

THE ROLE AND THE IMPORTANCE OF COMMUNICATION IN THE MANAGER ACTIVITY

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ABSTRACT: *The paper presents the role that the communication activity has as a tool for implementing change, redesign internal processes and establishing the organization's strategy in the work of an organization manager. Starting from emergence of communication as inseparable part of social life and to the identification of managerial communication as a factor of competitiveness and strategic advantage of the organization.*

KEY WORDS: *communication, managerial communication, manager, organization, management, communication activities.*

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The communication forms part of the "infrastructure" of the organization. Any effort to develop an organization must have taken into account the human side of her development, and effective and efficient communication is the only way that people can relate synergistically efforts. Of the quality of managerial communication it depends on the way how the human resources of an organization are used, and finally the success of the organization.

The communication becomes a critical necessary element in times of radical change in the life of organizations, it was a tool for implementing change, redesign internal processes, the new strategy of the organization. In times of structural change the managerial communication acquires new meanings and more than ever, takes the form of an art. The rational communication can convince the people to change, but to change the "hearts" of people we have used the language of emotions. Any structural change requires a radical change of attitude and this is the most difficult to be realized. Without open, continuous, accurate and supportive communication, resulting from strategic thinking, the respective change of attitude is impossible to be realized.

System wide open to the environment, the company is defined not only by production, but also through its social personality. It must and can more or less, to answer the expectations of customers, an extremely broad segment of the public. And

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today, increasingly more people has strongly affirmed and affirmed their right to know and understand. In these circumstances, the company, its people no longer has a choice: they must be affirmed themselves, to say, speak, to discuss, in a word to communicate. The highest will be an individual's ability to communicate, the stronger will be its image and that of the company they work for.

If a communication serves to build their own image (personal and of the company), to communicate well, effectively means that you attach yourself a very positive, favourable, often rich and coherent image. Indubitable fact, especially in business (but not only), the free man is a well-informed and whatever would be his hierarchical level, the interest of each individual is to work with people able to have initiative and not with those converted into robots in simple execution of orders, coming from "above" (regardless of significance or wider or narrower meaning to the phrase "above"). And you can add not only knowledgeable, but especially able to communicate in a clear, precise and effective manner.

Communication may be the best or both, worst of things. Because, ultimately, as far as it is effective (it achieves its object), it can generate "overflow" of business spirit in favour of truth and full success. And this is a form of morality, perhaps the most important that involves us to (self-) become perfect "actors" , able to guide "public" how and to what they will finally conquering it. And, especially in business, it always acts in the name of moral, no matter what it is, and what some people do not agree, they consider it is "immorality," "fraud," "swindle", etc. But if we succeed to know to communicate, we will see "immoral" is itself a form of morale.

The human communication is an inseparable component of social life in general and of human culture and civilization in particular. More than 2500 years ago the citizens of Ancient Greece shattered tyrannical regimes and established the first democratic rules. Laws of city stated that every citizen to plead his own case, whether he was accused or accuser. Citizens who possessed the art of communication not only could easier and better their interests, but where likely to be political, military and religious leaders. Since that time communication has become a subject of study of some famous philosophers of the time.

The contemporary period is characterized by the significant accumulations concerning the theory of communication systems, an important contribution is made by the American school as well as the European one, the sciences of human communication knowing an explosive growth.

In the definition of communication there are several approaches, including:

- The communication means putting something in common, to put in relation. The Latin communicating alongside of the significance of contact and liaison includes the one "to put together, in common, to impart, to mix, to unite".
- Communication between people means to put in common sensations, affections, emotions, feelings, ideas, opinions and facts. This means more than, "to make known, to let you know, to inform, to warn" "to say or to speak with, to put in contact with".
- Communication is a process of transactional type, where people transfer energies, emotions, feelings and change the meanings.
- Communication means to take information from a transmitter to a receiver.

- Communication is the process by which a person or a group conveys a conceptual content (an attitude, emotional state, desire, etc.).
- Communication is the art of transmitting information from a transmitter to a receiver.
- Communication is a use of words, letters, symbols or analog means for obtaining general or separate information concerning an object or event.
- Communication is a process of exchange of ideas and information that leads to mutual understanding which can take place between two or more people.

In my opinion, the communication does not mean only the transmission of messages, information, without involvement of the participants in this process. Only, if the interlocutors listen carefully the interventions of others and decide by mutual agreement, we can say that they communicate. Communication is characterized by these facts:

- It has always an object concretized in the requirement to influence the thinking, feelings and behaviour of interlocutor;
- Communication's objective is accomplished if the message delivered is heard and understood by the receiver
- It is an irreversible process;
- Once omitted and received message can not be withdrawn;
- It is a two way dialogue between transmitter and receiver comprising understanding on both sides of the issues by sharing information and response that allows us to advance;
- The communication isn't information;
- It takes place in a specific situational context and not in a physical, social, cultural or temporal "vacuum".

