

Communication, a Key Factor in the Management of Educational Establishments

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Abstract

Communication is the primary factor in the success of an education organization. Understanding and knowing the mission and goals of the organization by all its members lead to the success of the organization if they were promoted by the manager through effective communication and were timely and accurately transmitted in an appropriate manner. The purpose of internal communication is to increase the motivation of members of the organization by facilitating understanding of the tasks the organization has and, implicitly, its staff. Quality management is based on active communication, in which the manager has as main objective the continuous optimization of communication at all levels, and the removal of barriers to it, in order to achieve the proposed objectives, by synchronizing and harmonizing the actions of all the members of the organization. In the first chapter I will present the role and importance of managerial communication, in the second that a manager communicates and in the third of the communication bottlenecks. As a research method I used the theoretical method.

Key words: communication efficiency, empathy, communication bottlenecks, informational flow, efficient management

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1. Introduction

Communication is the most common form of social interaction, being the main process through which people build their own vision of the world through the exchange of information that takes place between them. However, information is not sufficient in the act of communication, because it can be canceled by the lack of understanding of that information and of the relational framework that will guide and fix its significance. Through communication, people acquire information, build and transmit their self-image, showing the others who they are and what they think, what knowledge they have stored throughout their lives, and transmitting generic and cultural acquisitions from one generation to the next.

Communication is a critical element that condition the success of any organization, being the only way for people to synergize their efforts, synergistically, as the link between "organization" and "action", because through communication it is possible both organized action and organization action. Communication is seen as an information transfer and counter-transfer process that involves group members' participation and cannot exist in their absence. That is why the processes of communication and their quality are major concerns of the organization's management.

2. Theoretical background: The role and importance of managerial communication

In the process of improving communication performance, one of the manager's important abilities is to receive accurate and accurate feedback on the impact of their message on others. Managerial communication no longer has the role of transmitting messages of information,

training, motivation - training, but becomes a dynamic, independent and innovative force that is modeled by knowledge and creativity. In analyzing the role and importance of communication in the management process, three important aspects need to be taken into account:

- ✓ the manager's interpersonal role involves a constant communication relationship between managers and subordinates, beneficiaries and partners;
- ✓ the informational role assumes that the manager is in a constant search for information obtained from all contacts that could affect the performance and the objectives of his / her activity;
- ✓ the manager's decision-making role is to use this information, contacts and relationships to capitalize on resources, resolve conflicts, and initiate optimal solutions to the problems he has to deal with.

The purpose of managerial communication is very diverse:

- ✓ to receive and transmit information;
- ✓ to debate, clarify and solve a problem;
- ✓ to make decisions;
- ✓ to explain and implement them;
- ✓ to transmit various tasks;
- ✓ to motivate staff;
- ✓ to guide the action;
- ✓ to evaluate a person or activity, a result;
- ✓ to express opinions, demands, feelings, beliefs, attitudes, etc.

Depending on the purpose, managers choose the most appropriate type, form and means of communication.

Many of the issues that arise in an organization are the direct result of communication errors.

A manager is a successful communicator if:

- ✓ people feel they have received enough information from them, and the subordinates understand what is happening in the organization and in the unit where they work, especially the issues related to their jobs;
- ✓ People feel that the messages and information they receive are clear and precise;
- ✓ People feel that the manager listens to them and understands what they want to say.

3. What a manager says?

In the pre-university education units, managerial communication is closely linked to the functions of management, the functions of the communication itself and the organizational culture.

The goal of managerial communication is to achieve a correct, pertinent and efficient information flow, horizontally and vertically, to the organizational structure in order to achieve the strategic and operational objectives set. This shows that in an organization, communication is not done at random or at will, but according to certain professional, ethical and moral norms that ensure the stability and functionality of the organization.

The fundamental elements of an effective managerial communication are:

- ✓ the need to know or have the professional knowledge necessary to achieve the individual objectives;
- ✓ the need to understand the purpose of individual goals or the purpose of an activity;
- ✓ the need to express opinions or value judgments and to communicate them to others.

