MANAGERIAL COMMUNICATION-AN ESSENTIAL FACTOR OF HUMAN COMMUNICATION

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Abstract: *Human society is based on communication establishing interpersonal relations, a fundamental way of social interaction. As communication is essential in society, it also became an indispensable means used by the managers to improve the performances of their economic activity. The managerial communication is a part of the human capacity of sending and receiving messages and information in a certain language. But if any individual acquires this instinctive capacity, managers have to train themselves and prove skills and abilities to deliver specific messages in specific circumstances and using specific languages. A developed and organized society mirrors itself in business organizations as structures built up on certain grounds which are to be implemented in business environment and observed by business people and their employee. The existence of multinational companies or mixed companies brought up to the front stage new approaches of managerial concepts which have to be functionally put into practice by everyone involved in economic activity. The usage of English as the main spoken language in such a company (which is usually led by an English-speaking manager) becomes the most important device and channel for understanding the managerial concepts. The goal of training periods in English provided to the senior executive levels has a long-term purpose as the managers have to make themselves very clear about decisions made regarding the economic policy of their business organization.*
Keywords: *communication, managers, business, society, companies*

'A manager is a stimulus but a reaction, as well.'
Edward C. Lindeman, Social Discovery

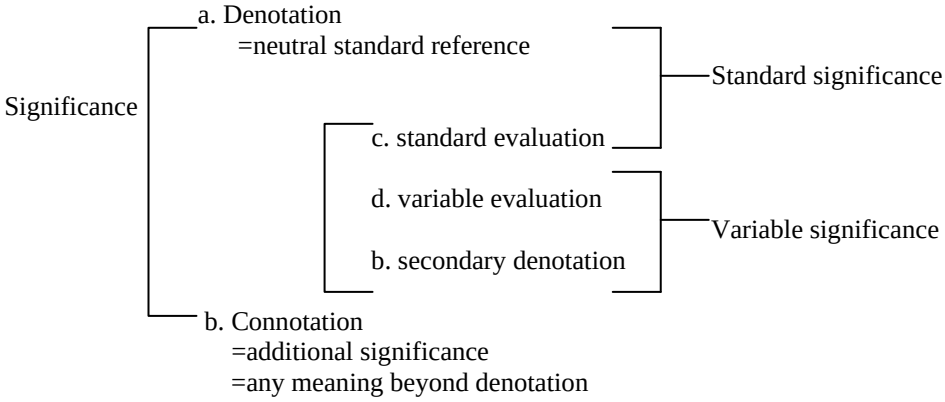
Part of our social lives, communication was the object of study of many fields of activity such as psychology, sociology, politology, anthropology, cultural studies until recent times when it became not only an object of study but a science itself. Thus, the science of communication displays in various domains, nowadays, a wide range of interest, analysis and conclusions about this inherent human process. On the one hand 'everything seems to be communication, in an era of great 'communicators' who, in a certain way, confiscated it and turned it into a great simulacrum.'(1) Economic, cultural or political reasons focused on the role that communication has in the social life.

The structure of any communicational act relies on the following elements: the emitter, the receiver and the code. This pattern is pliable in any social, economic or political area, thus another component is arising as essential: the context. The above basic structure may be added some important functions as described by Jackobson (2)Communication acquires various features within this definition taking into account the level of human interaction. It may be a psycho-social interaction (people interacting during social contacts in the middle of small or large groups), economic interaction (people having contact during economic activities in or out the economic organizations) or political interaction (people involved in this act at the level of political-administrative level).

