Abstract

The present paper makes a clear distinction between the two terms: leader and manager, determining the function and the role of each of them. According to leaders characteristics will be determined the particularities of communication styles, very important factors in an organization where its performance and success are concerned. I personally believe this communication and public relations classes revise and improve the relations the leaders have with the co-operators and the subordinates, understanding what leader, manager, communication style mean.

Keywords: leader; manager; communication; public relations; communication style

1. Introduction

Communication is the strongest instrument a leader or a manager can impel or put down if they know how to use it. At the ground of a good function of the organization and, in general, of the society is communication. Communication is the most important aspect a leader, a manager or a speaking person needs to have in order to succeed. If the manager or the leader knows how to communicate with the subordinates or with the persons around then the results and the performances are high.

The influence of the leader in receiving the message is according to his leading style. By leading style we understand the assembly of intergroup relations by which a person or a group of persons influence the group’s behavior, guide, supervise and control activities, keeping the group as an organized system. While approaching the leader type, it is considered as starting point the generally human typology. Carl Jung (2005). Leading style – expression of military leading personality, București, Ed. Universitarea Națională de Apărare "Carol I. P. 34.
considers two different human types: the extroverted – the persons open to the exterior, impetuous, externalized world, with objective tendencies; the introverted – introverted, meditative, antisocial persons, with subjective tendencies.

This polarization of human types is diversified in intermediary types. Two human types can be seen: the equilibrated - who are meditative but active, adaptable in certain cases, open to the external world, censored by the introspection filter. The equilibrated are the leader prototype; the level-headed – the persons at whom the extrovert and the introvert co-exist only temporarily, alternating with a certain periodicity. The persons from this category accumulate facts, observations, meditates on them, draw conclusions and controls, represent the creators type. Abric, Jean-Claude. (2002). Communication psychology. Iași. Ed. Polirom.

The most known typology of leaders settled by Lewin K. (1959). Psychologie dinamique, Paris, Presses Universitaires de France, p. 196-227. 2 and his co-operators R. Whyte and R. Lippit is the one that qualifies them in authoritarian, democratic and permissive, considering one criterion that of decisional power and authority exercise.

The researchers have followed apart from the identification of general types of leading styles their influencing upon important aspects of the group: psychosocial performance, relations between leaders who practice a certain communication style and the group’s members. The researches results can be synthesized as follows: permissive leader, democratic leader, permissive-authoritarian leader and authoritarian leader. Van Wormer, Katherine S.; Bosthorn, Fred H.; Keefe, Thomas (2007). Human Behavior and the Social Environment: Macro Level: Groups, Communities, and Organizations. US: Oxford University Press.

2. Communication style

Zaccaro, S. J., Gulick, L. M. V. & Khare, V. P. (2008), Personality and leadership. Leadership at the crossroads (Vol 1) (pp. 13–29). Westport, CT: Praeger. has classified communication styles from authoritarian styles to the most participative ones. His type is known under the name of “the four communication systems” that designate, four general styles of communication: authoritarian, authoritarian-exploiter, consultative and participative. The communication type of leaders determines the leading type. Another author considers that the basic dimensions of the leading style are: consideration, mutual trust between the leader and the group’s members and the initiative structure, that reflect the leader’s possibility to delimitate and to structure the own part and those of the subordinates, in order to fulfill the group objectives.

Bowers D.G. & Seashore S.E. (1996). Predicting Organizational Effectiveness with a Four-Factor Theory of Leadership. Administrative Science Quaterley , vol.II. p. 178. introduce: the leader’s capacity to point out the task, by intensifying group’s motivation towards a better activity, correlated with the delimitation of particular objectives that lead to the global fulfillment of the task and the sensibility understood as leader’s receptivity towards social relations and pressures from the group or from outside the group. The success / the failure of a leader depend on the ability to communicate, to work together with the subordinates. The motivational value of the practiced communication style represents a major appreciation criterion of its efficiency.

Inside an organization we will note “B” we have analyzed the communication style of three persons (general managers, adjunct-general and executive), in leading positions, according to their personal characteristics. We have seen the way they communicate inside the organization with the subordinates, direct or indirect with bosses, using research methods such as: inquire, observation and interview. The objectives of the analysis were: identification of the communication style; settling the competence level; identification of the society type and resources identification. Analysis criteria were according to: age, experience and years of service inside the organization.

“B” is an organization with foreign capital that deals with the selling of clothes products. The organization forecasts that in short term will sign contracts with internal importers; this is why it created a line that deals with internal market prospecting. From the organization point of view:

We have questioned the emotional value of the practiced communication type, an adaptation of the “Opinion questionery self-administered to prisoners, centered on surprising the efficiency of a leader’s behavior” from “The methodology concerning the knowledge and the psychological assistance of military employees and of civil employees”. The questions were created at a high general level, in order to be applied to any leader, no matter the activity he develops inside the organization. It begins with a short discussion upon the meaning that has to be given to every sentence in the questioner. Then, every leader had filled in the questionery, giving a mark to each sentence,
The questionary had been distributed to all people who are in leading positions, and had a self-evaluating role. With this occasion we identify the communication type, the work results and the work environment. The subjects, especially the leaders (the adjunct manager, the executive manager and the two division bosses) except the general manager are four being between 30 years old to 55 years old and having experience of at least 10 years in work.

