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THE IMPACT OF MANAGEMENT COMMUNICATION ON THE DECISIONS TO INCREASE THE PERFORMANCE OF AN ORGANIZATION\_ TOFAN C A .doc

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THE IMPACT OF MANAGEMENT COMMUNICATION ON THE DECISIONS TO INCREASE THE PERFORMANCE OF AN ORGANIZATION

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Abstract

[**1 MANY ROMANIAN COMPANIES GOING THROUGH A DIFFICULT PERIOD, WHICH MAKES THE CARE OF MANAGERS TO MATERIALIZE MORE ON OBTAINING IMMEDIATE PROFIT AND RARELY ON SOME LESS OBVIOUS ASPECTS SUCH AS COMMUNICATION INFLUENCE ON LABOUR PRODUCTIVITY. OFTEN MANAGERS DO NOT CONSIDER COMMUNICATION AS A FACTOR OF REAL IMPORTANCE THAT MAY AFFECT THE STAFF PERFORMANCE.**](https://safeassign.blackboard.com/B2Http/originalityReportPrint?1=1&paperId=127834829&&attemptId=)

[**THE WAY WE COMMUNICATE WITH THOSE AROUND US IN THE PROFESSIONAL ACTIVITY, BUT NOT ONLY, PLACE THEIR MARK ON THE RESULTS. QUALITY OF MANAGEMENT COMMUNICATION INFLUENCES THE WAY HOW THE HUMAN RESOURCE IS USED AND THE ORGANIZATIONAL PERFORMANCE, IN PARTICULAR. 2 EACH INDIVIDUAL HAS A CERTAIN STYLE OF COMMUNICATION FORMED BY EDUCATION, SKILLS, BELIEFS AND PERSONAL GOALS. IT DOES NOT ALWAYS ENSURE THE EFFECTIVE AND EFFICIENT COMMUNICATION.**](https://safeassign.blackboard.com/B2Http/originalityReportPrint?1=1&paperId=127834829&&attemptId=)

[**1 IT CAN BE APPRECIATED THE NECESSITY FOR MANAGERS TO WATCH THE SUBORDINATES, BUT ALSO TO THEMSELVES, THE CHANGE OF ATTITUDE TOWARDS "SCIENCE COMMUNICATION" BY REALIZING THE POSITIVE AND NEGATIVE EFFECTS OF THEIR OWN STYLE OF COMMUNICATION AND BY RAISING AWARENESS OF THE NECESSITY TO ACQUIRE SOME COMMUNICATION SKILLS.**](https://safeassign.blackboard.com/B2Http/originalityReportPrint?1=1&paperId=127834829&&attemptId=)

Key words: analysis; impact; managerial communication; decision making

JEL Classification: M 20, M 21, M 10, M 14

Introduction

[**3 A COMPETENT MANAGER SHOULD NOT COMMUNICATE AT RANDOM AND AT WILL, BUT ACCORDING TO THE METHODS AND STYLES OF COMMUNICATION TO SUPPORT THE IMPLEMENTATION OF THE ORGANIZATIONAL STRATEGY.**](https://safeassign.blackboard.com/B2Http/originalityReportPrint?1=1&paperId=127834829&&attemptId=)

[**THE COMMUNICATION STYLES USED BY MANAGERS GENERATE THE COMMUNICATION CLIMATE SPECIFIC TO THE ORGANIZATION, AND OF THIS CLIMATE DEPEND ITS PERFORMANCE AND PRODUCTIVITY [CÂNDEA & CÂNDEA, 1996].**](https://safeassign.blackboard.com/B2Http/originalityReportPrint?1=1&paperId=127834829&&attemptId=)

The business communication has arisen as a management subject of the necessity to provide the manager the optimum means of interaction to fulfil its roles and functions. The efficient and effective business communication is a factor of competitiveness, a strategic advantage of the organization.

Communication becomes a harmonization instrument in the human resource management, the basic manager instrumental in fulfilling its functions and objectives of the organization.

Literature Review

In 1920 there were introduced the first business communication courses at Harvard, Virginia Darden School and Dartmouth Tuck School in the USA. Gradually, they become compulsory in education of each American manager, later established itself in Europe.

The period after 1970 marked the transition to the performance management in the world, when the manager becomes the entrepreneur, in addition to the resource manager and leader. As a manager and leader, he optimizes the results of an existing business because the market, products, services and technologies already exist; it means he has to make the effective and efficient decisions. Drawing on his skills as good communicator he gets a coordinating information node, a centre of decision and management.

Hence, it comes out the necessity for an organization strategy and developing a spirit of the responsibility towards the individual, society and environment.

