

MANAGER COMMUNICATION SKILLS DEVELOPMENT IN A SELECTED COMPANY

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This article aims to clarify the importance of communications capabilities for the manager, pointing to the current situation, the overall communication process and its forms in the company, and the subsequent analysis and research work suggests the possible development of communication skills of managers in the company. The main idea of this issue is therefore to emphasize the essence of effective communication manager for the company operations theoretical facts, but also to documents from research, the evaluation is analyzing the possible ways to develop these skills. The result is a proposal for the development and application of the method to a particular company.

1 INTRODUCTION

The modern trend in these times is focused on the development of innovative technologies and their application in organizations, because it means not only an acceleration but also improvement of ongoing company services and operation results.

Companies don't have to forget that the total of the service is given too much emphasis on how the company can present itself. Like all processes, procedures or other specifications, which are constantly corrected and controlled by the company, as well as the manager and his abilities necessary for the company, must be well and continuously regulated.

The content of my work is divided into a theoretical and a practical part, which together forms 8 chapters. The aim of the theoretical part is to describe issues in theoretical way and form a basis for the practical part of the work. The first chapter describes communication within the organization, its forms and inclusion. The second chapter describes in detail the key ability of a manager, communication ability, and its implementation through various forms of the communication process. The third chapter is focused on the communication skills development, which is usually applied by companies and also the methods and techniques that are most commonly applied to develop thus skills in the company. Subsequently, Chapter 4 started the practical part, which represents the company, its activities and focus on the market. The fifth chapter is an analysis of the overall situation of the enterprise communication process, it determines the current and ongoing forms on in-house communication. Research organization, the sixth chapter explains

the process of exploration in the company, the sample under consideration and also the methods that were used to obtain the data collection and final results. Chapter 7 provides the results of the overall survey analysis and data interpretation, hypotheses and research results. The last chapter is a proposal part to optimize and streamline manager communication skills in a particular research company. It forms a draft recommendation and designs a communication reliability development.

2 ORGANIZATION COMMUNICATION AND SPECIFICATIONS

Each organization is functioning on the basis of certain interconnected systems and rules that ensure communication with organizations, companies or individuals.

"Communication is an essential tool for managing of organization, which serves to bring together and unify people to achieve goals. It is intertwined with all managerial functions, which significantly determines and is essential for their performance "[2].

Communication has two roles:

1. Inside communication: a tool through which managers affect work attitudes, motivation of employees, the behavior of the staff, along with natural authority, appropriate management manner and effective methods of motivation, creating an environment for cooperation of all workers and directly affects the achievement of organizational goals.

2. outside communication: the work for the public, on public and with the public, the way communication takes place is not just the organization, but also the external environment,

such as: printing, business partners, sponsorships, associations, and staff alike.

2.1 Types of communication in a company

It is also called organizational or corporate communication. It deals with exchange of information and transfer the importance of this information across the enterprise organization. Internal communications in a corporate environment, created by the communication network in different directions, as can be vertical, horizontal, diagonal, distinguish between formal and informal.

A: Formal:

1.Vertical communication: the flow of communication between management and employees ascending and descending. Positive impact on labor productivity, increases motivation, minimize stress, increase performance and accountability. [3]

2.Horizontal communication: it takes place at the same management level, at official employees meetings, where they share information obtained during the performance of work tasks.

3.Diagonal communication: it shows a cross communication. It is the flow of information between entities in the company, that are holding various positions, there is no direct organizational link among them. They are mainly applied in the matrix organizational structures. [5]

B: Informal:

The informal communication can include most of the conversations between employees carried out on a vertical, but more on a horizontal level. It helps to relax the atmosphere in the company and indirectly increase productivity. "The benefit of the reveals channels which are covered, but necessary. Promote the formation tendencies are teams, teamwork and responsibility, where managers are more counselors, coordinators as superiors. It also means a different approach to communicating with co-workers "[2].

2 MANAGERIAL COMMUNICATION SKILLS

Manager for its adequate performance in management positions, requires different specific skills. Among the key skills manager is considered

"professional, interpersonal, conceptual, diagnostic and analytical". [3]

1.Professional skills are skills managers need for specialized activities. An example of such samples managers are planners, accountants, marketers, recruiters, etc. [3].

2.Interpersonal capabilities: managers spend much of their time to interact with people, whether inside or outside of organization. "According to some surveys, executives spend 65% of their time in meetings, 6% on the phone and 3% on the road. In all these activities it comes on the contact with other people. It follows that the manager must acquire the ability to communicate, understand and be able to motivate individuals and groups "[3] ..

