EFFICIENT COMMUNICATION BETWEEN A MANAGER AND AN EMPLOYEE AS A WAY TO SUSTAINABLE DEVELOPMENT OF THE CONTEMPORARY ORGANISATION-BASED ON EMPIRICAL RESEARCH

Anna Wziątek-Staśko
Silesia University, Poland

Communicating is a quite peculiar process. However common and necessary, it often constitutes a tool completely omitted in considering determiners of organization’s proper development. Meanwhile a deeper reflection implicates conclusion which restores ‘communicating’ priority role and due place without effective communicating process in an organisation may not function properly any other process, any management function. We may not talk about rational planning, proper organizing, efficient communicating and proper control. Numeral „sicknesses” of the communicating system (informative anemia, bilingualism of information, lingering and distortion of information, etc.), several barriers of efficient communicating (e.g. lingual, cultural, outlook-like, etc.) are just factors which may significantly verify properness of relations among employees, between subordinates and superiors, finally between organisations and its contractors. The purpose of hereby article is a trial of looking at the process of communicating in an organisation in manager-employee relation.

Key words: communication, management, process, sustainable development.
JEL code M 12.

Introduction

It is hard to imagine life of contemporary society, family or organisation without communicating with others. Communicating gives us a chance for exchange of thoughts, interaction, following same direction. Thanks to communicating we learn what other people feel and think, we may also express ourselves. It is worth to have a closer look at this process and answers ourselves a question whether people can efficiently communicate with one another? The art of communicating is based on one hand on transmitting proper addressees in the right time messages, which will be understood accordingly to the sender’s intention and will cause intended result. On the other hand it is a capability to receive messages transmitted by others (Strzoda, 2004). Communicating constitutes for each organisation its ‘blood circulation’. If we want that organisation is developing and improving information resources must be in constant move. Access to information is a basic right of employees and managers. If they are not respected, people cannot act, make proper decisions, think and develop correctly. If the structure of information flow is incorrect or fades away, an organisation fades away along with it (Foltyn, 2007, Wziątek-Staśko, 2010).

Object of research – communication in the organization.

Purpose of research – analysis and presentation results of the empirical research based on the bank sector.

The tasks of the article:
1) explaining the term ‘communication’;
2) explaining the present role of the manager and the problem- why communication between manager and employee is so important;  
3) explaining, why efficient communication in the organization is one of the determinants of sustainable development of the organization.

The method – the analysis of scientific books, articles and own research.

1. Contemporary manager – towards pragmatics
Manager is expected to manage effectively, that means to satisfy organization’s present and future needs in actual conditions, fully using its potential and people’s skills also upcoming market opportunities for developing new activity and multiplying profits (Drucker, 2004). List of competence expected from ‘good’ manager seems to be never ending. It must be a pragmatist, but same time visionary-dreamer. Must be: well educated, ambitious, determined, self-confident, firm, flexible in action, resistant to stress, able to manage time well, having negotiating skills, responsible, open for novelties, having e feeling of group bonds, prepared for both company and employees profits. Such a person must know how to motivate people to work effectively and cope with solving possible conflicts. Leadership is nowadays all the rage …. Books, publications and conferences on leadership and „leadership features” are simply countless. „It seems that every general director must look like full of fantasy lancer or Elvis Presley seated in conference hall. Leadership is certainly important, but- unfortunately- it is something completely different than features which usually get attached with such label. Leadership has not much in common with „leadership features”, and even less with „charisma”. Leadership is down-to-earth, devoid of romantics and simply dull” (Drucker, 2001, p. 397–398).

2. Communicating – towards deeper thinking
A good manager is not a celebrity on a red carpet or Elvis Presley, mentioned by the famous management guru. The real leadership is a…. hard work, which base is thinking in the category of an organization’s mission, defining it and spreading so that it becomes clear and noticeable. The leader is setting targets, determines priorities, defines standards and takes care of their preservation. Leadership is a responsibility and not position or privilege; it is a risk and gaining people’s trust (Drucker, 2001). Other author thinks that „, …we cannot create leaders for heroic decision maker anymore. Leaders must take positions of social systems architects, who promote innovation and cooperation”(Foltys, 2009, p.7).

The real leadership may not exist without efficient communicating –between „upper –lower levels and in the middle. „Communication in an organisation is not a source to organize anything, but a form of organizing” ( Drucker, 2001, p. 395). Communicating is sometimes difficult art. It accompanies usin the process of recruitment and selection, in motivating process, evaluating and letting go an employee. It is present when we delegate qualifications, manage via targets and participation. It is almost impossible not to come across communicating using this or other style of leadership, where form of communicating becomes priority criteria of diversification. Communicating is a crucial determiner of good contact with contractors (suppliers, customers); it is a tool of key meaning in the process of business negotiation. Effi-
cient system of communicating may be a significant factor deciding about organization’s existence. Quicker or slower (than at contractors’) access to important information may be for a company a beginning of its bloom or….collapse, definitely it constitutes one of the priority factors shaping its image.

Communicating has taken specific character lately. Transnational cooperation, development of new media (e.g. internet), multiculturalism of employee teams are just some areas which get special meaning in the context of the problems concerning communication analysis.