Table 1. Result interpretation

| No. of points | 25-60 | 60-120 | 120-130 | 130-190 | 190-250 |
|---------------|-------|--------|---------|---------|---------|
| Leader 1      | -     | -      | -       | -       | X       |
| Leader 2      | -     | -      | -       | -       | X       |
| Leader 3      | -     | -      | -       | X       | -       |
| Leader 4      | -     | -      | -       | X       | -       |

Table 2. Significance of the communication type

| Obtained points | Motivational significance of the practiced communication type |
|-----------------|-------------------------------------------------------------|
| 25-60           | Very weak motivational value; absolutely necessary for the improvement of the activity style |
| 60-120          | Weak motivational value; the activity needs improvement. |
| 120-130         | A lot of progress possibilities: medium motivational value. |
| 130-190         | Good motivational value; progress can be registered. |
| 190-250         | Very good motivational value. The level must be kept. |

After calculating the results we saw that two of the leaders, leader 1 and leader 2 obtained a good result situated between 190-250. Between these limits the motivational value is very good; the subjects are considered true leaders. The other two obtained between 130-190, between these limits the motivational value is good, but in order to become true leaders they have to progress. The organizational climate depends on the quality of the done actions in order to assure the conditions of the social and physical environment without organizational and functional dysfunctions, meaning the formation way and the structure of the working micro groups, the appreciation system of work, the existing actions for progress and promotion, the information and communication system, the leading style.

Using the sequential observation, the questionary and the interview we analyzed the communication and the organizational climate inside the company in order to point out the leader’s image in the eyes of the employees.

The subjects: We analyzed 86 employees, with ages between 20-50 years old, most of them have worked for at least 1 year, married, with high-school attended.

The methodology has been conceived as an option of the operational research, constituting a modern conception and method for psychological investigation, mixing knowledge with the diagnosis of some states and behaviors with evaluation, interference, forecast functions of personnel moral, using the questioner, the observation and the interview. The questionary used to analyze the state of mind is structured on four dimensions: trust, satisfaction, solidarity, stability. The trust and the satisfaction, each having three dimensions, are relevant for the person’s moral, the solidarity and stability are important for the personnel moral. The questionary has 32 items referring to the physical, psycho-individuals and psycho-social factors, which can positively or negatively influence the moral state. The answer will be given according to the Likert scale with intensities from 1 (minimum) to 10 (maximum), according to the individual opinion if every employee.

In order to fulfill the targets, using the specific working instruments, we analyzed the relevant dimensions for the organizational activity and we identified the psycho-social characteristics of the organizational climate, with important part in maintaining and stimulating the activities of the employees. In order to appreciate the organizational climate at the level of the evaluated working group, we obtained, elaborated and interpreted the information referring to the favorable or unfavorable actions of the working group towards the fulfillment of tasks, towards interpersonal relations on vertical or on horizontal, ways of career development. We divided the questions on dimensions and on sub dimensions. The results we obtained are presented on the below chart.
Table 3. The trust dimension

| DIMENSION | TRUST |
|-----------|-------|
| Sub dimension | Personal trust | Average | Sub dimension | Personal trust |
| Average     | 8.84        |          | Grade        | 8.62          |
| General average |                 | 8.62    | Grade        | Very good     |

Table 4. The satisfaction dimension

| DIMENSION | SATISFACTION |
|-----------|--------------|
| Sub dimension | Working conditions | Working satisfaction | Social status |
| Average     | 8.53         | 8.32          | 8.43          |
| General average | 8.43         |                |               |
| Grade        | Good         |               |               |

Table 5. The solidarity dimension

| Dimension | SOLIDARITY |
|-----------|------------|
| Sub dimension | Interpersonal relations | Tasks involvement | Adapting capacity | Collective option |
| Average     | 8.55       | 8.06         | 8.51            | 8.77             |
| General average | 8.47       |               |                |                 |
| Grade        | Good       |              |                |                 |

Table 6. The stability dimension

| Dimension | STABILITY |
|-----------|-----------|
| Sub dimension | Standard specification | Leadership stability | Quality of professional training |
| Average     | 8.27      | 8.92         | 8.68            |
| General average | 8.62      |              |                |
| Grade        | Very good |              |                |

Subject 1 is 60 years old, married, has medium studies, general manager; is a correct person, serious, hard working, gives major importance to the restructure problems and not to the social ones, the leading climate is defensive-aggressive. Communication takes place upside down, without offering the possibility to give advice or to suggest to the subordinates. The feed-back is reduced and refers strictly to work, and not to the attitude or the feelings of those who work. The communication style is authoritarian. Inside the leading organization he leads, he takes all the prerogatives of a participative leader, but unpopular, receiving from the employees and the subordinates: respect because always pays in time the companies he works with and the fear feeling that at any moment an employee can leave the organization.

