

Science, Movement and Health, Vol. XXI, ISSUE 1, 2021

January 2021, 21 (1): 70 - 76

Original article

ASPECTS OF EFFICIENT COMMUNICATION AND CHARACTERISTICS OF THE MANAGER CAPABLE OF ADAPTATION, REFLECTED IN THE OPINION OF THE STUDENTS

POPESCU RADUCU¹

Abstract

Communication over the last decade has undergone unexpected changes, but has also led to the development of an impressive number of new complex ways of expression. The tasks of the manager, whether he is the director of a school or the one who runs a company with many employees or runs a political or sales campaign, have become so complex that not many are able to understand in advance the following tendencies, or to prove that they have enough means to be able to continuously adapt to new scenarios. This paper brings to your attention the fact that the development of new communication skills, efficiency, must become major concerns for all managers. From this study, we found that the first three of the seven situations presented in the questionnaire, in which verbal communication suffers distortions, are classified as follows: the first is represented by - exaggerated pride and pride that prevents the manager to listen and accept situations in which he sometimes erred - by 37%, the second reason for inefficient communication - reduced and impaired listening ability 32%, followed by - establishing a time and / or a location for discussion less related to the needs or expectations of the interlocutor 16%.

Methods. The present study was conducted on a sample of 34 subjects, students and master students of the university in the final years of study, who were previously informed on the subject around which the questions of the questionnaire were formulated. The group was divided into three homogeneous samples, and subsequently the results were integrated.

Conclusion. At the end of the period in which the questionnaires were applied, discussions were held and the results presented, which has an obvious contribution in the development of the next stages of the experiment.

Keywords. Communication, manager, tasks.

Introduction

The ability to communicate effectively is probably the most important characteristic of a good teacher, manager, parliamentarian, or any person alike, but whose thinking is structured and whose intellectual abilities are not modest. The manager must overcome all psychological barriers or other asperities resulting from personal pride or various petty ambitions, permanently proving that he has the ability to listen carefully and detachedly. He, the manager, must objectively evaluate the efficiency of oral communication, but also of written communication, as much as possible, of course.

We see more and more frequently in the Romanian press, exciting headlines, but which do not represent the content of the text it foreshadows. In many of these titles, they are directly accused or induce a somewhat reasonable suspicion as to the skill with

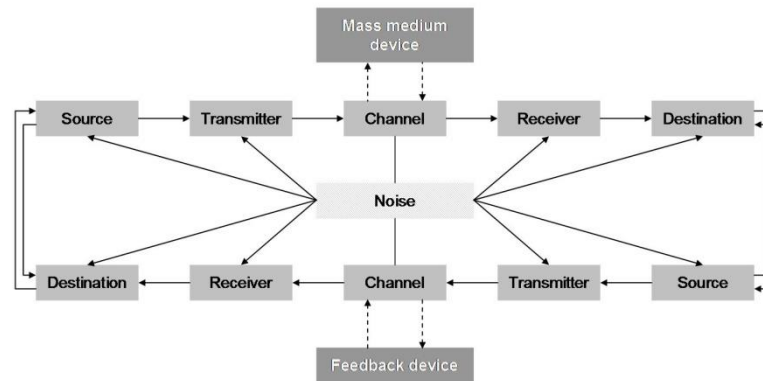
which managers, directors, parliamentarians or leaders in general manage to carry out their tasks. I repeat, most of the time, there is no connection or no arguments, concrete facts are presented, in support of the bombastic title. What do managers do? This is probably the question of a minority of readers.

Whether or not it is true, minorities wonder. The majority say with vehemence and certainty that it is true. Surely that person did something wrong, if he writes on the net or on Facebook, he must have stolen something. Yes, it sounds like a joke, but it's true. Maybe we did the same thing when, without realizing it, we evaluated a person without knowing or having all the information related to that subject. Returning to the above question, what do managers do? In conclusion, the media, in its various forms, has an influence in modifying and distorting the message transmitted.

¹Faculty of Physical Education and Sport, Ovidius University of Constanta, Constanta, Romania

E-mail: r.popescu.online@gmail.com

Received 14.10.2020 / Accepted 28.12. 2020



Defleur Model of Mass Communication System

Figure 1. Communication model that provides bidirectional feedback. after Melvin Lawrence De Fleur

The De Fleur communication model is an extended variant of the Shannon & Weaver communication model and Mass Media was introduced so that the communication process is circular and provides a possible two-way feedback. In this type of communication process, noise is an essential factor and it can occur at any stage. Defleur states in its communication model that the source, sender, receiver and destination are separate phases of mass communication. Most of the time, managers are caught in the trap of events, work tasks, meetings and deadlines, so they do not communicate effectively.