In this context, Business Communication does not have only the transmission role of the information messages, training, persuasion and motivation. It becomes a dynamic force and independent that is modelled by the environment in which it operates. The communication system creates the powerful tools for continuous adjustment of the structure and organization processes to the conditions in constantly changing. The basic role of managers is to develop and keep alive the communication system designed to support the implementation of the organization's strategy, the “nervous system” of the “body” of the organization.

The organization strategic resources become the information, knowledge and creativity. All these are inconceivable outside the effective and efficient communication that becomes an instrument of competitiveness of the organization.

Theoretical Background

Starting from the implications that the management communication can have on the labour productivity, both within the organization level and the relations between employees, it will be investigated the influence of the managerial communication styles on the labour productivity growth.

In conducting the research it was necessary to define the managerial communication styles.

Grouping of the communication styles into four categories: “blame”, “information-routing”, “belief” and “problem solving” was chosen because I think that it corresponds most to the communication styles used by the managers in practice.

The main characteristics of these communication styles are [Pâinişoară, 2003]:

• Style of “blame” which aims to criticize, to accuse, to find fault and to find a guilty. Manager adopts an attitude of judge, of assessor. The manager is one who speaks and does not accept replies or views from the receiver (subordinate). Using this style, the manager will achieve the desired effect, namely the subordinate will change the behaviour on time, and either accepts or recognizes the accusation;

• Style of “information-routing”, which aims to give explanations, instructions and decisions. Manager conceive beforehand the message and subordinate must execute. The message is made clear, concise and focused on the task that the subordinate must meet;

• Style of “belief”, which aims to reach an agreement, accepting a plan, perform an action, implementing a change. The manager dominates the communication that he knows the situation and solution. To convince the subordinate, the manager listens actively and performs feedback. If the arguments used by the message sent are rational, the manager can manage to convince the subordinate.

• Style of “problem solving”, which aims to solve the problems. Calling the principles of supportive communication and none of the parties does not dominate the communication. The communication is descriptive, based on facts, and each party to express their views, even if they are contrary.

At the level of the organization the strategies of the individual communication must fit into a unitary communication strategy to ensure the implementation of the organization's strategy, both in action and indirectly through the climate of the generated communication.

Organizations must develop the loyalty of the employees to increase productivity, stability and ability to progress.

Fig. no.1. General model of motivation oriented towards the managerial success Source: made of my own

Job satisfaction can lead to confidence in the organization, which means that employee expectations have been met: desired salary, recognition, good rapport with managers and colleagues and the company philosophy and the organizational culture, every dimension contributing to outlining the sense of work satisfaction. Job satisfaction depends both on the individual characteristics and those of the job. Dissatisfaction occurs when the employee expectations on his work are deceived.

Fig.no. 2. Causal model: satisfaction, absenteeism, fluctuation

Source: made of my own

Interpersonal communication is in few situations, or not at all, seen as a factor with direct implications in increasing or decreasing the labour productivity in an organization.

Between communication and labour productivity it is realized a correlation which can be represented schematically:

Fig. no.3. Correlation between communication and labour productivity

Source: After processing Lupu L. Voicu M., Impactul comunicării manageriale asupra creşterii productivităţii muncii în cadrul unei organizaţii, www.managementmarketing.ro, 2012

Although the effective management communication leads to increasing the labour productivity and to better motivate employees, the vast majority of operational managers do not use this tool, one reason being the lack of communication skills.

To support them, we encourage the managerial communication rules that can increase the managers’ efficiency by communicating more effectively.

To ensure achievement of performance of tasks by the subordinates, it is necessary that managers to consider the following issues:

- Practicing a style of communication by formulating of some clear and concise messages that contain all the details necessary for a task;

- Motivating by solid arguments of the necessity to achieve the work tasks on time and quality;

- Adapting the message to subordinate, observing his body language;

- Establishing deadlines for completing tasks; in this way the subordinate will have to manage his time and to perform a quality work;

- Adequate time transmission of information, knowledge and skills to subordinates;

- Analysing individual objectives and concrete tasks of the subordinates to check if they can be reached and there are motivated;

- Regular information of the subordinates on labour productivity growth;

- Asking questions and encouraging the subordinates to ask questions, because the only way you can find out what problems exist;

- Development of feedback by the manager to ensure that subordinates understand correctly the message;

- Periodic assessment of the performance through regular discussions with their subordinates; it is desirable that the subordinate to be praised if the results warrant or to be criticized if there are mistakes and failures. Assessment must be made objectively and in short intervals. Employees will be more motivated and disciplined if they know that their achievements are appreciated.