3.Concept skills: Managers also need such a rational capacity to be fully aware of the causes, results, to understand the context rather than the other, and to look holistically at the organization. [3].

4.Diagnostic skills: as a doctor diagnoses a patient's disease, the manager must in that way diagnose an experienced problem with the symptoms analysis within company.

5.Analytical skills: they add diagnostic capabilities. Means the ability to appoint a manager to know the main key factors in a given situation, to recognize and respect and to be able to decide which of them is the need to pay attention to the date.

Prvostupňový manažment		Stredný manažment		Vrcholový manažment	
Odborná schopnosť	30%	Interpersonálna schopnosť	25%	Konceptná schopnosť	40%
Interpersonálna schopnosť	28%	Odborná schopnosť	25%	Analytická schopnosť	20%
Analytická schopnosť	16%	Analytická schopnosť	20%	Diagnostická schopnosť	15%
Konceptná schopnosť	8%	Konceptná schopnosť	18%	Odborná schopnosť	15%
Diagnostická schopnosť	8%	Diagnostická schopnosť	12%	Interpersonálna schopnosť	10%

Tab.1 Managerial skills for different levels of management [3]

This table shows us the extent of individual types of skills needed by managers at various levels of organizational management. It shows that more you proceed within the organization from the bottom upwards, more you can see that managers need to have less specialized skills. The reason is mainly that the managers at the highest levels

spend not so much time in operational situations as they deal with rather broader aspects of management. The top management also should not have a great representation of interpersonal skills because, as we can see, the most skills are conceptual, analytical and diagnostic capabilities [3].

3 OPTIONS FOR THE DEVELOPMENT OF COMMUNICATION SKILLS

Communication skill is an essential component of management skills as well as an important component in the process of lifelong learning. It incorporates a full range of skills and abilities, and even it is unique and specific, we can look at the development of a general point of view, or approach that applies to education in the company.

1.Jungs method for diagnosing mental prerequisites for effective communication.

2.Second The method of self-monitoring of expressive social behavior manager and psychological preconditions for effective communication.

Methods of diagnostics led to three specific conclusions:

- a.) "dimension self-monitoring acts as a differentiating factor in the perception of situations, particularly with regard to the prospect of participating in a particular communication situation. Recognize the perspective: I have a situation, other people in the situation.
- b.) In the process of self-monitoring plays an important role in a sense of self-worth, which is closely related to the value system and motivation aspiration-level manager's personality. It can be expressed as follows: personality - aspiration level - a value system. Self-esteem consists of several components, which include compliance with conscience, success, respect for peer pressure.
- c.) In the process of self-monitoring, the perception seems to be the defining differences between the situations, not the immediate perception of each situation. The relationship can be expressed: personality - situation "[5].

4 CHARACTERISTICS OF THE ORGANIZATION

GEODETICCA, Floriánska 19, Košice, Slovak Republic is a statutory body: Ing. Gabriel Barkács acting on behalf of the limited liability company. Owners: Ing. Gabriel Barkács, Ing. Kudlička Vladimír, Ing. Marek Kožarík, Ing. Bc. Michal Černok. The company's history began in the summer of 2003 under the original name GEODETICCA 3D WORKS, Ltd. At that time it focused solely on providing services in the field of geodesy and cadastre. The main areas of activity: engineering geodesy, cadastre of real estate, laser scanning, Graphics, Information Systems, Photogrammetry.

Mission and vision is mainly in the mentioned complexity, so that customers' requirements can be met by one company. The mission is to provide professional and innovative solutions in the areas of collection, processing and use of positioning and image data, and Industrial Engineering and Land Surveying. The aim of calming the ever increasing demands of customers at a reasonable price by using the products and services the customer receives maximum value.

5 ANALYSIS OF INTERNAL COMMUNICATIONS

In-house communication between levels in the company is going targeted a particular basis and particular character, acts mainly as:

- 1.working plan - solve the labor problem, the solution of the situation in the workplace, communication relating to the filing, the work done, controlling and so on.
- 2.ethics code - standard behavior, behavior, communication, application of formal and informal rules.
- 3.structural rules - guidelines, instructions, commands an independent director or other competent persons.