They fail to sustain their laborious and energy-consuming activity through communiqués or a firm, clear and professional attitude. They work and communicate in various stages on various channels. They also communicate when they are alone and design materials, based on the reports and information received or, they are preparing to request information in order to clarify some situations. There are many situations in which colleagues, subordinates or collaborators provide partial or slightly erroneous information, for various reasons.

This invariably leads to the vitiation of the end result. Another contribution in failing to conceive a useful material based on the future or a clear and undistorted image of past stages, which is represented by obstructed or closed communication channels between participants of the same small social group, work collective, common situation within state institutions, schools, autonomous administrations, mayors, county councils.

One model that suggests there is no better driving style than another is the Hersey-Blanchard. The style of the modern manager is the one adapted mainly to the abilities of those whom the managers lead and to the factors at work. This leadership style is a flexible one, through which leaders take into account their followers, whether as individuals or in a team, then take into account the factors with impact on the environment, depending on them adapting their leadership style.

The finality is given by the fulfillment of the objectives, this model being also called the situation model.

Watching local managers, but also parliamentarians in office at the time in the participations and evolutions of television or other less directed hypostases, sometimes comic situations, I found, unequivocally, that too often dilettantism disguised with the clumsiness of a talented imposter proves the results weak or non-existent obtained by them. These people often have a good or very good image, in terms of their own activity or a certain context discussed. There are countless examples in all areas.

The causes are many, but we will only discuss those aspects that involve communication, those related to the induction of false topics of discussion or gross misinformation made with all responsibility, we leave them for another occasion.

So we left with the conviction that the manager, the parliamentarian have a different image from those who live those realities evoked by those mentioned and we rightly wonder why do we hear different things? But as we know, the difference between a false and a real news story is made by one's own interest. If the news suits us, it is absolutely true and we support it as if we were eyewitnesses.

If it doesn't suit us, it doesn't matter the logical arguments, the facts, the assumed statements or the photo or video images in which the reported situation is presented, we only accept what suits us, if it suits us. It is sad that most of the time it suits us to be bad to someone other than to be good to all of us, but this topic also remains to be analyzed by specialists.

The errors and the impossibility to understand the reality are induced by those who, with consistency but also with talent, managed to praise the boss, to accept all his ideas, to be ecstatic every time the boss managed to "indicate the time correct". These people, collaborators or colleagues, subordinates or sometimes friends, have built a circle around the boss that tends to become impenetrable. The more important the boss is, the harder the stubbornness of those around him is in

rejecting other people and supporting any project, no matter how out of place it is.

The alert is triggered when there is a risk of the boat sinking at the helm of the confident captain. This illustrated plastic fact is the consequence of the approach made by those who want a promotion or to keep their place, but also by the naivety and lack of experience of the director, the manager.

The characteristics of an honest and efficient manager. He is involved in the activities of the team and is aware that the end result is directly correlated with the intensity and volume of effort. When he fails to achieve what he set out to do, he assumes the failure of the steps for which he is responsible, but he does not let himself down, he does not feel discouraged, on the contrary, the failure must motivate him and mobilize him for new confrontations.

When he reaches the end of a work, he rejoices, congratulates all those who have contributed to success, recognizes their merits, but must not remain in a state of euphoria, a talented manager always remaining realistic.

During professional confrontations, he must not confuse competition, opponents or hostile groups with friends. After completing and completing all steps in a favorable way, it is possible that some people with whom the manager has been competitively involved sometimes even become his friends.

Not always, or in a few cases, to be more realistic in expression, a manager in a competitive environment faces correct and equidistant reactions from those around him or from so-called partners or observers. Most of the time, the expected correctness is replaced by unknown agreements or by a hostile and favorable treatment to the competition.

