

STUDY ON LISTENING SKILLS IN MANAGERIAL COMMUNICATION

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Abstract: *Managerial Communication accompanying the evolution of any organization and the changes taking place within them automatically drives the need for change notification. In this respect, it is important place it occupies within the hearing of an efficient managerial communication. Fixing this was an action that took place over time – so theoretically, following various current management – and in practice, based on the application of theoretical knowledge assimilated. In this paper, using a specific tool of investigation, it was shown that listening skills practiced in managerial communication is one of its most important attributes. In this respect, obedience means actually start and end of the managerial communication, without which it can not be conducted in an efficient manner.*

Keywords: management, managerial communication, listening, listening skills

INTRODUCTION

We live in a world of interdependence, where communication is synonymous with living. For human beings, information and communication is a vital necessity of existence. For being organizational, communication is the act that can facilitate expansion or may cause stagnation or even extinction.

In management processes, the communication process means perception, interpretation, evaluation and selection. The more the number of participants is greater, communication and objectives, level of culture and education, attitudes, habits, personalities are different, the obstacles in the way of communication are occurring more and more diverse [4].

Management problem is not whether or not to communicate, but how and with what results communication occurs.

Communication management – specifically the event management process – take the individual elements of the organization. Larger or smaller - depending on the size of business – more stereotypical or diversified pronounced unrestricted formal or written rules, facilitating or obstructing human relations, communication management is the modern management process with multiple meanings and implications, even if they do not are always immediately visible or measurable.

ASSUMPTIONS FOR STUDY

Managerial Communication accompanying the evolution of the organization and the changes taking place within it automatically drives the need for change notification.

In order to determine the place it occupies in the hearing of an efficient managerial communication will start from a study by the American Management Association, which refers to the so-called rules of effective managerial communication [2].

Each of these statements concern one time during the process of managerial communication, which have been expanded explanations of the contents of each moment in part:

- Before to communicate, a sender must clarify ideas himself. This means that it must systematize their ideas so that they can be properly transmitted. In practice it was found that there are situations where some communicators forget this, because they do not plan the act of communication.
- For a better planning of the subject disclosure is necessary and appropriate consultation of several partners. This rule was imposed as it was found that every contribution brings more objectivity to the message transmitted.
- Managerial communication initiators must examine its true purpose. This statement refers to a focus on the essence, not to be lost in the details.
- Managerial communication partners must take into account all the physical and mental elements of the context of communication. This rule is also important because the intended meaning is not always conveyed more than the simple words.
- During managerial communication, the transmitter must be carefully at shades, in addition to the basic meaning of the message. This means that in addition to the meaning transmitted by concrete words and tone of voice, facial expression, gestures, have an amazing impact on the receiver.
- Any transmitter must develop capacity for empathy. This rule is explained by the fact that when it comes to sending a message, to guide, to get cooperation, discover interests and the needs of other people, the transmitter must be able to look at things from the point of view of other communication partners.
- During the deployment managerial communication, participants should be encouraged to ask questions and encourage each other in expressing reactions. This action demonstrates whether or not the message was perceived and understood. At the same time, the transmitter must pursue receiving feedback from participants, because it complements the understanding and facilitates the result of action taken.
- Communication partners must communicate and future as well as now. Managerial communications must be programmed with appropriate means for prospects and areas of coverage as wide as possible.
- Emitters must be sure of communication support. Was shown not once that the most persuasive mode of communication is not the words, but to do. Thus, communicators need to be aware that when actions and attitudes contradict the words issued receptors tend not to take account of what has transmitted, and the purpose of communication is missed.
- Managerial communication partners must try not only to understand but to make understood therefore be mutually good listeners. Listening is one of the most important attributes of communication in general. It requires concentration for both the perception of words spoken, and for the nonverbal messages – which most times can be even more significant than the basic message.

By analyzing these statements, we split a conclusion about the place it occupies in the process of listening to managerial communication: one extremely important, being one of the most important attributes of the process attribute that is the beginning and end of the process without managerial communication process can not take place effectively [7].

On the other hand, in order to practice listening and communication management not only requires certain skills that must be identified and developed.

Listening is not just a game or a technical success, it is an attitude, a way of connecting man with the world. To be a good listener, it's better than listening to become part of everyone's life [6]. Thus we ask the following questions:

- How often do we listen to others in a typical day?
- There are opportunities to listen more than they speak?

These are questions that need to be made naturally.

Related to success in any profession, listening skills are essential, but learning to listen better is not always an easy task. People have a lifetime of "bad" habits hard to remove from this point of view [1].