Communication is of formal type, used for transmitting disposals and directions, for explaining the specific rules and the practices of the organizations as well as the delimitation of employees’ responsibilities. Inside the meetings he organizes, from the very beginning he imposes his point of view or his opinions.

Being 60 years old, he worked in almost all leading positions before becoming general manager, having a lot of professional experience. In the place of the permissive democratic leader appears the authoritarian leader. Competence is the word for the functioning of the organization, involving in all types of problems, and the appearance of the authoritarian style from his side induces an instability state as far as the employees are concerned. He personally checks, by probe, the quality of the products made by the employees, he takes severe actions, going as far as firing in case he finds errors due to the personnel.

Subject 1 being of Dutch origin and having a different type of culture, “the society type” is a strong stratified society, with high income difference and also with differences in the life style of population sections, all these will stimulate the appearance of an authoritarian leading style in a lot of organizations, because the impoverished inferior class will not have enough job offers. From the resources point of view there is availability, the organization being provided with external resources. Subject 1 concentrates the distribution power and authority of these resources. We may say we have to deal with a person who practices the authoritarian communication and leading types.

Subject 2 is 55 years old, married, has a child, superior studies and is adjunct manager. He had also been general manager in a public institution. Is a communicative, sociable person who allows the change of opinions between subordinates. He leads in a democratic way. The social climate is tonic and relaxed, communication is on both
vertical and horizontal and with feed-back. The up side-down communication is completed by the communication from down to up; the feeling of personal value is created. Subordinates can tell their opinions, can feel that inside the organization Subject 2 can have an important part in increasing the performances and the financial resources. Subject 2 uses intrinsic motivators, in order to stimulate production, having a lot of experience, working as general manager for a while, he knows how to communicate with the others, with the subordinates, he is involved in the functioning of the organization. The society type for Subject 2 represents “the peripheral area” from where the members of the organization earn their living. Even though an organization has high material resources, Subject 2 can express his opinions only in part; the rest is handling by Subject 1.

The communication style of Subject 3, is resembling to that of Subject 2, meaning democratic, but keeping some distance between him and the subordinates. He has high professional experience; he had previously worked for prestigious companies. He has a democratic leading style. In any social-human area of activity, the leader is responsible for the given task as well as for his subordinates and the mean he uses for this is the people. The success or the failure of a manager depends on his ability to work with his subordinates. From the experience in communication, from working with people, we can see that the motivational value of the practiced communication type represent a major criterion of appreciation its efficiency.

3. Conclusions

According to the received results we can say that inside the company the leaders are recognized at their true value – that of democratic leaders who know how to work with people and who are interested in their problems.

The results concerning the morale, shows that at the analyzed working level, the psychological climate is optimal, functional, being characterized by trust between the group’s members, by co-operation and help, by communication, by positive interpersonal relations, by solidarity and by strong collective opinion.

The strong points of the working group are:

- leadership stability (8.92);
- trust in the self (8.84);
- the force of the collective opinion (8.77);
- the quality of professional training (8.68);
- the trust in leaders (8.57);
- positive interpersonal relations (8.55);
- adapting capacity (8.51).

Most of the points enunciated above are considered psychosocial satisfaction factors, and by their use by the leaders, the satisfaction in work and the performances may rise.

Leaders have to assure themselves that the employees have a balanced system of satisfied needs and of the adequate rewards, because, between all the motivating factors, exclusively pecuniary, that may increase the subjective value of work, the recognition of individual success and the encouragement for communication at the working place are determinant in obtaining the performant participation of employees.

The importance of the psychosocial climate consists in the reason that it can influence the increase in the efficiency and in the satisfaction of work the employees may have, the reward and maintain in the organization, what means the achievement of the fundamental goal of the organization.

In a communication network company there are several possibilities leading to such communication from brainstorming to focus or discussion group psychotherapy. Group performance and individual satisfaction derived from it are influenced by interactions between group members and their close or different styles of communication.

Managers are also in communication centers through multiple roles they perform within the organization and form for internal communication network company. If they and those who do not communicate effectively interact, the repercussions can be serious and not just at management level and its area of responsibility, but also the entire organization. Poor communication can slow or short the whole process of communication within a company. Concentrated efforts to promote effective communication can be a key ingredient for success of an organization.

Communication represents the most important link in the performance of a company.
In final, I want to thank to the company’s personnel and especially to the manager, adjunct and executive, for the support offered in questionary implementation.

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