The purpose of any kind of human communication is the transfer of information (3) from an input to an output through a specific device, which is a selected language. Verbal languages use words but the words acquire different semantic values when they

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are used in different contexts. The difference between denotation and conation of words is that while the common significance of words semantic aspect is identified almost the same by a mass of people belonging to a language community (denotation), various evaluative interpretation of word sequences in a variable contexts is rightly interpreted only by some people who are above the level of neutral reference. (4) It is one thing to say: ‘ The sky is clear.’ and another thing: ‘It is necessary to use a clean B/L.’ The connection between a word and the incumbent situation described is a deep intellectual process as the evaluative semantic components between general and variable significance of the words. This may be rendered as in the following diagram (5):



The main result of the transactive process of communication (6) is the capacity of a message to generate an answer because out of a feedback relation, communication lacks it substance. The efficiency of the feedback is conditioned by some features of delivered message. As the process of communication begins with a clear thinking and an adequate sequence of ideas, the speaker should provide the message in a selected form previously analyzed. The language in which he/she produces the message should be commonly agreed in order to constitute a perfect ground for decoding it. In addition, various techniques or devices may also supplement the understanding of the message and help to get a quicker significance. As long as communication is an intentional fact, the mutual understanding can be reached through an accurate premise analysis.

From a sociological point of view, language is a key element of culture (7). An important aspect of social culture is the social life living standard and this level is determined by the economic level development. Business organizations represent a dynamic environment of relations between componential elements (labour force, tools, means, assets, etc) organized according to functional and operational responsibilities and designed to bring profit.(8) Organizational culture of a business supposes the existence of some criteria (individual initiative, risk tolerance, direction, integration, manager’s support, control, identity, rewarding, conflict tolerance, communication patterns) which are permanent and steady. The key-values of such cultures are deeply cultivated and largely shared by the members of the respective organization. (9) The organizational culture is relevant for especially for the managers of the business as they are responsible for the welfare of the business and the employees. If we analyze the organization chart, we can see that any type of business organization, irrespective the size, has a managerial team in charge with establishing general objectives, planning,

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organizing, motivating and controlling. These activities are performed by managers only through communication within the organization (at different levels of activity in relation with company's employees) and outside the organization (in business relationships with other companies).

The elements of managerial communication may be correlated to Jackobson's functions of the language: the emitter (emotional function), the message (poetic function), the device or means of communication (phatic function), the language (linguistic function), the receiver (connative function), the context (referential function). **The emitter** is the person who delivers the message and chooses the means, the language and the receiver but he cannot control entirely the context. **The message** – beyond the text itself – may hide different implicit hints or denote explicit derogatory or appreciative nuances. The failure of communication may occur when the receiver interprets the message as unfavorable although the emitter had no such intention (10). In order to avoid this inconvenient, the manager has establish his objectives (to inform, to convince, to sell, to impress, to get a reaction, etc) and try to clear up the communicative attitude towards the objective. The means of communication is also important mainly if it is about direct dialogue from a person to another although various devices are used (reports, meetings or briefings, oral presentations, business letters, telephone/fax, bulletins, memos, etc). The usage of two or more devices is very efficient in management as it point out the main issues and the directions to be followed. **The language** has a great importance in oral or written managerial communication; the appropriate language and technical terms or business jargons is compulsory as long as the choice of the words and grammar rules are correct from a formal point of view. But besides the language, figures and images are also unconventional languages used in managerial communication. **The receiver** must on the same wave length in order to be able to decipher the massage. On oral or written information which is not correctly interpreted may lead to insoluble errors. The context makes communication efficient in a great of cases as it is associated with any type of interference which disturb the emitter or receiver. At the same time, the place where the dialogue happens is very important adding a certain formal or informal referential feature to the message.

