Measures supporting communications in synchronized organization

Opatrenia podporujúce komunikáciu v synchronizovanej organizácii

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Abstract:

The publication deals with management issues in hierarchical organization. Management is the process that drives an organization to achieve its goals efficiently and effectively. Efficiency means a positive ratio of effort towards results (minimizing losses). Effective communication is key in each organization and, in particular, in a hierarchical one, such as the Police. One of the elements in achieving this efficiency is the right communication in the publication between elements of the organization. Communicating in an organization is directly related to basic management functions: planning, organizing, motivating and controlling. This also applies to the particular organization that is hierarchical. The publication also mentions the problems encountered by the organization among which we include perception impediments, selective nature of attention, lack of decentration skills, cultural differences and stereotypes. The process of communication may be supported via different means and methods. Extending IT technology leave room to improve many business processes, including communication. It is thus necessary to accept system solutions which include all aspects related to building, implementing and creating IT systems.

Keywords: *communications, synchronized organization, management, project*

Abstrakt:

Publikácia sa zaoberá otázkami riadenia v hierarchickej organizácii. Manažment je proces, ktorý riadi organizáciu, aby dosiahla svoje ciele efektívne aučinne. Účinnosť je chápaná ako pozitívny pomer úsilia k výsledkom (minimalizácia strát). Jedným z prvkov pri dosahovaní tejto efektívnosti je správna komunikácia v organizácie. Efektívna komunikácia je kľúčová v každej organizácii, a najmä v hierarchickej, ako napríklad v polícii Komunikácia v organizácii je priamo spojená so základnými funkciami riadenia: plánovaním, organizovaním, motiváciou a kontrolou. To platí aj pre konkrétnu organizáciu, ktorá je hierarchická. V publikácii sa tiež uvádzajú problémy, s ktorými sa stretáva organizácia, medzi ktoré radíme prekážky vnímania, selektívna povaha pozornosti, nedostatok decentralizačných zručností, kultúrne rozdiely, stereotypy. Proces komunikácie môže byť podporovaný rôznymi spôsobmi a metódami. Rozšírením IT technológií

vznikol priestor na skvalitnenie mnohých firemných procesov vrátane komunikácie. Je preto nevyhnutné prijať systémové riešenia, ktoré zahŕňajú všetky aspekty týkajúce sa budovania, zavádzania a vytvárania informačných systémov.

Kľúčové slová: *Komunikácia, synchronizovaná organizácia, manažment, projekt*

Introduction

All Modern problems of communication in organization is are significant as they were some hundred years ago. One of the key representatives of the 19th century science, Frederick Winslow Taylor, most likely in 1903 distinguished one of the cognitive areas-management. It is hard to assume that the sole naming of a phenomenon indicates that it existed before it. One cannot deny that primitive people hunted using activities in a group, practised farming, created settlement structures or could classify themselves in a social group. It is thus possible, following the conducted research, to indicate that F.W. Taylor commenced the theory of management but management itself occurred without it being formed in the scientific world. Experience, observations related to it, actions which were followed, mistakes which were tried to be avoided, contributed to the development of management. Gathering and passing on knowledge and skills in the descried scope, from generation to generation, led to theoretical and practical growth of management. At present, there is no field of life which the process of management would not cover. Its basis is formed by four elementary functions, such as planning, organizing, motivating and control. Their existence is possible thanks to the use of basic organizational measures which are human, physical, information and financial resources. [1] Human resources are members of organization-people who for in an institution.

1. Physical resources

Normal Physical resources are all material items at the disposal of an organization-movable or immovable assets, equipment, all tools and devices used at work. Our financial resources consist of assets in any shape or form (money on bank account, cash, and securities) currently held or possible for gaining in a short time. One may consider also securities as part of them (as long as it is possible in a fast way to transfer them in current resources). Information resources are all information and knowledge which the organization has at its disposal. Some may be registered and stored on devices (computer data, documents, reports, summaries, analyses), others remain in the memory of members of organizations-the knowledge and experience of its employees. Specific feature of part of these resources is despecialization, which is a possibility of their use regardless of the place and time, even in many processes at once, as is the case of computer data or know-how. A significant feature of resources is a possibility of their transformation and repleacability, even though not all of them may be included in a simple balance sheet of an organization-such exceptions are for instance culture of organization, client capital, "partner capital". [2] All this contributes to the fact, that management directs the actions of organizations towards efficient and effective reaching of the assumed targets. Whilst, efficiency ought to be understood as relation of resources towards results (minimisation of losses). On the other hand, effectiveness of reaching the assumed targets through realization of the planned actions. [3], [4] There are many factors which support management. One of them, with an undoubtedly critical meaning, is communication. This term originates

from a Latin word communis (joint) and indicates a strive for a state of connection (community) with someone else.

Representatives of science indicate that the world communication stems from a Latin term communicato, which indicates a message or report. Whilst, another term-communicare-signifies: participating, joint consultation, discussion or making something generally known. The source of words lets us thus assume the occurrence of dependency between several participants of this process. [5]

As it is noted, the process of communication secures a number of human needs. One may include in this group both physical and mental needs. Their fulfilment remains in mutual correlation. Satisfying physical needs has an impact on the quality of physical and mental health of a human being. Through interactions with others, people may find out who they are. One must pay attention to social needs which constitute a separate category of needs. It is the communication which is a factor impacting in a significant way the shape of social attitudes. It is a natural need to belong to a community. It is linked with an inseparable feeling of a need to be a significant element of social relations, a need to control the environment and to impact other persons while, on the other hand, it is also a need to take care of others and be taken care of. [6]

Communication, similarly to management, is a process. Its beginning is initiated by the sender who is the source of message which he or she intends to share with another person.