For this reason the correctness and efficiency of the information system depends on the following characteristics of the communication:

- ✓ clear and unambiguous wording of the messages;
- ✓ fast and undistorted transmission of messages;
- ✓ decision-making decentralization;
- ✓ high professionalism.

Considering these aspects, as well as the high share of activities dedicated to communication by the manager, managerial communication fulfills the following communication roles:

- ✓ interpersonal, characterizing the manager's ability to organize, coordinate, influence and represent an organizational structure;

- ✓ information, namely the ability of the manager to collect, process, synthesize, monitor and transmit functional information both inside and outside the organization;
- ✓ decision making, highlighting the manager's ability to quickly and effectively resolve certain malfunctions, as well as the diplomatic ability to manage conflicts.

The success of group communication implies:

- ✓ preparation of meetings (meetings, sessions);
- ✓ managing them by certain rules and rules
- ✓ adequate capitalization of discussions.

As far as preparation is concerned, it includes:

- ✓ specification of the purpose and objectives pursued;
- ✓ setting the "agenda";
- ✓ establishing the participants (elected according to the opportunity criterion, depending on the agenda, ie the issue subject to the group debate);
- ✓ setting date and place of deployment;
- ✓ Ensuring conditions (adequate space, adequate illumination, acoustics, etc.);
- ✓ convening the participants, together with informing them on the order of the meeting (meeting, sitting).

The leadership of the meeting (meeting, sitting) consists of:

- ✓ addressing issues on the agenda;
- ✓ stimulating participants' attention and interest in these issues;
- ✓ stimulating debates and respecting the time spent (encouraging those who have been detained and tempering the zeal of the talk);
- ✓ drawing conclusions, referring to the views and suggestions of the participants.

The discussion is used both in the conclusions and later on, and the group members will be informed, on a short notice, of what has been chosen from their proposals.

4. Communication blockages

After the discussions with the staff of the pre-university education institutions, it was found that the blockages in communication do not depend on the material side, especially on the human one, respectively on the psychological component included in the process.

They can be generated by the manager or subordinates.

4.1. Obstacles generated by managers

Usually, managers, as initiators and coordinators of communication, tend to lift artificial barriers in communicating with their subordinates or counterparts because of:

a) Difficulties in the ability to transmit information. This category includes:

- the tendency of overdimensioning of introductory explanations, made useless especially when the subordinate is familiar with the subject;
- the tendency to transform the dialogue into a monologue, either due to lack of time or trust in the partner or interest in his / her opinion;
- the stereotype of the mode of transmission and presentation (lead to less interest);
- the use of a high tone of irritability (partner intimidation and lack of response);
- use of a language inappropriate for the subordinate (terms too used, too high or strict specialty);
- lack of attention or ability in conducting dialogue to achieve an objective;
- deficiencies in listening capacity.

b) Reduced listening capacity or improper listening due to:

- lack of respect for the personality of the interlocutor manifested through lack of attention, impatience, rush to finish faster, solving in parallel other problems;
- low concentration of concentration on the background of the problem, which diverts attention to the form of communication;

- persistence in the prejudice that the subordinates can not have good ideas or suggestions for solving problems (the tendency to consider that any proposal is an attack on the prestige of the leader);
- the tendency to intervene during exposure, and to present exactly the opposite, which is likely to discourage the continuation of the dialogue and, in the future, to block the communication initiatives of the subordinate staff;
- resistance to introducing new ideas; a new idea disturbs an already established order, and transposition into practice may entail implementation difficulties, requiring additional effort that would endanger the rules, existence, comfort, the status of some people, the benefits already obtained etc .;
- the tendency to consider that any idea, a proposal to upgrade a domain automatically involves the existence of a tolerated management fault.