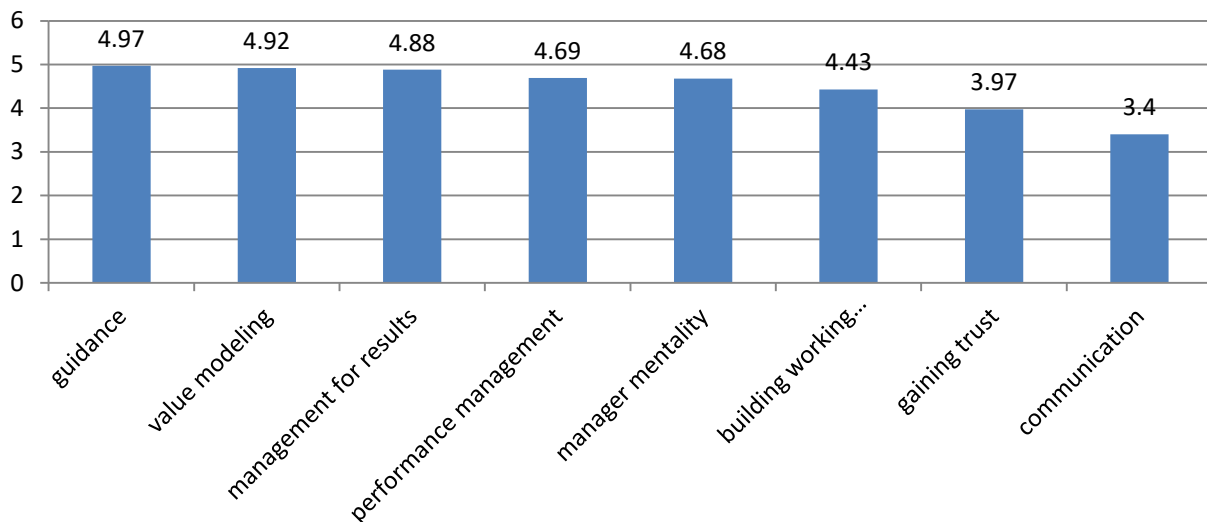


Figure 2. The graph representing a study on the qualities of the ideal leader showed, on a scale from 1 to 5, the importance of the leader's competence, where 1 represents a low importance and 5 a very high importance.

A study on the qualities of the ideal leader showed, on a scale from 1 to 5, the importance of the leader's competence, where 1 represents a low importance and 5 a very high importance that Romanian employees prefer those leaders / managers of where they have something to learn, give them feedback, set clear goals and give them confidence in their own strengths. Most of those who answered the questions of the study stated that the most important qualities of a leader are the guidance and modeling of values (4.97 and 4.92, respectively, were the scores obtained by these questions). The following qualities of a manager, identified were the management for obtaining results - 4.88, performance management - 4.69, manager mentality - 4.68, building working relationships - 4.43, gaining trust - 3.97, communication - 3.4(Ascendis)

The power of a manager is revealed by his ability to accept the best solution every time, no matter where it comes from and no matter the relationship that the manager has with the solution provider. We find more and more frequently situations in which all or most of the collaborators chosen by the managers are obviously inferior to the manager, from the perspective of training, qualifications and experience, reason for which, the solutions coming from the working group are not taken into account. This distribution is the sure recipe for a guaranteed failure, most often in the short and medium term.

The firmness of the manager and the minimum tolerance for ignorance, gossip, lack of commitment and seriousness, laziness or lying in any form of expression must be manifested continuously and unabashedly, so that all who have such qualities to

integrate quickly and fully or to leave the team quickly. Tolerance misunderstood and manifested only as an attitude in the trend of a current with uncertain orientation, is going to prove to be the worst choice!

The haste that managers sometimes show when expressing commitments, derides the entire approach and credibility of the manager. Instead, when a manager promises something to someone, he must be sure that he can complete the process in which he has committed himself and that he will keep what he promised. Punctuality is also included in the same register, which must be a main attribute of the serious and professional manager.

The eccentric expression of a manager, both verbally and aesthetically, clothing, does not prove a high level of skills and does not transmit authority to the organization, partners or collaborators.

A British thought tells us that a balanced and self-possessed man does not exalt himself when everyone around him is very happy or exuberant, but also when everything is lost and disaster is inherent he does not whine theatrically and does not shout in search of various unnecessary explanations. He is the commander of the organization and he is the one who does not lose control, he always has the responsibility to remain until the last moment at the helm of the organization, having a total power of concentration and in conditions of maximum demand. The harmonization of personal interests with those of the team is a permanent task of the manager, he must remain stable in the relationship he has with employees. The manager must lead in order to obtain better and better results in all the activities or branches he coordinates, from the position he holds.