Most are considered good listeners, they feel that listening comes naturally, when in reality it is the most complex of known forms of communication - reading, writing, speaking. Thus we see that mental effort made for listening practice is superior to that charged for other forms of communication.

Some of the reasons why effective listening is so important is that we are forced to practice most of the time of day.

STUDY TOOLS USED

According to research conducted by J. T. Powell, effective listening occupies 80% of the time active participation in managerial communication. Therefore, listening becomes the most effective use of communication [5].

In another study conducted in organizations with different activity profiles, employees are asked to:

- select the most important communication skills they use in their daily activity,
- choose between these skills those that wish to improve.

A significant percentage of responses focused on listening skills.

In order to check for listening skills and level their development, has been used as a tool to study a questionnaire consisting of 10 questions.

The content of the questionnaire was processed and adapted from [3] – table 1.

Table 1. Identification and verification of listening skills

<i>N</i> <i>r.</i>	<i>STATEMENT</i>	<i>YES</i>	<i>SOMETIME</i> <i>S</i>	<i>N</i> <i>O</i>
1.	I like to talk on the phone.			
2.	I concentrate very hard on what others tell me.			
3.	When I have to listen to new ideas, I am in a state of tension.			
4.	I have trouble concentrating when I get new instructions.			
5.	I dislike the role of the listener as a member of an audience.			
6.	I can often see that my mind "blows" while others are very attentive to exposure.			
7.	Often I argue in mind / aloud before someone else, even before he finished what he had to say.			
8.	I have the impression that the others repeated the same things to me.			
9.	I hear about important events after they happened.			
10.	I often look for opportunities to listen to new ideas.			

Enounce from the beginning of the questionnaire is: Check your listening skills and follow these 10 statements, choosing one option that suits you, like YES, SOMETIMES, NO.

Tabulation of responses on each questionnaire will be as follows:

- Number of responses with YES -----
- Number of responses with SOMETIMES -----
- Number of responses with NO -----

Interpretation of responses will be as follows:

- For a total of more than three answers YES or SOMETIMES, the person has good listening skills.
- For all values between three and six answers YES or SOMETIMES, the person has few listening skills.
- If they have received more than seven answers YES or SOMETIMES, the person's immediate need to improve their listening skills.

Questionnaire following existence and degree of development of listening skills was applied to a sample of 243 subjects, people with different professions, both managers and employees in various

fields of profile production companies and service, in the field of automotive production, located in Pitesti and Topoloveni.

INTERPRETATION OF RESULTS AND CONCLUSIONS

Of the total of 243 subjects, 85 subjects are of category managers and the remaining 158 are employed.

Analysis and interpretation of the results was performed separately for the two categories of personnel and then in total.

Thus, for the 85 managers, totalization of response was:

- 28 managers received more than two answers YES or SOMETIMES – namely a percentage of 32.94%;
- 39 managers were obtained between three and six answers YES or SOMETIMES – namely a percentage of 45.88%;
- 18 managers received less than seven answers YES or SOMETIMES – namely a percentage of 21.17%.

Interpretation of the 85 responses for managers is:

- 32.94% managers who possess good listening skills – so they perform a process of effective managerial communication;
- 45.88% of managers surveyed fewer listening skills – so they require time to make improvements;
- 21.17% of the managers have problems in relation to their listening abilities – and their immediate needs to be improved.

Chart analysis listening skills for the 85 managers shown in Figure 1.

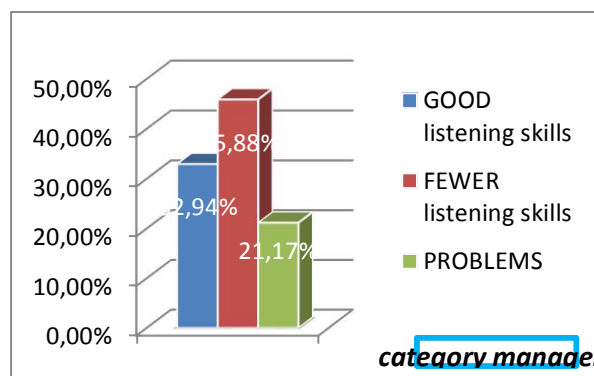


Figure 1. Analysis listening skills for the 85 managers

So in the case the 85 managers interviewed, a number of 57 people (39 + 18) or 67.05% (45.88% + 21.17%) need to improve their listening skills, some of these managers to a lesser degree because they already possess but are not sufficiently developed - the 39 managers respectively 45.88%, while other managers need to do more to develop these skills - the 18 managers 21.17% respectively.

Only 18 of a total of 85 managers surveyed 32.94% so possess good listening skills and be able to lead and participate effectively in managerial communication processes.