4.2. Obstacles generated by subordinates

They have as their source either the desire for security or the lack of involvement in the life of the organization, or factors that simply concern temperament, working climate. The forms underlying these difficulties are:

- Reserve subordinates to express their own opinions in the fear of having no inconvenience with the superiors or not endangering their advancement;
- the conviction that the subordinates' problems do not concern the manager;
- lack of habit in communication. Not having the ability to express himself or herself verbally or in writing, stops doing more of an own-initiative communication;
- the tendency to consider that any idea, a proposal for improvement, automatically implies the existence of a tolerated management fault; In such a context, a proposal would seem like a denunciation to the one who leads, which could trigger hostility;
- consistency between the requirements of the communication and the possibilities of the subordinates to satisfy them in terms of quality and time;
- the frequency of the changes;

The change in instructions, the order is more frequent, the more disaffiliated among the subordinates, putting the manager's ability and competence under unfavorable light.

Increasing the efficiency of the communication process implies, above all, overcoming these barriers in the communication process. Communication has many difficulties to pass:

- avoiding the gap between what the subordinate lives in the organization and thinks about it and what the organization claims to be itself;
- sending the same to the staff of the organization, but using specific tools, clear messages and different transmitters;
- harmonization of internal and external communication; no good external communication can be achieved without first having a good internal communication.

5. Conclusions

Research has led to the conclusion that an organization with effective and effective communication with respect to the requirements and resolution guidelines mentioned will be able to provide employees with permanent working conditions, different from classical bureaucratic work.

Organizational and managerial communication is inconceivable without technology and computer products, without computers and computer networks, and communication efficiency is determined by empathy and authenticity.

All forms of communication are represented in a specific balancing in each individual's communication style. Therefore, forms of communication are ways of decrypting messages and indicating the personal meaning of communication.

The aim of internal communication is to increase the motivation of the members of the organization by facilitating the understanding of the tasks of the organization and implicitly its staff, a well planned and conducted internal communication activity has the effect of improving the

morale of the members of the organization, stimulating their sense of belonging to the organization, efficiency of activities, performing the tasks that the organization has.

This goal is achieved by providing information about:

- the nature and importance of the personal contribution of each member of the organization;
- facilities and services that members of the organization can benefit from;
- the tasks of the organization and its strategic objectives;
- the organization's relations with the local community;
- the moral, material, and financial responsibilities of each member of the organization;
- professional perspectives, organization's guidelines in human resource management issues;
- current domestic, local, national and international events of interest to members of the organization.

We can draw the following conclusions on managerial communication:

- regardless of the manager's specialty and how well he is professionally trained, his success is conditioned by the ability to communicate pertinently and effectively;
- the particularities of communication are imposed by its purpose, objectives and role within the organizational structure;
- the stability, cohesion and efficiency of the organization depends on the reliability and speed of communication;
- the need for a good command of methods and communication techniques on the part of the manager;
- there is close interdependence between managerial communication and organizational culture;
- the importance of managerial communication is closely linked to the hierarchical weight;
- the need for continuous improvement of managers in the field of communication;
- is a vital component of the management system;
- it is a philosophy of the manager.

Thus, we will conclude because through an efficient internal communication in the pre-university education organizations the following objectives are to be achieved:

- transmitting organizational values to employees, who in turn transmit these values to students;
- homogenizing the team and integrating it into the public administration structure at local, national, international level;
- motivation and retention of employees;
- transparency and gaining confidence and credibility in the institution and its management;
- effective management of crisis situations and changes at the organization level.

Also of particular importance is the understanding that those responsible for internal communication in the pre-university education are not only the manager or the management team but also all the employees of the institution, whether they are teaching staff or auxiliary or non-teaching staff, that they have a leading position or execution functions.

In conclusion, knowledge of the methodology and stages of communication is essential in any institution, both for building a motivating organizational climate and for establishing a good relationship with the various target audiences that the institution comes into contact with, through the nature of its activity.

6. References

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