The communication in the business is associated with the rule of respecting superiors commands, of course, if they are not in violation of internal regulations and work safety. What is the preferred communication within the company phone and personal contact to hold 60% and the remaining 40% is a mail merge. They are especially important guidelines for employees, designs, partial projects, demonstrations, job evaluation,

presentation and so on. All employees have access to the information computer system according to their functions. So fast internal form of communication takes place at this level, which again saves time and labor efficiency is higher. Interpersonal communication is a characteristic of this company in particular, talking in an emergency situation, the fulfillment of the contract by the deadline, and the quality of the meeting concerned department heads and top management at the meeting and there are summary explains that the information and evaluate the current situation. Another effort to develop communication skills that are already implemented in the company are ongoing English language courses at the intermediate and professional, as the ability to actively communicate in at least one foreign language, is the responsibility of every employee. Courses take place in the company's own premises in the afternoon and the morning twice a week, which is divided into groups. Almost all employees are using these intensive courses since the beginning of the new year, as the company wants to expand beyond, because management considers participation as beneficial both for the individual and for society as a whole.

5.1 The development of the education system

PRINCE2 Foundation and Practitioner: Provides development of communication skills at the international level design, and the practical skills of the project manager.

This methodology has been applied in an enterprise and the related models for project management. It gained 10 engineers, managers who are still in business dealing in project management. This project focused on project management in an environment controlled by a person. The methodology was a summary of best practices, streamlining and optimizing for ease of application in practice. Instructors teach an overview of all activities and the manager control over every stage of the project.

6 OVERALL ANALYSIS AND INTERPRETATION OF DATA COLLECTED

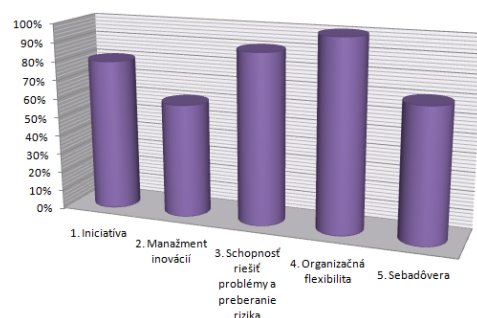
Part of this research work is focused on the analysis of key business skills of managers, with most of the particular communication capabilities. The aim of this research was to obtain sufficient information on factory communication as a whole, and evaluation of all the factors together with communications capabilities create profile manager key competencies.

Research was conducted in February 2013 in the company Geodeticca Ltd. In this company, I evaluated the current situation of education in business and in particular the development of communication skills of managers, whether it is the development of applied and sustained, as a priority of the company is customer and market monitoring work efficiency with respect to the quality of addition.

Based on the scoring of the questionnaire, I processed the data and create a graphical overview of surveyed managers and their competence level, which shows the results of the questionnaire.

6.1 Results of research and hypotheses

In the first part, the results are evaluated under the direct method of research, which confirm, or refute the hypothesis. Results represent the value of the score achieved the desired research area, on which is shown the percentage rating which gained maximum points is 100% and each value is also below the level of reduction that particular ability.

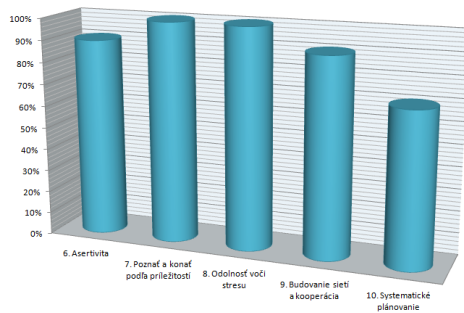


Picture 1:Results of research

Managers of the initiative and confidence to say-with 80% success rate, which is not very ideal because the confidence and initiative to stand up, presentation manager must be at least 90%, if it

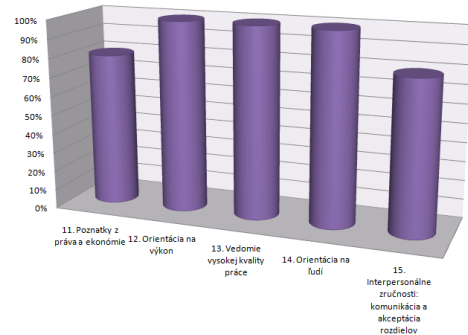
can be called an optimal state. Management innovation is of only 70% of what is critically low, as the company presents constant innovation in technological modernization, but forgets important that the manager and his personality in innovative views. It would be useful if the

company also focused on their personal management innovation and improve it. Organisational flexibility and ability to solve problems occupy a high percentile, which is associated with the fact that when problems arise managers relentlessly in the background, but communicate and solve problems. I dare say that if managers popracovali to increase self-confidence and initiative, problem solving and risk taking could be at a higher level.