In the case the 158 employees totalization of response was:

- 44 employees received more than two answers YES or SOMETIMES – namely a percentage of 27.84%;
- 93 employees received between three and six answers YES or SOMETIMES – namely a percentage of 58.86%;
- 21 employees received less than seven answers YES or SOMETIMES – namely a percentage of 13.29%.

Interpretation of responses to 158 employees is:

- the 27.84% employees have good listening skills – so they will be involved in a process of effective managerial communication;

- 58.86% of employees surveyed have fewer listening skills - they will necessarily require time to make improvements;
- 13.29% of the employees have problems in terms of their ability to listen – and their immediate needs to be improved.

Graphic analysis in the case the listening skills of employees 158 shown in Figure 2.

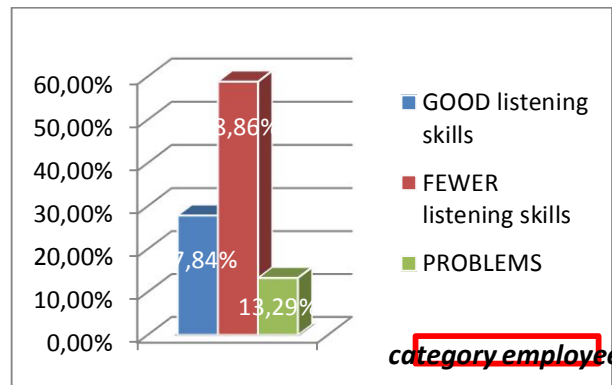


Figure 2. Analysis listening skills for 158 employees

So in the case the 158 employees surveyed, a number of 114 people (93 + 21) or 72.15% (58.86% + 13.29%) need to improve their listening skills, some of these employees to a lesser degree because they already possess but are not sufficiently developed – 93 employees respectively 58.86%, while other employees need to do more to develop these skills -21 employees respectively 13.29%.

Only 44 of a total of 158 employees surveyed so only 27.84% have good listening skills and be able to participate effectively in carrying out managerial communication processes.

Analysis and interpretation of in total results of the 243 subjects on the two category of staff revealed the following issues:

- 72 subjects received more than two answers YES or SOMETIMES – namely a percentage of 29.63%;
- 132 subjects were obtained from three to six answers YES or SOMETIMES – respectively a rate of 54.32%;
- 39 subjects received less than seven answers YES or SOMETIMES -namely a percentage of 16.05%.

The interpretation of responses for the 243 subjects is:

- 29.63% subjects who possess good listening skills – so they will be involved in a process of effective managerial communication;
- 54.32% of the subjects interviewed possess fewer listening skills - they will necessarily require time to make improvements;
- 16.05% of the subjects had problems in terms of their ability to listen – and their immediate needs to be improved.

Graphical analysis listening skills in the case the 243 subjects is shown in Figure 3.

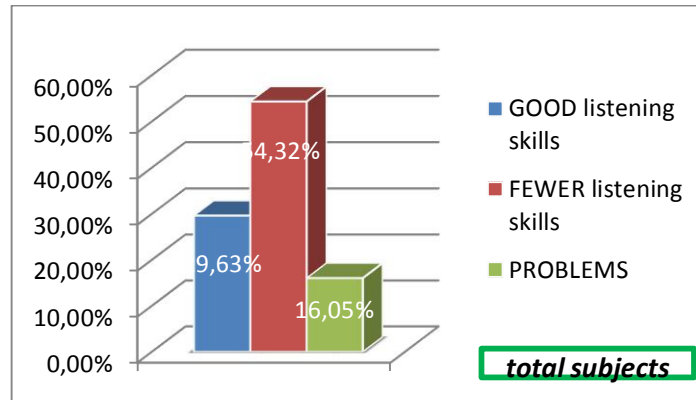


Figure 3. Analysis listening skills for the 243 subjects

The final conclusion: Of the total of 243 subjects surveyed, a number of 114 people (132 + 39) or 70.37% (54.32% + 16.05%) need to improve their listening skills, some of these subjects in a lesser extent because they already possess but are not sufficiently developed – the 132 subjects, 54.32% respectively, while the other subjects they need to do more to develop these skills – those 39 subjects, respectively 16.05%. 72 of the total of 243 subjects surveyed subjects then 29.63% possess good listening skills and be able to participate effectively in managerial communication processes. Therefore, and during the course of this work and also stressed the importance of the need to develop listening skills in managerial communication processes - involved in the management - you need to have every manager and every employee. Results of this study were used by managers and employees interviewed for improving their listening skills.

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