Some important obligations of the manager, in communication. The quality of the manager within the organization he leads, that of chairman of the board of directors in the case of a school unit or of the general meeting of shareholders, in the case of an autonomous administration, puts him in a position to propose and puts to the vote a series of draft decisions. An honest manager ensures and ensures the access of all, to all the necessary information, regarding the process of analysis and validation by vote of the submitted proposals. The provision of this information, necessary for the efficient and honest development of the body led by the manager, is an important condition for achieving the proposed objectives and achieving the expected horizon by all members of the organization. The communication channels through which the information necessary to validate and implement the decisions taken is provided must be established and communicated in advance to all decision-makers, so that no further syncope or explanation related to the lack of information or their partial transmission exists. In support of the above, the manager has the obligation to organize regular meetings through which all persons involved, employees or colleagues, to have dialogues with each

other, with the manager and in the presence of the manager, thus ensuring another essential condition in decision making, namely, reverse connection. The manager must identify possible communication difficulties between employees or within the institution, having the responsibility to always find solutions to all these problems. Achieving good results is also conditioned by the involvement of the manager in boosting initiatives and increasing the creativity of those he works with. Often, encountering large discrepancies between the aspirations of the manager, the horizon of expectations of employees and a minority part of the organization and the level of professional training and the volume of knowledge required to perform duties, in the case of a majority of the team, the manager has the obligation to ensure continuous staff training. Employee motivation is another concern of the efficient manager. He must provide all the necessary information to all those with whom he carries out his activity, this with the aim of consolidating the interest and participation of colleagues or employees in the accomplishment of the current service tasks, but also of those that appeared in a less expected way.

Verbal communication. For a manager, verbal communication overwhelmingly present during a work day must be treated as an integral part of the responsibility towards all those with whom he interacts. The way to exchange information, through dialogue, presupposes that the manager must know what the interlocutor wants from him, to be able to identify the interesting, real and useful parts of the interlocutor's message, which to remember, but not to forget to constantly evaluate. and objectively the credibility of the issuer. A manager with important skills, necessary for verbal communication in a speech, speech, or dialogue, is always well documented and can talk about many and varied topics, without getting bored in a short time, his interlocutors. He shows interest in those with whom he dialogues, in terms of conditions and concerns, but also in terms of the topics imposed by them. The realistic manager is aware and does not try to convince those around him that he knows absolutely everything, but emphasizes that he is constantly up to date with the main news in the field of activity and other related fields. The ability to easily change the subject of a discussion proves, along with the ability to adapt to new conditions or people, the manager's ability to make statements, express their views and highlight their knowledge and experience. One of the most common communication models is the transactional one which is interactive and bidirectional. In this model, both parties are both transmitter and receiver, communication happens in real time and both parties must be present, even if it is done through a technology such as Skype.

Methods. The present study was conducted on a sample of 34 subjects, students aged between 20 and

34 years and master's students in the final years of study, who were previously informed on the subject around which the questionnaire questions were formulated. The materials provided by participants whose professional and personal experiences had the possibility to statistically significantly influence the result of our research were eliminated from the statistical analysis. The group was divided into three homogeneous samples, then the results were integrated. The experiment aims to reveal the opinion and vision of the future graduate, without notable experiences gained in various activities.

Results. The somewhat surprising grouping of the answers in only three options out of the seven, shows that the vision of the questioned subjects and the present trend force us to orient our interest and adapt the communication in the future to avoid or correct these errors that we did not notice or grant. due importance. The questionnaire highlighted aspects that, until the changes occurred through the introduction of physical distance measures and the beginning of online teaching activities, we did not have in our area of interest. The discussions and the correlations of the answers with the current issue support us in the complex approach of transmitting information through audio-video means, but it can also be the subject of other experiments. The three main answers have a common denominator, that represented by the much distorted opinion of a large number of managers about themselves, and naturally generate questions about how they occupy those positions.

Question number 1- the exaggerated pride and the first three of the seven situations presented in the questionnaire applied, in which verbal communication is distorted pride that prevented the manager from listening to and accepting the situations in which he was sometimes wrong-37%. There are many situations in which we have met managers unable to accept opinions other than their own and who support other opinions, people or groups who support other approaches that, unlike their own opinions, benefit the

team and not just one member, be it even a manager. Out of the total number of respondents, 37% answered that managers with exaggerated pride do not listen to their interlocutors and do not admit their mistakes. The causes of this behavior are multiple. Usually the manager is less professionally trained than his subordinates and ended up in office without special merits, the necessary talent and experience gained through work. The ability to look for information or less comfortable topics, the strength to deal with them and the balance needed to maintain control and self-control in situations where their own decisions have been wrongly chosen, must be defining characteristics of the professional manager.

