

FUNCTIONS AND FORMS OF MANAGERIAL COMMUNICATION

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Abstract: This study is circumscribed to the domain of organizational communication and it is located within the specific field of managerial communication. It aims to clarify the purpose, functions and forms of managerial communication. The central approach is one of clarification and classification; in this respect, the approach is one of ontology of managerial communication (ontology includes vocabulary, terminology, classifications and typologies of a knowledge field). The research method that is used is complex and consists of a mix of meta-analytic procedures, procedures for collation, corroboration and synthesis procedures. Specialty literature is subject to a radiographic view in order to delineate ideas, opinions and theses related to the topic. Finally, our contribution consists of a) revealing, that managerial communication fulfills seven functions (information, decision transmission, influence, instruction, image, motivation, promotion) and c) in emphasizing that managerial communication is presented under seven forms (internal, external, vertical, horizontal, diagonal, linear, bipolar, and network communication).

Key words: organizational communication, managerial communication, purpose, functions, forms

Introduction

Managerial communication cannot be considered outside management. It represents a main, fundamental component of management. The evolution of management determined the elaboration of certain specific forms of managerial communication for each stage of its development. Due to differences between its attributes and to their complexity (as administrator, the manager organizes the processes existing at the organizational level; as a leader, he makes decisions, he leads efficiently; as an entrepreneur, the manager acts at the right moment for the good functioning of the organization), managerial communication becomes a real force, having a central role in the activity developed by each manager. Each manager must develop and promote a politics based on a system of communication that allows him to continuously adjust the structure and the organizational process to the permanently changing conditions.

Aim and Objective Terms of Managerial Communication

One of the most important components of the leadership activity is represented by the exchange of informational elements and messages between the head of the company and his subordinates, as well as between the employees without any leading positions. In relation to the other ways of communication,

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the particularities of the managerial communication are generated by the aim, objectives and functions (roles) of this type of communication, by the structure of the organizations, as well as by the context of the organizational culture. The managerial communication in any type of organization follows specific ethical norms that are to be found within the organizational culture, the organizational politics and obviously in the individual ethics of those employees that occupy leading positions (Seeger et al., 2012; Grabara, 2014).

A competent employee does not communicate anyhow, or arbitrarily, but according to a certain strategy, as far as both the act of communication and the strategy existent at the level of the organization are concerned. The role of the strategy we have just mentioned is to create a positive image of the organization). Any employee with a leading position, controls, as manager, to what extent his decisions have been performed, only if he can communicate with those that carry them out. It is only in this way that the performers can become familiar with their tasks and the time limit, being thus able to inform the manager on the problems and suggestions that may appear. At the level of the organizations, especially at the level of those in the public sector, communication is not achieved at the best, due to the excessive bureaucracy that makes an informational element pass through many hierarchical stages until they reach the addressee. Often, the managers from the superior levels (top management) do not receive real informational elements, being supersaturated by endless, insignificant accounts. An efficient communication should be based precisely on the avoidance of such situations, by giving up various useless and expensive ways (in terms of time), that renders difficult the decisions making process and problem solving (Smarandache and Vlăduțescu, 2014; Kot and Pigoń, 2014; Craig, 2015). Sometimes communication is deficiently achieved due to a rigid system of communications. The system of communications must be conceived as a dynamic organism, able to adapt to communication needs of the employees. The aim of managerial communication within any organization is to obtain an efficient and effective, both vertical and horizontal communication, with a view to performing the internal and external demands at the best and in accordance with the established managerial and organizational objectives. In order to do that, a number of fundamental communicational needs of the employees must be fulfilled in the process of managerial communication specific to any organization, namely: the need to know – the professional knowledge necessary to carry out the tasks or perform his role in the organization; the need to understand – it is not enough to know, a leader must make the employees understand the function of a particular task; the need to speak up one's mind – to bring one's opinion to the attention of those employees that occupy leading positions (Smeltzer et al., 1986; Vasile and Grabara, 2014). The fulfillment of the needs manifested by any employee of an organization must be simultaneously correlated with the observance of several rules: the exact and precise formulation of the message, that must guaranty its correct understanding; the rapid and undistorted conveyance of the message; the fluency and reversibility

of communications; the decentralization of the decisions making process; the flexibility of the system of communications that must be open to any newly created situation. A very big percentage of the activities a manager carries out within an organization are represented by the communication activities (Smeltzer and Hynes, 1994). This percentage varies according to the hierarchical positions the activities take place at. Thus, the higher the position of an individual in a company, the more significant the process of communication in the activity that he develops by the roles he fulfills. As we have already mentioned, there are many categories of roles that can be performed by the individuals that occupy leading positions: interpersonal, informational or decisional roles. What does the fact of carrying out each of these roles actually imply? The interpersonal roles make reference to the managers' capacity to represent a certain department, or direction in front of the other employees, to motivate and influence the employees, to build and maintain the relationships both inside and outside a company. The informational roles refer to the managers' capacity to collect, monitor, process, synthesize and convey informational elements both inside and outside the organization, as well as between the organization and other organizations (they are usually carried out by the department of Public Relations existent within the organizations) (Ferencová et al., 2015; Stănescu, 2015). The decisional roles deal with the entrepreneurial quality, the capacity to solve the potential problems, to allocate resources and to negotiate, by means of activities, strategies and tactics meant to lead to changes (they are experimented with all the employees that occupy leading positions at different hierarchical levels from the head of department to the top management).