Paper content

The climate of communication within an organization, assessed through a questionnaire, will correspond to a greater or lesser one of two types: Climate Cooperation (emphasis on communication, teamwork, participative management), or a Defensive Climate (emphasis on compliance the rules, individual work, authoritarian management). Any company can be characterized by a certain climate of communication, in other words, style of intra-organizational communication. Equally true, there is the fact that the style of intra-organizational communication can be positive that facilitate achieving the objectives individual, group and organizational, or negative, which translate into low employee satisfaction, thus an efficiency and low productivity.

The climate of communication can be translated as the way in which employees of the companies feel or not:

• A degree of freedom in the work that they do;

• An interest to hold own opinions from superiors;

• A flexibility degree of the superior in the assessment of problematic situations and decision-making;

• An effective communication with colleagues and superiors, etc.

Climate Communication questionnaire helps the managers to realize how real that happens or not the exchange / circulation of information in the organizations they lead and thus take the necessary measures to create a climate with positive effects. The questionnaire contains 15 questions. It was applied to the contractor and to the managers of middle level from several economic entities, mostly with secondary and higher education, female and male alike, with an age range 35-52 years.

In analysing of the questionnaire, we used relevant questions to highlight the impact of communication on decisions that may lead to an increase in performance and productivity. So, to the question: Do you think that your chief is interested in your opinions, suggestions?, responses can be plotted as follows:

Fig. no.4. Answers to the question Do you think that your chief is interested in your opinions, suggestions?

Source: made of my own

Answers to the statement: Employment relationship with your hierarchical superiors are. , have been highlighted in the chart below:

Fig. no. 5. Answers to the statement: Employment relationship with your hierarchical superiors are.

Source: made of my own

To the question: Do you think that your chief is a person with the following behaviour?

· Nervous;

· Calm;

· Balanced;

· Phlegmatic, respondents gave the following answers:

Fig. no. 6. Answers to the question: Do you think that your chief is a person with the following behaviour?

Source: made of my own

Fig. no.7. Answers to the question: Do you think that your chief is interested in the problems of the team or whether they are business or personal?

Source: made of my own

Fig. 8. Answers to the question: Would you present to your chief a solution that you think is very good, but contrary to his opinion?

Source: made of my own

Data were collected in a total of 15 enterprises in the Muscel area because they found a very low level of the labour productivity and hence must be identified the growth paths.

The sample for the collection of data is a random sample, determined according to the nature of the firms in the area, the number of managers interviewed and performers tested and interviewed in relation to the average proportion of the number of managers - number of performers (20% managers and 80% of performers). The activity profile of the firms is mainly textile 60%, mechanical 30%, electrical 10%.

Conclusion

Communication in business is subject to certain specific rules of ethics, which are found in the organizational culture, policy and organization, and, obviously, in the ethical individual of the managers. Process and products of the management communication are based on concepts, principles, standards and specific guidelines and have specific forms.

Business communication as a form of interpersonal communication has certain peculiarities imposed not only by the purpose, objectives and its role, but also by the organizational framework and organization structure.

Correct interpretation of the message is based on the skills of the manager to analyse and synthesise the information regarding the message to determine its correct meaning. Once acquired these skills, the interpretation becomes a manager skill without which a communication process cannot be conducted effectively and efficiently.

The message should be adequate to the direction of transmission. In an organization, the internal management communication has specific forms depending on the hierarchical direction in which there is directed. These must comply with certain rules that also depend on the direction of communication that is hierarchical relative position between the issuer and recipient.

Aknowledgement

[**4 THIS PAPER HAS BEEN DEVELOPED WITHIN THE PERIOD OF SUSTAINABILIY OF THE PROJECT ENTITLED “HORIZON 2020 - DOCTORAL AND POSTDOCTORAL STUDIES: 5 PROMOTING THE NATIONAL INTEREST THROUGH EXCELLENCE, COMPETITIVENESS AND RESPONSIBILITY IN THE FIELD OF ROMANIAN FUNDAMENTAL AND APPLIED SCIENTIFIC RESEARCH”, CONTRACT NUMBERPOSDRU/159/1.5/S/140106. 6 THIS PROJECT IS CO-FINANCED BY EUROPEAN SOCIAL FUND THROUGH SECTORAL OPERATIONAL PROGRAMME FOR HUMAN RESOURCES DEVELOPMENT 2007-2013. INVESTING IN PEOPLE!**](https://safeassign.blackboard.com/B2Http/originalityReportPrint?1=1&paperId=127834829&&attemptId=)

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Citations (6/6)

