotions. The emotionally intelligent and competent manager is aware of the emotional reactions that he and his collaborators have at all stages of solving the problem, starting with its definition to the solution implementation and results evaluation. The potential effectiveness of a decision depends not only on its quality, but also on its degree of acceptance by those who must implement it. Cultural differences, paradigms, psychological defense mechanisms of subordinates are factors which along with facts lead to complete configuration of the problem.

**Keywords:** managerial communication; emotional competence; perception; attitude; communication types

### 1. Introduction

Within the organization it is essential to achieve an effective communication, which *“occurs when the right people get the right information on time.”* (Cândea & Cândea, 2005, pp. 182-183) The schematics of the most common communication situations become *“cultural patterns of communication”*. Each model is associated with a form of communication, with a certain attitude. For example (Mucchielli, 2002, p. 131): (a) the model *“communication with authority”*, which is currently centered on the *“democratic”* values of dialogue and negotiation; (b) communication model with a *“counselor”* - a doctor, psychologist, priest; (c) love communication model; (d) model of demanding administrative information; (e) the school model of the traditional teaching; (f) the model *“friendly communication”*, which involves exchanges of views and preferences, listening to

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each other and making personal comments. These rules specify the exchange conditions which either preexist or are built as they communicate.

## **2. Perceptions and Attitudes in Communication**

Each organization or subgroup communication builds its own communication models. "Communication patterns can therefore be assimilated to normative cognitive objects, more or less present in the consciousness of a communication situation." (Mucchielli, 2002, p. 132) The agent feature models are given of course by the communication norms and habits which are implied. The models intervene therefore on the situation, being invoked according to the analogy between the situation of real communication and a certain cultural model of communication.

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*Perception* is the central problem of communication. We communicate according to our perception, and we perceive depending on our attitudes, that is according to the information and the emotion contained in the message or determined by the interlocutor. The origin of the perceptions is in the previous experiences, our way of being (what we have inherited + what we have become). The interaction we have today depends on past interactions and the emotional content of experiences during these interactions will represent the "data bank" for the future, part of the emotional memory.

In the context of communication process, the way we perceive the world is reflected in the way we select, organize and interpret the information and it is often the main cause of communication distortion:

- we select the information through perception based on what we expect to hear, what we need, what we desire;
- we organize information according to:
  - what is in that context important for us the "subject" and what is not important, "the background" (in the process of organizing the information, we will separate the subject from the background and we will pay attention to the subject and neglect the background);

- the “known-filled” criterion (if information becomes known to us after receiving the message is incomplete, we tend to fill in the missing information on our own, and we do so in a strictly personal manner, influenced by perceptions), etc.
- we interpret information, make value judgments about the situation, background, people.

The process of perceptual “filtering” is taken by the interlocutor in the formulation of the answer process. Perception occurs at sensory level when the stimuli are perceived through the five senses.

When communicating, we “translate”, verbal or nonverbal messages, thoughts, feelings, ideas, depending on the attitudes that we have, and they determine perception. In other words, emotions are part of communication. Emotions are “felt” in the voice, are “seen” in mimicry and gestures.

We have *attitudes* towards everything. Attitudes are reflected in the way we respond/react to messages and they precede the act of perception in the communication process. Attitudes are conditioned by the “history” of our lives and they integrate three components:

- cognitive component - how we think - related knowledge and belief;
- emotional component, affective - how we feel;
- conative behavior component - how we tend to act.

Once formed, the attitudes will generate paradigms, mindsets, models that allow us to think and act without reassess every time the people, the conditions, the situations. The attitudes may change if we act on all the three components, it is not an easy thing to do and it takes time.

### **3. Functions of Managerial Communication**

Managerial communication is built in a whole device and in a communication plan that takes place in time and space, the exchanges of information (survey, balance, work group, discussion of proposals, etc.) (Mucchielli, 2008 p. 30) Managerial communication is a fundamental process of mutual interaction based on feedback, the managers at any level transmit ideas, feelings, decisions to subordinates with the possibility of verifying the manner of message reception.

Managerial communication influences and alters perceptions, attitudes, behaviors, feelings and opinions of individuals and groups and therefore is a way people by which people correlate their efforts synergistically. In this complex and continuous process of communication, both managers and subordinates “discover themselves and converse, become calm and exciting, disagree and agree, reject or accept both major problems and the current ones of the organization.” (Cândea & Cândea, 1998, pp. 46-53)

**a. The Information Function**

The organizations need interactions from the inside between components and between people, but also from the outside environment, with other organizations. The manager must therefore manage both external and internal information.

**b. The Function of Command and Training**

Managers must adopt ways to ensure the continuity of the business activity. Decisions and instructions ensure the alignment with the organization's policies, the uniformity in practices and procedures, accuracy and completeness for accomplishing tasks.