Question number 2- reduced and impaired listening ability 32%. - The three response options to which the majority of respondents addressed amounted to 85%. The common characteristic of the three answer variants is produced by the position in which the manager often self-positions himself and for which there is no solid foundation, he is not the possessor nor the user of absolutely necessary skills and abilities. Sometimes, the manager's concern to be receptive to all problems and information received, obviously causes confusion and the possibility of missing some priorities, which produces disastrous effects of most situations and confuse values in prioritizing daily activities. The clear judgment and attention of the manager must remain permanently present and are almost certainly a guarantee of a leadership process with expected results. A cultivated capacity for listening is also the way to find out the truth, but which is not expressed by the manager, it can be generated by the unexpressed intention not to highlight certain things. Once learned by the leader and the entire management team, the decision-making process brings the manager in some situations where he has to prove firmness, making decisions and consequences often complex and sometimes in the case of institutions subordinate to ministries, with less desired personal effects.

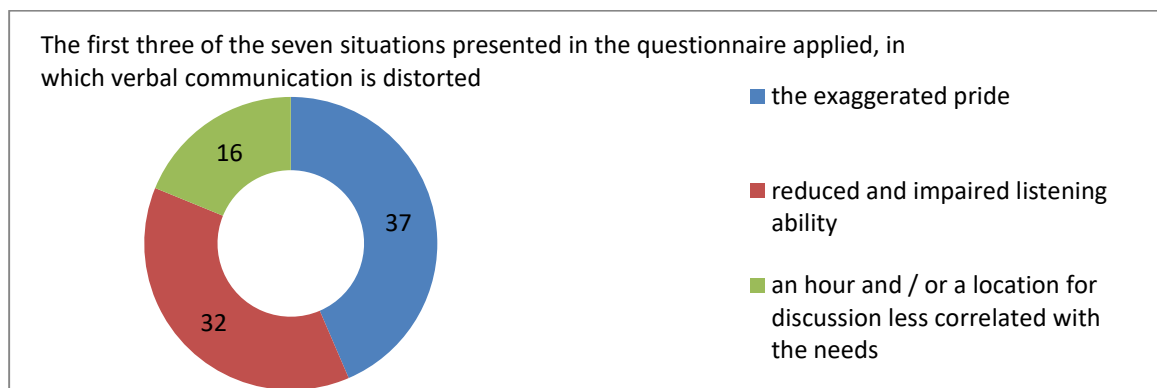


Figure 3. Graphical representation of the first three causes of poor communication, as they were represented as a percentage in the applied questionnaire.

Question number 3- establishing an hour and / or a location for discussion less correlated with the needs or expectations of the interlocutor 16%. The upheaval of work problems and the complexity of the social environment within the organization, produce a cascade of requests over the manager who for objective or subjective reasons fails or does not want to accept or organize a meeting with employees, colleagues or partners, at the level of expectations and needs. which they have. A situation that a manager with an imposing stature, is the discussion held in a hallway or office where the interlocutor is much shorter than the manager. It is recommended that this discussion be conducted from a sitting position so that the difference in height does not interfere with the communication or the final result.

Question number 4- the interest of the manager oriented only towards the subjects comfortable for him, avoiding the insecure areas, 6%. A frustrating situation for the manager's interlocutor is produced by clever or clumsy dodges in order not to assume possible responsibilities.

Question number 5- the absence of any reaction of the manager when receiving a message, 5%. As previously presented and argued in the previous questionnaire option, the absence of any reaction conceals at least two undesirable situations. The first is the failure to assume responsibilities, which is caused by a lack of training and a questionable professionalism. Another option is produced by the modest level of theoretical training and professional experience gained professionally.

Question number 6- contradictory messages that do not reflect reality, which the manager transmits when listening, 3%. Attempts that managers sometimes make to disguise a lack of control or induce another opinion in order to avoid responsibilities. This answer is a supplement to the previous version.

Question number 7- adoption of an inappropriate expression register, 1%. We are glad to see that in the experience of those who participated in the questionnaire, this unwanted variant was very rarely present and does not represent a current trend in the attitude of those who are managers.