The Functions of Managerial Communication

W.W. Neher (1997) emphasizes some functions of organizational communication: compliance-gaining; sense-making; problem-solving and decision-making; leading, motivating, and influencing; management of conflict, negotiating, and bargaining. Others specialists identified various functions of communication in organization (Munter, 1982; Hynes, 2005; Ahmed et al., 2010): transmission of decisions, to motivate employees, employees training, to promote organizational culture, information regarding activities and implementing decisions, to create the image (Nothhaft, 2010).

Managerial communication must take into account the development of certain managerial objectives with a permanent character, others than those imposed by the politics of each organization. These objectives must be correlated with the functions of management that are differently performed by each organization. These are the planning, organizational, coordination, training and evaluation-control functions. In order to understand the role of communication at the level of each of these functions, we must first get familiar with the signification of these functions at the level of general management (Grabara and Man, 2014). The comprehension and knowledge of management's functions by means

of communication represents a fundamental premise used to decode the mechanisms concerned with the structures of each organization.

a) At the level of general management, the planning function consists in the ensemble of the work processes by means of which we can determine the main objectives of a company and its components, as well as the main resources necessary for their performance. The role of this function is to establish the tasks that need to be carried out, the means, the conditions and the time limit. These objectives are accomplished by the materialization of the planning function's results, according to the following criteria: the degree of particularization, compulsoriness and time limit in plans and programs. At the basis of these prognoses, plans and programs, there is an ample process of informational elements collection, documentation and processing of informational elements. In other words, communication constitutes an essential component of the planning or prevision function. Actually, it could not be accomplished in the absence of communication. At the level of an organization, the planning function has the role of establishing the objectives that the organization must perform on the basis of the policies specific to its profile and characteristics, carrying them out, establishing the resources the organization allocates, by budgets and the decisions that must be made. Consequently, the planning function cannot be exercised by an organization without a real communicational support either at the internal or the external level. This is due to the fact that it is only by communication that we can draw up efficiently the action plans, convey informational elements at different hierarchical levels, or train the subordinates in the decision making process, by their co-optation to this process, by making decisions during meetings or as a result of certain discussions.

b) The second function, the organization, designates at the level of general management the ensemble of management processes by which we establish and define the processes of physical and intellectual work and their components (time, papers, sessions etc.), as well as their classification according to positions, departments. The role of the organizational function is to accomplish the objectives established during the former stage, by the performance of the planning function, by the efficient combination of the human, material, informational and financial resources, by a fair employment service, at the level of both the departments and the organization. The organizational function has a double role: we are talking about an organization of the whole company and of each department, direction, office, editorial office. At the level of the organizations, this function makes reference to the specific modalities by which the institution will carry out the plans and programs drawn up by the former team. It implies the tasks' establishment and assignment, their grouping on compartments, the allocation of resources and the determination of the organizational structure; at the same time, the organizational function implies the performance of a considerable number of tasks characteristic to the process of communication, as well as the constitution of a formal, relational

background, of the internal and external informational system. The organizational function also deals with the reception, request and use of feedback.

c) The coordination function at the level of general management deals with “the ensemble of the working processes by which the decisions and actions of the company’s staff and its subsystems harmonize, within the organizational system previously established.” In technical terms, coordination stands for “a dynamic organization” due to the fact that the economic agent and the environment are in a permanent change, which is impossible to wholly reflect in the provisions and the organizational system; the staff’s reactions, as well as the complexity and diversity of subsystems ask for an operational, permanent feedback. The coordination function deals with the cooperation between the activities and the resources allocated, with a view to accomplishing the objectives established by the organizational politics. At the level of both the general management and the management specific to an organization, the coordination function has two forms according to the way of achieving communication: bilateral communication – based on a linear communication between the manager and the subordinate, with a view to obtaining an efficient feedback; its main disadvantage is the fact that it involves a great deal of time, it is time-consuming; multilateral coordination – based on a network type communication, it involves a big number of subordinates that share informational elements with the manager; it is usually performed during the meetings.