3. Communicating – on the base of empirical research results

The purpose of empirical research was to make evaluation of communication process effectiveness between managers and subordinate employees in banking sector, identification of efficient communicating obstacles, etc. The research was implemented on 4-7 of May 2010, in few divisions of different Polish banks. Eventually there were received 60 correctly filled questionnaires.

Research trial consisted of: in 33% of women and in 67% of men. The research was participated by 33% women, of which 3% were women up to 24 years old, 10% between 25–34, 15% between 35–44, 4% between 45–54 and 1% were women over 55. The structure of male group was as follows: 5% constituted men in the age up to 24, 32% of 25–34, 25% of 34–44, 4% of 45–54 and 1% over 55. All respondents had higher education with master’s degree. Definite majority of researched were people coming from the cities of up to 50 thousand citizens. If it comes to division in scope of work experience among respondents, right up to 21% of women had worked from 6 to 10 years, 5% from 11 to 15 years, 4% to 5 years, 2% from 16 to 20 years and 1% over 20 years experience. The most, because right up to 49% of men had worked from 11 to 15 years, 12% from 6 to 10 years, 3% to 5 years, 2% from 16 to 20 years and 1% over 20 years experience.

Research implemented in banking sector allowed for formulating the following interesting conclusions:

1. Most of researched men stated, that according to them manager was anywise „a front man” – 33%. Such option was chosen by only 3% of women. Most of ladies stated however that for them manager was „a leader” – 20%. Only 10% of women and 2% of men supported the idea that manager is a „cooperator”.

2. Looking for an answer to the question, what features should a perfect manager have, there was gained quite wide spectrum of answers (look graph 1). Gentlemen expected that he/she was „impartial towards employees”, ladies however, that he/she had a high level of competence.
3. Way of understanding messages transferred by a manager is not fully straightforward (look graph 2).

Graph 2. Way of understanding messages and orders transferred by a manager

4. Women more often than men feel fear when discussing with the manager. This feeling is not noticed in 59% of men and 24% of women.

5. Boss seems to communicate more often with men than women. The fact that such a contact appears every day was pointed by 59% of men and 25% of women.
6. Most managers contact their employees in direct way—„face to face”. This is opinion of 17% women and 55% men. More rarely using internet, telephone or third party.

7. Information about changes to be happened in an organisation are handed over to employees usually few days before their introduction. Such an opinion was expressed by 62% of men and 25% of women. More rarely it happens on the day of introducing changes or afterwards. The channel used for transmitting the message is usually electronic mail, more rarely telephone or third party.

8. Bosses are trying to „always” inform their employees about issues concerning organization’s future – it is an opinion of 24% women and 58% men.

9. Managers usually try to answer subordinates’ questions immediately. Seldom it happens only when they have a free minute or after several inquires.

10. Both, ladies and men, prefer communicating with persons in age 30–40. Women more often than men pointed to 20–29 years old. Only 1% (just men) pointed to preferred age of the receiver over 50 years old.

11. Gender has a meaning in the process of communicating. According to 20% of women, who work in banking sector, they communicate easier with persons of same gender. 10% of them communicate better with men, and for 3% of them gender does not have any meaning. However 33% of men communicate easier with women, and 29% communicate better with persons of same gender. Only for 5% of them gender does not have any meaning. Therefore it results from the research that both women and men communicate more efficiently with women. It is an interesting conclusion.

12. In the process of communicating sometimes appear different types of obstacles. Mostly these are psychological barriers than physical and even more rarely cultural.

13. As it results from research existence of obstacles is not rareness. 53% of men and 18% of women indicated their existence „few times a day”.

14. Occurrence of obstacles in the process of communicating sometimes inevitably lead to conflicts. The leading tool of their solution is in case of women „compromise”, whereas in case of men „rivalry”.

Conclusions

1. On how important communication in an organization is we may be convinced by trying to imagine an organization….devoid of communication process. Is it possible at all? The question seems to be rethorical. „Without communication there is no efficient management, or even life. Human is a social creature, so he/she lives in a group, which demands continuous exchange of information” (Bieniok, 2005, p. 9). In this context we should underline, that not only communicating itself has a meaning, but its effectiveness, so continuous work over eliminating obstacles which cause that mutual transmission is more often based on gossips and rumours, than reliable information. Disturbances on the communication line is a short road to disturbing the whole management system, so then to unsettle the process of balanced development in an organisation, in future also its stakeholders.
2. In banking sector, where the empirical research was implemented situation does not seem to be unusually alarming. Process of communicating between managers and employees functions without special disturbances. Apart from quite harmonious cooperation it is worth to have a closer look to certain determiners of efficient communicating like gender, age or emotions, which drew attention in the context of implemented considerations.

References


EFEKTYVUS VADOVO IR DARBUOTOJO BENDRAVIMAS KAIP BŪDAS SIEKTI DARNOS ŠIUOLAIKINĖJE ORGANIZACIJOJE – EMPIRINIS TYRIMAS

Anna WZIĄTŁEK-STAŚKO
Silezijos universitetas, Lenkija

Santrauka


Raktiniai žodžiai: komunikacija, bendravimas, vadyba, procesas, darnus vystymasis
JEL kodas: M 12.