Any organization is defined not only by products and / or services, but also the ability to communicate to its employees and management team. The peculiarities of managerial communication relative to other types of communication are generated by purpose, objectives and roles of this communication, the organizational structure and the context and culture. Meanwhile, the managerial communication is submitted to certain specific ethical rules, which are found in the organizational culture, ethics evident in the organization's policy and in the individual ethics of the managers. The process and products of managerial communication are based on characteristic concepts, principles, standards and rules and have different forms. The competent manager does not communicate at random and at his will, but according to a strategy of communication's act as itself and, at the organization level, it adopts certain communication strategies to support the implementation of the organization strategy. Of this climate it depends the productivity and the ability of organization change, so its success.

The managerial communication as a discipline of management has emerged from the need to provide to manager the optimum means of interaction in order to fulfill its functions and roles. It then developed as a discipline "fine tuning" which endows the manager and organization with more than "working tools". The effective and efficient managerial communication is a factor of competitiveness, a strategic advantage of the organization.

At first the management has started from the premise in order to produce goods, we need the machinery handled by people. Management was actually an "engine management". It is the period in which the industrial base and economic development organizations America stood genius of men like Henry Ford or John D. Rockefeller. The emphasis on technical development of factories resulted in a much greater concern for machinery than for people operated the machines. The autocratic management style is characteristic of this period, the same manager as the concept of "head". The decisions were taken by these heads and sent to the subordinates. The decision-making process did not concern the employees nor was their job. In this context the communication has a role only distributing information necessary instructions from top to bottom. It must be clear, precise and authoritative. It was we call a prescriptive communication.

But the company starts to change. The wars have brought people, managers and employees together in the face of common challenges: the need to increase productivity, lack of labor qualification, difficult working conditions. Also now appear unions, though at first were concerned only with increasing wages gradually gets involved in solving organization; management-union dialog appears. In this second stage of management the basic premise has changed from the need of machines led by the people to the need of people to lead machines.

The management becomes a humanistic management.

The organization is already shaping as an association of employees gathered to achieve common goals and coordinate their activity by communication. The manager is imposed as administrator not only of material and financial resources of organization but also human ones.

To the concept of "head" manager is added that of manager "leader" this implies the different working relations of those autocratic. It appears also the concept of group and team employees. The management concern passed in this way from exclusive objectives of the organization to the employees as a group for their morale as an important element in increasing productivity. Emerging concepts imposed also certain principles of information, understanding, consultation and participation, this will require firstly communication.

The communication becomes the instrument of harmonization in human resource management, the basic instrument in the performance of his functions and manager in achieving the organization's objectives. Communication is a management philosophy and not just a mechanical sum of measures and actions.

In 1920 the first courses of managerial communication are introduced at Harvard University, Virginia Darden School and Dartmouth Tuck School in the US. Gradually, they become compulsory education every American manager, later established itself in Europe.

The period after 1970 marked the worldwide transition to performance management, when manager becomes entrepreneur, in addition to resources manager and leader. As a manager and leader, he optimizes the results of an existing enterprise for which the market, products, services and technologies already exist; it means that we must take effective and efficient decisions. Drawing on his skills as he gets a good communicator he becomes a coordinating information hub, a center of decision and management. As an entrepreneur, the manager raises tomorrow's businesses by

repositioning the organization in its operating environment by continuous to redesign of the internal processes of organization, by reallocating its resources toward uses high efficiency or increasing.

To combine as manager of resources and the entrepreneurial leader, the manager must acquire an intergrating vision of chapters of his work, so he could perceive and treat the organization as a system in which the structure and technology are integrated with the human factor. Hence appears the need for a strategy of the organization and developing a spirit of responsibility to the individual, society and environment.

In this context, managerial communication not only has a role of the messaging information, training, persuasion and motivation. It becomes a dynamic and independent force which is shaped by the environment in which it operates. The communication system creates powerful tools for continuous adjustment of structure and organization processes to changing conditions. The basic role of managers is to develop and keep alive the communication system designed to support the implementation of the organization's strategy. Hence the urgent need to improve the skills of communicator of the manager, both interpersonal and group communication within the organization and outside it. The manager represents the organization and communicate its policy has a role as negotiator; he must organize and maintain a network of contacts with your partners and sources of information on which to support the company's orientation.

We live in an era was often called "human capital" which, unlike previous eras, the "technical capital" and "financial capital" is characterized by the capital of the organization of knowledge, skills and experience of its employees. Thus become the organization's strategic resources information, knowledge and creativity. All these are inconceivable outside the effective and efficient communication becomes an instrument of competitiveness of the organization.

The manager is the person with authority over an organization or its subunits, which must assume one or more of managerial functions identified by the famous French director H. Fayol as those of planning, organization, command, coordination and control.