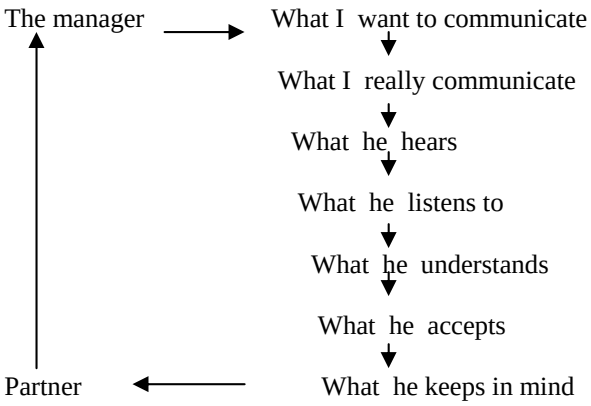
As the most important aspect is communication from one person to another in a direct way managerial communication focuses on face-to-face communication Within the company the flow of information relies mainly on transmitting decisional issues at all levels and supervising their fulfillment. The process of communication becomes essential because most of the managers spend their 2/3 of their time working with other people (11) and 1/3 working alone. Even working on their own (for example, studying, preparing reports or making researches) means at a given moment, coming into contact with other people in meetings, negotiations, receiving and transmitting information and decisions, contacts with the beneficiaries and suppliers, etc. the process of communication is much more complex than people believe and that is why the abilities of a good communicator within a group are outstanding for a manager.

Any organization represents, in fact, a group of people therefore, the principles of a transactive process are applicable to this type of communication. The feedback relation between the emitter and the receiver should be permanently achieved in order to ensure a good economic flow. The managers have the initiative when explaining their subordinates the managerial decisions and the steps that have to be taken for their proficiency. But, on a large extent, managers are receivers of information because they are not always implied in a direct conversation with people responsible for various

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activities. In a way the manager becomes a passive member of the transactive communicational process but at the same time a competent communicator. A great skill that a manager should get is that of a good listener in the communicational feedback otherwise the feedback is not efficient. Selective perception of the problem or subjectivity may interfere in the communication as long as there are always intermediaries between the top management and the operational core. A choice for an efficient communication would be the affective approach of the situation when the manager can stimulate it through a discrete manipulation (12). This can be done besides the words themselves, through an adequate tone of the voice, the mimic and the body language.

Language difficulties may be, obviously, one of the main hindrances in communication between people who speak different languages. The proper language code for them is the one which help them 'get integrate into orchestra'(13). In other words both sides involved in the dialogue should be able to code and decode the message received. For home companies, the native tongue allows the usage of denotative (usual) and connotative (technical) words with a great flexibility. But multinational corporations with holdings and subsidiaries in several different countries (14) have to choose a common language as a code for communication. English is the language used in international communication as both socializing language (GE for surmounting cross-cultural differences) and technical language for business environment (EBE for facing various cross-economic adjustments).
EBE is also a personal asset for the manager coordinating and supervising activity but also for the subordinates because the process of dialogue would be incomplete if one of the elements of the communication diagram did not use the same code. Thus, we should take into account the following remarks when dealing with oral messages between two partners (15):



The idea is that only one third of what we communicate has an efficient impact on listener's mind. That is why a good managerial communication takes into account the global volume of information and the selection of important items so that the main pieces of information transact directly the partner of discussion; such an approach goes to a mutual understanding between the manager and the collocutor (16).
Another aspect of managerial communication is written communication that is business correspondence, memos, reports, presentations, circulars, etc. Such considerations as

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audience analysis organization, format, style, punctuation and grammar (17) are to be emphasized. A manager should also know that clarity, conciseness and accuracy and thinking and writing are extremely important in communication. The commercial letters have two main purposes: informational purpose and advertising purpose. That is why the content and style of business correspondence are the mirror of the business organizational structure. The observance of the international usage with a view to correspondence should regard the following aspects:

- the layout and the style chosen are to be kept throughout correspondence;
- the formal elements of the letters including the letterhead should be according to international use;
- formal introducing, addressing or closing patterns are to be used as to the type of the letter;
- the content of the letter should clearly and logically explain the matter;
- a balanced manner of writing (between long and short phrases) is to be taken into account;
- special information regarding prices, date, delivery terms, transport quotations, methods of payment, etc. should be detailed refer to;
- using figures, calculations or abbreviations should be in accordance with an agreed conventional system;

Evaluation of managerial communication is a process that must be present inside of an business organization as it can be used for the study of the nature and efficiency of the communication offering suggestions for improving it. Thus an inside survey about the proficiency of managerial communication may reveal the existing problems and the necessary solutions.

Notes

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