d) Training includes the ensemble of the working processes by which we stimulate the staff of the company to contribute to the establishment and accomplishment of the proposed objectives, on the basis of the factors that motivate the employees. In other words, the training function in an organization tries, by collaboration and motivation, to make the employees involve in the achievement of the company’s objectives, resulting from elements established by programs and organizational policies at a general level. Consequently, the performance of this function implies the creation of an atmosphere of cooperation on the one hand and an adequate motivation of the personnel on the other. These can only be achieved by communication.

e) The evaluation – control function can be defined as an ensemble of the processes by which the performances registered by the company, its subsystems and components are measured and compared to the objectives and standards initially established, with a view to eliminating the deficiencies noticed and integrating the positive deviations. This amplifies the fact that the evaluation – control function, as a stage that closes the management process, implies the existence of four different phases: performance measurement; the comparison between the performances and the objectives and standards initially proposed, underlining the deviations; the determination of the causes that have generated the deviations noticed; the execution of the necessary corrections, taking action on the cause that have generated the negative deviations (Morrison and Milliken, 2000; Bell and Martin, 2014; Bell and Roebuck, 2015).

In the organizations, the control activity allows the policy makers, the superior authorities to determine whether the institution in its ensemble achieved its goals or not by the activity developed. This is carried out after a pertinent evaluation, based on well formulated and concretely specified criteria (Budică and Dumitru-Traistaru, 2015). The notice of certain deficiencies, of certain non-observances of the stages contained by the organizational programs and policies, leads to making decisions meant to properly rectify the state of affairs. This control based on evaluation and exercised by correction can only be performed by communication, as it acquires an objective character in those activities that rely on communication processes: the evaluation of the employees' performances on the basis of some formal test systems and/or interviews, the editing of activity accounts, the formulation of measures that must be adopted.

Due to the complementary character that takes shape between the functions of management, to the existence of interdependence relations both between them and between them and communication, communication holds a central place in the managerial system of any organization. Any manager of an organization lays emphasis on concrete objectives. These result from the roles the manager has in the organizational structure he is part of.

To accomplish the role attributed to him, the manager will use more or less consciously or deliberately the following functions of communication: the information function; the command and training function; the influence, persuasion, guidance and counselling function; the integration and maintenance function (Van Ruler and Vercic, 2005; Teodorescu and Călin, 2015).

According to the information function, the manager receives two types of informational elements: external informational elements – sent and received by means of specially created structures – and internal informational elements – that circulate through formal and informal channels in the respective organization.

The existence of these two types of informational fluxes is due to the fact that any organization is the result of a sum of external interactions – with the external and internal medium – between the subdivisions of the organization and between the members. By the command and instruction (training) function, the manager guarantees convergence to the action developed by the employees and to the company's departments, necessary for the performance of the organization's policies. The decisions and instructions provide the observance of the organizational policies, uniformity in practices and procedures, the correct performance of the tasks (Ruck and Welch, 2012; Budica et al., 2015).

The influence, persuasion, guidance and counselling function allows any manager to control both the spread informational elements and the behavior of the other employees with whom he has diverse relations (hierarchical, upward or downward), horizontal) inside that particular structure.

By the performance of the communication functions dealt with, communication determines the characteristics of managerial communication. These are: any organization is during the process of communication both emitter (conveyor) and

receiver (addressee); any organization uses in the development of its activities both internal and external informational elements. The internal informational elements are informational elements that circulate through formal and informal channels, as well as between each organizational component (Cooren et al., 2011; Grunig, 2013). These characteristics of managerial communication put into practice at the level of an organization are influenced, beyond the communication functions carried out by each employee, by the existence of some specific functions of managerial communication.

In our opinion, managerial communication has seven following functions: a) the informational function; b) the function concerned with the transmission of decisions; c) the influence function; d) the instruction (training) function; e) the function concerned with making a name for oneself; f) motivation function; g) the function concerned with the promotion of the organizational culture. These functions of managerial communication must be considered and understood unitarily.

The Forms of Managerial Communication

C. Grandien and C. Johansson observe that we reach an “institutionalization of communication management” (Grandien and Johansson, 2012). The way of performing communication inside any organization depends a great deal on the structure of the institution where this process takes place. At the level of each structure, a distribution of tasks is carried into effect, which brings about the dependence between compartments. This dependence refers to the content, modality and time of action; it requires the existence of an efficient coordination, for an optimum achievement of the objectives.

At the level of the internal organization of any company, the information must be received by the proper department, direction, office, individual in time. If the information is delayed, if it does not reach an institution in time, it loses its value (Stan, 2015; Negrea, 2015). The emphasis is laid on messages and informational elements exchange, obtained at the level of a company’s structures. This exchange of informational elements can be vertically upward (from base to top) or downward (from top to base) or horizontal (between the employees that belong to departments, directions, offices, on the same hierarchical level).