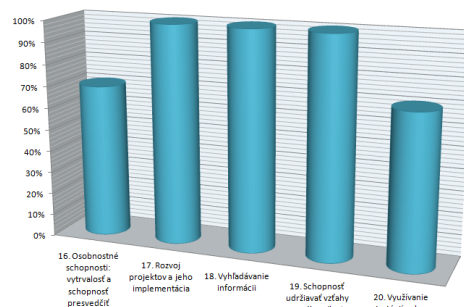
Picture 2: Results of research

The second area of my research on the company focuses on the manager's assertive behavior in the workplace as well as the application of skills in the workplace. In this area, 90% of managers are very well geared, linked also to their 100% of the opportunities generated by the procedure, as well as 100% resistance to stress, which is a great asset to the company. If a manager manages his stress, so it can properly guide the remaining levels of government, despite the resulting stress situation takes place calmly and professionally, as evidenced by this survey. Striking, however, is that despite the number of certificates, systematic planning only 80% of the respondents at 20 percent is quite low, but the fact is also that the said certificate Prince 2 received only half of the managers. It would be useful to target the lower management to develop their design skills in this direction



Picture 3: Results of research

The third area examined clearly indicates the overall orientation and activity managers on performance, quality, and for consumers, who represent maximum. This means that a set of principles are not formal targets, but also practiced facts stopercentnost' where quality, performance and consumer orientation is essential. However, with the lower level is a response rate of 80% for interpersonal skills, which include communication. It is a shortcoming that needs to be removed because it is not enough to really customer orientation, but the manager must have communication skills that are a prerequisite for an effective manager who can and must play on their core capabilities, which should be just communication excellence. It is used every day of his ability, whose professionalism should play 100% level, but the manager of the development in this area somehow escapes.



Picture 4: Results of research

Continuity with lower levels of communication skills and I last researched area and its results, as

in the first block, we can see that personality traits, stamina and ability to convince occupy only 70% which is very low. This is reflected by the above level of communication and we see that in many areas, causing some communication problems. While development projects, search for information, and have earned the ability to maintain a solid relationship with a faithful clientele is 100%, perseverance and the ability to persuade lags up to 30% slip, of course values are averages and managers at 20 for 3 persons whose communication skills are low rise impairment. These negative values can be caused by many managers as I emerged from the meeting, not just personal communication capability for the most substantial managerial trait. They take it as something that does not develop, they perceive it as a feature, which has either a manager or not. I do not think that the fact that a manager's ability is considered a key communication just is not unsubstantiated, just the opposite.

7 PROPOSAL FOR OPTIMIZE AND STREAMLINE COMMUNICATION SKILLS MANAGERS

Suggestion:

Introduction course for managers at all levels in the company (training can be practiced in the organization premises or in the premises of the educational agency with staggered so that, together with continuing foreign language courses in the timetable suitable for all managers and does not shorten time to fulfill their work tasks).

Suggestion:

The introduction section, which will ensure the creation of training programs, employee testing, standards implementation and management of knowledge and experience - knowledge management.

Suggestion:

Development plans and training for each manager separately, according to its function and scope of activities, namely to introduce educational profile of each manager in the company.

The results were the subject of consultation with business managers and top managers also

operating segment, which assessed that the company is currently looking to expand its services beyond them takes a lot of time on activities that could be associated with the development of these skills just this manager. The primary goal, however, could be designed application communication by external educational course and gradually create an organizational structure in place for a new business division, which he dealt with the overall development of education in the enterprise, whose purpose would be to develop a personal learning profile managers and care their development and the gradual development of all employees.

8 CONCLUSION

Based on the survey, we can see that although the company is progressing, gaining competitive advantage, innovating in technology, wants to expand into foreign markets, and it adapts to training employees in some form, but oblivious to the fact that the effectiveness of a manager must be continuously developed and its key ability is not enough just to develop a business setting. The proposal to create a new section, proposed the development of personal, individual development plans for managers, as well as proposals to engage in courses to develop communication skills of managers like to give opportunity to develop communication skills. Company moves to clear the level of competence of managers to another line. The quality of the work processes, different programs for professional development, the project has applied the skills, now is the time to focus on the firm and its managers trained in their personal core competencies, and I believe that time will bring effort and funds to these activities, effective feedback.

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