The fulfilment of all functions of a manager is conditional on existence of some communication activities through which these functions can be successfully fulfilled, namely: planning function can not meet without working with internal information and external organization, without forms and transmitting clear objectives and plans at various levels and without involvement of subordinates in decision making through discussions and meetings; organizing function also involves the building of the relational information system, receiving, requesting and providing feed-back manner, on objective grounds, all these activities are achievable through communication; control function is performed by making decisions and transmitting clear and precise provisions and instructions; coordination function which should ensure that activities and resources used to work harmoniously to achieve the organization's objectives is conditional on proper communication, delegating responsibilities, creating a climate of cooperation and motivation of staff and control function that notes whether the organization It achieves its

objectives and carry out the necessary corrections done through communication activities such as evaluation and interviews, presentation or writing activity reports.

Adapting the organization to its operating environment, organizational change, the implementation of organization strategy are inconceivable without an effective and efficient communication. In Table 1 is presented the share of communication activities of manager in an American company.

Table 1. Time of working day spent on communication activities by managers at different levels of organization

Management level	Speaking Listening	Writing	Reading	Total
The first level of management (foremen, heads workshops)	48%	17%	9%	74%
Intermediate management echelon (Heads of departments/ Services)	57%	14%	10%	81%
Upper echelon of leadership (general director and deputy directors)	62%	13%	12%	87%

As seen in the table, the time of the working day allocated to the communication activities is very high; it differs according to the hierarchical position of manager and is all the greater as the manager is above this hierarchy. The statistical studies realized in many other organizations for performing economies render evident the similar situations.

The surveys have shown that 73% of American managers, 63% English and 85% Japanese consider that lack of communication is a major obstacle to the realization of their organizations efficiency. According to yet another survey done on about 250 000 employees in 2,000 companies most diverse exchange of information is one of the most complicated issues in organizations. These surveys show that inefficient communication is one of the key spheres of problems. Basing deeply communication and organization level personality we must learn to decrease the frequency of cases of inefficient communication and become better managers, better. Managers who work effectively are those that are effective in communication. They represent the essence of the communication process, they have a well developed skill of oral and written communication and they understand how the environment influences the exchange of information.

The communication processes involving managers are some links connecting very important between the leader and his subordinates, between the leaders of the same level and the external environment .In every day activity the manager must use information from various available sources - the heads of higher from subordinates, from people on the same level, from customers, suppliers, etc. The operative activity of manager differs from his activity related to decision making. These two basic types of activity are interconnected and depend on information processed and transmitted within the organization. The communication processes permit the managers to perform effectively their activity and make decisions on choosing the best course of action to

achieve their goals. Communications in the organizational context include the interaction between people. This is the exchange of information and transmission of information between two people or in a small group of people. The organizational communication is the process by which managers develop a system for providing information and transmission of information to a large number of people within the organization and various individuals and institutions beyond the organization. It serves as a necessary tool in coordinating activities throughout the horizontal and vertical of management and it allows obtaining the necessary information.

The communication is important for managers of the following causes:

- 1) managers allocate most of their time for communication. According to many Experts 75-95% of the time it takes managers. Therefore they must be drawing in improvement of this type of activity;
- 2) communications are necessary for leadership effectiveness;
- 3) the communication art is necessary also for the fact that to express the efficiency of the authority and of the will of manager;
- 4) the well established communications ensures organizational effectiveness. If the organization is effective in communication, it is effective in all other types of activities.

Concrete goals for which the manager communicates, result from the roles in the organization. In fulfilling these roles the will rely on the following communication functions:

Information. Organizations suppose and have need of interaction with external environment in which they work and in interior between its parts and between people. The manager is faced with two kinds of monitoring information: external information - sent and received through extensive marketing, advertising, purchasing, public relations, etc. and internal information - which flows through formal and informal channels of communication.

Command and training. These functions of communication refer to the means by which managers ensure that people and departments to continuously work towards the objectives of the organization. The decisions and instructions ensure alignment with the organization's policy, practices and procedures uniformity, accuracy and completeness of achieving tasks. They are also important in the formation and development of new employees and keeping intercorelării of individual activities.

Influencing and persuasion, guidance and counseling. By these functions are performed specific kinds of control of information and over the behavior of their organization members.

Integration and maintenance. These communication functions must be seen in the following aspects: keeping the organization in an operational state by the flow of information; proper use of communication channels to avoid unnecessary loading of information, undermining of the authority and therefore reduce the effectiveness of managers' work; sorting and checking of data; integration by parts in whole by their reference to it and to the context in which the parts must act.

So, through communication, the managers can keep subordinates aware and interested in the organization's strategy, its progress and problems; can ensure that all members of the organization contribute to finding ways to achieve the best results in

order to achieve the purpose of the organization, they can solve problems and conflicts. The communication is the way that subordinates can be motivated and they can be influence in their behavior and attitude. Also through the communication manager can ensure the free flow of information: the correct and useful information must reach the right place at the right time so that all the efforts of all are coordinated between them. This is the context in which communication channels and managerial activities are the glue that holds the organization as a whole, to the benefit of all and interests of the society.

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