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Matched Text

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**MANY ROMANIAN COMPANIES GOING THROUGH A DIFFICULT PERIOD, WHICH MAKES THE CARE OF MANAGERS TO MATERIALIZE MORE ON OBTAINING IMMEDIATE PROFIT AND RARELY ON SOME LESS OBVIOUS ASPECTS SUCH AS COMMUNICATION INFLUENCE ON LABOUR PRODUCTIVITY**

**Source** - Non-existent paper

In her work, The impact of management communication on the decisions to increase the performance of an organization, Cezarina Tofan tells us that many Romanian companies are going through a difficult period, which makes the care of managers to materialize more on obtaining immediate profit and rarely on some less obvious aspects such as communication influence on labour productivity

Suspected Entry: **89% match**

**Uploaded** - THE IMPACT OF MANAGEMENT COMMUNICATION ON THE DECISIONS TO INCREASE THE PERFORMANCE OF AN ORGANIZATION\_ TOFAN C A .doc

**OFTEN MANAGERS DO NOT CONSIDER COMMUNICATION AS A FACTOR OF REAL IMPORTANCE THAT MAY AFFECT THE STAFF PERFORMANCE**

**Source** - Non-existent paper

She thinks that managers do not consider communication as a factor of real importance that may affect the staff performance

Suspected Entry: **90% match**

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**THE WAY WE COMMUNICATE WITH THOSE AROUND US IN THE PROFESSIONAL ACTIVITY, BUT NOT ONLY, PLACE THEIR MARK ON THE RESULTS**

**Source** - Non-existent paper

Also, she believes that the way we communicate with those around us in the professional activity, but not only, place their mark on the results

Suspected Entry: **92% match**

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**QUALITY OF MANAGEMENT COMMUNICATION INFLUENCES THE WAY HOW THE HUMAN RESOURCE IS USED AND THE ORGANIZATIONAL PERFORMANCE, IN PARTICULAR**

**Source** - Non-existent paper

She said that quality of management communication influences the way how the human resource is used and the organizational performance, in particular

Suspected Entry: **72% match**

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**IT CAN BE APPRECIATED THE NECESSITY FOR MANAGERS TO WATCH THE SUBORDINATES, BUT ALSO TO THEMSELVES, THE CHANGE OF ATTITUDE TOWARDS "SCIENCE COMMUNICATION"**

**Source** - Non-existent paper

Mrs Tofan believes that is a necessity for managers to watch the subordinates, but also to themselves, changing the attitude towards "science communication"

Suspected Entry: **98% match**

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**BY REALIZING THE POSITIVE AND NEGATIVE EFFECTS OF THEIR OWN STYLE OF COMMUNICATION AND BY RAISING AWARENESS OF THE NECESSITY TO ACQUIRE SOME COMMUNICATION SKILLS**

**Source** - Non-existent paper

by realizing the positive and negative effects of their own style of communication and raising awareness of the necessity to acquire some communication skills

Suspected Entry: **100% match**

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**EACH INDIVIDUAL HAS A CERTAIN STYLE OF COMMUNICATION FORMED BY EDUCATION, SKILLS, BELIEFS AND PERSONAL GOALS**

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Each individual has a certain style of communication formed by education, skills, beliefs and personal goals

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**IT DOES NOT ALWAYS ENSURE THE EFFECTIVE AND EFFICIENT COMMUNICATION**

**Source** - Another student's paper

It does not always ensure effective and efficient communication

Suspected Entry: **73% match**

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**A COMPETENT MANAGER SHOULD NOT COMMUNICATE AT RANDOM AND AT WILL, BUT ACCORDING TO THE METHODS AND STYLES OF COMMUNICATION TO SUPPORT THE IMPLEMENTATION OF THE ORGANIZATIONAL STRATEGY**

**Source** - ProQuest Document

A competent manager should not communicate randomly, but according to communication strategies that support organizational strategy implementation

Suspected Entry: **85% match**

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**THE COMMUNICATION STYLES USED BY MANAGERS GENERATE THE COMMUNICATION CLIMATE SPECIFIC TO THE ORGANIZATION, AND OF THIS CLIMATE DEPEND ITS PERFORMANCE AND PRODUCTIVITY [CÂNDEA & CÂNDEA, 1996]**

**Source** - ProQuest Document

Communication styles used by managers generate specific organization communication climate, and the performance and productivity depend on this climate

Suspected Entry: **81% match**

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Promoting the National Interest through Excellence, Competitiveness and Responsibility in the Field of Romanian Fundamental and Applied Scientific Research”, contract numberPOSDRU/159/1.5/S/140106

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Investing in people