**c. The Function of Influence and Persuasion, of Guidance and Counseling**

Through this function there are performed specific functions of control over the information and over the behavior of organization members.

**d. The Function of Integration and Maintenance**

This function is meant to keep the organization in operable condition, through information fluency and the correct use of communication channels, in order to avoid the unnecessary load of useless information or undermining the authority of the manager.

Regardless of the specialty of the manager and no matter how good he is professionally in his domain, his success is conditioned by the ability to communicate effectively.

## 4. The Roles of the Manager and Types of Communication

### 4.1. The Roles of the Manager

- **Interpersonal Roles**, which are manifested in the correlation of the Manager with others around him; there are the roles of representation, of leadership and liaison;
- **Informational Roles**, for monitoring and disseminating information, and as spokesman, which are achieved, for example, by seeking and receiving information from various sources for understanding the internal information of the organization, and its transmission to the external environment or the action as manager spokesman on policies, actions and performance of the organization;
- **Decision-Making Roles**, as entrepreneur, negotiator, responsible for allocating resources and resolver of dysfunctions; these roles are fulfilled, for example, by initiating activities, strategies and tactics that would lead to change, identifying major disturbances of organization's activities and the development of corrective actions, implementing decisions, etc. (Cândea & Cândea, 1996, p. 41)

### 4.2. Types of Communication

The Manager, depending on the position he occupies in the company, must practice the following ways of communication:

- a) *communication to influence, relate, integrate and maintain*: it has an important emotional content and it is characterized by expressiveness, openness and empathy; this communication type proposes as finalities: ensuring a productive working environment; motivation and development of human capital;
- b) *transformational communication* that provides adaptation to the external environment through change and development in the competitive context; interaction should take place at all levels and it should be categorical, visionary and empathetic;
- c) *Information communication*, of integration and maintenance, which ensures the structure of systems, procedures, rules and information: they provide stability to the organization; information communication should be characterized by precision and rigor;
- d) *communication of coordination, control and training* is designed to ensure productivity of the activities and it is characterized by the decision, the ability to

stimulate and to raise awareness; the interaction should take place at all levels, but there are important also the cognitive and volitional interactions.

The studies conducted in organizations from performing countries show that, for a successful manager, the share of communication activities is very high, holding between 55 and 95% of his time. On an average, a manager uses over 70% of the time to talk, listen, write and read, therefore to communicate. This percentage varies depending on the hierarchical position of Manager and it is greater as he is on a higher hierarchical level. (according to Căndea & Căndea, 1996, p. 40)

## **5. Emotional Competencies and Communication**

Emotional competencies are manifestations of emotional abilities provided by the emotional intelligence that contribute to obtaining performance in the profession or in the daily life. Emotional competencies can be developed and they may be reflected in the manager's skills, in his behavior, his interactions with subordinates or colleagues, in interactions with the external environment.

### **5.1. Categories of Emotional Competences Necessary for an Efficient Manager**

The categories of emotional competences necessary for an efficient manager are as follows

- the awareness of the self, own emotions; their accurate assessment, understanding their causes; the confidence in his own abilities, willingness to express unpopular points of view, decision making under uncertain conditions;
- management of the self and own emotions, which require self-control of his emotions; control over impulsiveness, anger, anxiety; ability to operate undisturbed in hostile situations; maintaining high standards of honesty and integrity; recognition of his mistakes and willingness to take action against unethical behavior; there are expected from others the same types of behavior;
- recognition of the emotions of others; correct perception of people and groups, emotions and their needs; the ability to empathize, i.e. to be aware of and understand the emotions of others, their concerns and needs; the ability to understand those different from him;

- management interactions with others as his development by sensing their needs to grow and perfect, encouraging them; exercise of influence, possession of power of persuasion; ability to communicate, to listen, to easily establish new relationships; conflict resolution skills, negotiation; the ability to attract others around a compelling vision; ability to work in teams.

## **6. Positive Managerial Communication**

Influencing, persuading, motivating and creating positive relationships involve generating *a relation for communication* with the interlocutor. The “Relation” is the atmosphere created between communicators, and it is characterized by the exchange of messages. When the relation with the interlocutor is positive, we say that we are on the same *wavelength* with it. Communication takes place openly, without barriers, confusion, conflicts.

In order to achieve a positive relation with the other person, the manager must have the emotional capacity to know themselves and to use the emotional states intelligently, to perceive correctly the interlocutor and to communicate empathy, to create and maintain a positive relationship.

## **7. Conclusions**

Compliance and enforcement of principles and effective communication rules are related to the personality of managers, of the moment specifics, but also by the type of adopted communication strategy. The competent manager does not communicate randomly and at will. According to a strategy regarding the act of communication itself and the level of communication, he adopts some communication strategies to support the implementation of the organization’s strategy. All communication behaviors of the Manager generate the communication climate specific to the organization.

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