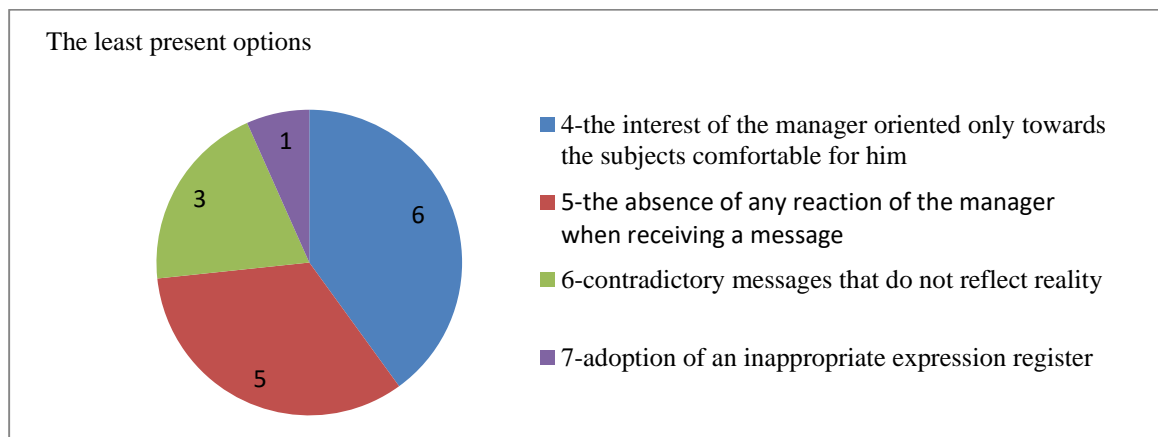


Figure 4. Graphical representation of the least present causes of a deficient communication, as they were represented as a percentage in the applied questionnaire.

Discussion.

In the current period, the classic management, the one in which the communication is made face to face, has been replaced with the virtual management, the traditional management sometimes becoming for a certain category of managers less comfortable. The interaction between individuals is changed and implicitly, the result of communication is different in these new situations. The manager's effort to achieve a new organizational construction is considerably greater, but this is possible.

Special attention was paid to the preliminary analysis and the interview with two groups, an activity through which we outlined the areas of interest and issues encountered by the respondents. Our intention was to design the most common profile and the context in which this was done. For this, in the methodology of

diagnosis and in the selection of methods by which the questionnaire was designed and the principles governing its construction were taken into account. The needs of future specialists related to the training contents, finalities, goals and objectives pursued in the teaching process were analyzed. Communication achieved through all means, means and activities that lead to achieving the proposed goals, has a decisive role in the teaching profession. The entire theoretical content is transmitted through verbal communication mainly, we trying to make them aware of the special importance of this component of management, both from the point of view of the leader but also from all the other positions from which we communicate. From the perspective of communication management, the analysis of the context and of the partners with whom we communicate, represents the way to understand in a

realistic and efficient way the register in which the information exchange takes place. Communication management through context analysis identifies the optimal solutions for identifying the right means and improving various inefficient aspects.

Conclusions. The study is a valid source of the current situation that can confirm certain trends or be the beginning of a realistic and incisive study of

reality. The ability to analyze and objectively look at and evaluate the current situation by the participants in the questionnaire, convinces us that there is an optimistic horizon that can increase the professionalism of management staff as well as the interest and accountability of management teams.

References

- Butler J K, Reese RM, - Leadership Style and Sales Performance: A test of the situational leadership model, Taylor & Francis online, Oct. 24, 2013.
- Crawley D, - How to understand and use Communications Models, The Compassionate Greek Blog, March 27, 2019
- Hersey P, Blanchard KH, Johnson DJ, Management of Organizational Behavior, Leading Human Resources. Tenth edition, 2009.
- Hersey PH, Blanchard KH, Natemeyer W, - Situational Leadership Perception and the Impact of Power, Sage Journals, December 1, 1979
- Lee R, Lawrence P, - Organizational Behaviour, Politics at Work, Routledge Library Editions, Organizations: Theory & Behaviour, 2013.
- Meirovich G, "Empirical and theoretical validity of Hersey-Blanchard's contingency model: a critical analysis, The Journal of Applied Management & Entrepreneurship, January 2015.
- Srivastava SK, Organizational Behaviour and Management, New-Delhi, 2005.
- www.communicationtheory.org