Apart from this exchange of informational elements carried out by formal communication channels, or pre-established channels, (communication is achieved by means of accounts, notes, abstracts, meetings), at the level of each organizational structure, an informal communication takes place. We are talking about that traffic of informational elements without a direct or immediate usefulness. Informal communication channels take shape spontaneously, are continuously changing and operate at all levels.

For a correct understanding of the concept of formal internal communication, we must specify the best modality concerned with the functioning of the communication system: between whom the communication is performed, which

structures have a central role and which are secondary in the communication process (Voinea, 2015). There are in the specialty literature two types of communication networks: centralized networks – where the information is sent to the center and adapts to activities relatively simple to carry out; decentralized networks – where the exchange of informational elements does not have an important matrix, communication being specific to complex activities (Robertson, 2005; Cerban, 2012).

At the level of internal communication, we can identify several forms:

1. bipolar communication – in the communication process, there is a single emitter and a single receiver or addressee.
2. network communication – in the process of communication, there is a single emitter in contact with several receivers.
3. linear communication – in the communication process, there is a single emitter, that conveys information to a single receiver.

However, in the process of message conveying, the informational flux passes through several hierarchical levels before reaching the addressee. Linear communication usually has a descending character, which can also be vertical and rarely ascending. Also, are mentioned vertical communication, horizontal communication and diagonal communication. Actually, these types of communication are based on a hierarchical circuit represented by relations of formal communication.

At the same time, apart from the specific structure and procedures, internal communication within any organization depends on a certain climate. There are two types of climate at the level of an organization: defensive and closed climate. Inside an organization, the internal managerial communication is influenced by a series of factors: the organizational structure, the type of communication, the communicational barriers, the importance of informal communication, the relation chief-subordinate, the climate of communication.

Any organization performs communication not only between its components, but also between the components and the external environment. This type of communication by which the organizations, by means of various communication channels, exchange messages with the external environment is called external communication. By external environment we understand the ensemble of the elements specific to the social, economic, political and cultural environment the organizations communicate with.

Conclusion

We emphasized that: a) the aim of managerial-organizational communication is to obtain an efficient and effective reaching of organizational objectives; b) the managerial-organizational communication fulfills seven functions: 1) the informational function; 2) the function concerned with the transmission of decisions; 3) the influence function; 4) the instruction (training) function; 5) the function concerned with making a name for oneself; 6) motivation function; 7) the

function concerned with the promotion of the organizational culture (these functions must be systemic and unitarily considered and understood); c) there are seven forms of managerial-organizational communication: internal, external, diagonal, horizontal, linear, bipolar and network communication.

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FUNKCJE I FORMY KOMUNIKACJI ZARZĄDCZEJ

Streszczenie: Badanie to ograniczone jest do dziedziny komunikacji organizacyjnej i usytuowane jest w konkretnym obszarze komunikacji zarządczej. Ma ono na celu wyjaśnienie celów, funkcji i formy komunikacji zarządczej. Główne podejście jest jednym z wyjaśnień i klasyfikacji; w tym zakresie, podejście jest jedną z ontologii komunikacji zarządczej (ontologia obejmuje słownictwo, terminologię, klasyfikacje i typologie pola wiedzy). Użyta metoda badania jest złożona i składa się z kombinacji meta-procedur analitycznych, procedur porównywania, potwierdzania i syntezy.

Literatura specjalności jest przedmiotem radiograficznego widzenia w celu wytyczenia pomysłów, opinii i tez związanych z tematem. Ostatecznie nasz wkład składa się z: ujawnienia, że komunikacja zarządcza spełnia siedem funkcji (informacyjną, przekazywania decyzji, wpływu, nauki, obrazu, motywacji, promocji) oraz podkreślenia, że komunikacja zarządcza prezentowana jest w siedmiu postaciach (wewnętrzna, zewnętrzna, pionowa, pozioma, ukośna, liniowa, bipolarna i komunikacja sieciowa).

Słowa kluczowe: komunikacja organizacyjna, komunikacja zarządcza, cel, funkcje, formy

功能與管理溝通方式

摘要：本研究外切到組織溝通的領域，它位於管理溝通的具體領域內。它的目的是澄清的目的，功能和管理溝通方式。中央的做法是澄清和分類中的一個；在這方面，該方法是管理溝通的本體論中的一個（本體包括知識領域的詞彙，術語，分類和類型）。所使用的研究方法是複雜的，包括元分析的程序，為整理，確證和合成程序過程的組合。專業文學是受以劃定相關的話題的想法，意見和論文X射線照相視圖。最後，我們的貢獻由一）透露，該管理溝通中強調，管理溝通是根據七種形式內部，外部提出滿足七大功能（信息，決策傳播，影響力，指導，形象，激勵，晉升）和c）垂直，水平，對角線，線性，雙極和網絡通信）。

關鍵詞：組織溝通，管理溝通，目的，功能，形式