This message which in reality is a thought or feeling becomes transformed by means of words and gestures in such a way, so as to become understandable for the recipient.

Recipient, on the other hand, is a person who uses communicational channel to receive a message through his or her senses. The process continues when recipient, post obtaining such a message encodes the information contained therein, which means he or she assigns meaning to it based on own assessment of the used signals by the sender, gestures, symbols as well as own experiences and expectations. It is beyond any doubt that understanding the message is always relative since people hear what they want to hear and see what they wish to see. The sender may discover whether the message reached the recipient in the shape in which it was sent only when communication is bilateral. This means nothing more or nothing less than the fact that information was passed on by the sender to the recipient and that the latter one reacted according to the expectations of the sender. Recipient may be encouraged by the sender in order to obtain information if the message was adequately assessed. Through questions about the opinion on a given case, and even specific statements: "Is this clear?" "Did you understand it?" [7]

Within the process of communicating the sender will reach a success if he will be credible, thus having an authority, showing objectivity and attractiveness, thus gaining adequate level of acceptance or interest of recipient. As indicated above, the initiator of communication conducts a certain coding, that is transforming thoughts into words, symbols into gestures which in his assessment will be understandable to the recipient. Of course, there must be a message, which is something that must be coded. The message, in a way in which it was presented, reaches adequate recipient. But it is his or her perception capacity that decides of the decoding, that is interpreting the

obtained information being in line with the message. The scheme of process of communication does not seem complicated, quite the contrary, it is simple and even obvious. Nevertheless, experience in this matter shows that they will encounter numerous complications and disruptions. This may result in serious consequences. [8]

This stems from the fact of heterogeneity of communication and the fact, that interpersonal communication is a psychological process thanks to which an entity transfers and obtains information in direct contact with another person. The process of communication concerns four phenomena:

1. Intra psychic-thus internal experience.

2. Interpersonal-thus concerning two persons remaining in direct contact with each other.

3. Group-thus covering communication between members of a group, having specific positions in this structure.

4. Social-where communication is of interaction nature between groups or large groups of persons with anonymous identities.

2. Interpersonal communication

Interpersonal communication is characterized by specific process and dynamics. The process of assigning messages may be described in the following way: specific stimulus, content, facial expression, gesture-cause certain thoughts and states of feeling in a person-called intentions which he or she wishes to then express outside. Such intentions tend to be known to the person or not. It so happens that it is hard to learn what another person really feels. Feelings tend to be misinterpreted mainly due to three reasons:

1. Vagueness of non-verbal message.

2. Its clash with verbal message.

3. Own interpretation of the recipient. [9]

Assuming a specific criterion, communicating may be divided into:

- Verbal and written-due to the means-the form of transferring the message. Verbal communication, as an effect of speech development which occurs during direct and telephone discussions, as well as conducted group discussions. Spoken word is to be expressed by message content sender. Written communication, as a consequence of developing the skill of writing and printing, is based on the use of notes, reports, letters and other information carriers.

- Direct or indirect-depending on whether communication takes place "face to face" or by means of the media; Messages created during direct communication take place at personal level, whilst indirect messages are carefully elaborated, construed and sent out in such a way so as to be received at social level.

- Formal and non-formal-due to the degree of formulating information flow. Formal communication takes place through internal publications, external publications, bulletins, folders, surveys, information boards and also procedures of employment-work interviews, period of induction of employee in an organization. Communication as informal, spontaneous acts of communicating is made outside work environment, i.e. on a picnic, company raids, integration trips

- One-way and two-way-due to the nature of relations connecting sender and recipient.

Bearing in mind the above considerations one must pay attention to the importance of communication in correct functioning of organization. It has a substantial impact on the attitudes of members of a given organization, their actions, engagement (or its lack) in organizational matters the condition of which depends of their actions. The main idea behind communication is coordination of actions of people who attempt to communicate, especially in settling an opinion, convincing one another to a certain opinion or creating an attitude towards reality. [10]

Effective internal communication must be directed towards the needs of recipients and ought to have the following features:

- Who is speaking? (sender): Supervisor is the most important one; the further away from an employee, the less important the sender is.

- What is he speaking about? (content): The most critical subjects, the closest to the employee-possibility of development, tasks, remuneration; strategy is too general and it is important for the managerial staff.

- Who is he speaking to? (recipient): The most important target group for communication during the time of changes are hesitant; Internal communication in an enterprise based on knowledge

- How is it done? (Communication channel): Employees prefer direct communication during meetings. The more serious changes, the more face-to-face communication should they involve. [11]

Trust in organization is both a cause and an effect of good communication. Management science representatives pay special attention to the level of trust as a significant component of cooperation and partnership in organization. It becomes a factor which increases the capacity of organization to cope with changes and crisis situations. On contrary, in case of lack of trust-limiting of information channels' capacity occurs which in turn leads also to deformation of information during its passing. It may also cause a creation and consolidation of aversions and dislikes among people. [12]

If communication process indicates efficiency, then it takes place with benefits and understanding for all its participants, contributing to larger pro activity, efficiency of organizational changes, and increase of trust between members of organization both on "implementing positions" and on "managerial" ones. Communication is expressed

in such forms of social interactions as cooperation, imitation, leadership, impacting. [13]

Effective information flow between the management and employees (vertical) and directly among the employees (horizontal) is a factor of better understanding the goals and strategy of organization, and at the same time, it contributes directly to the financial results of a given enterprise.

Within the doctrine it is indicated that communication in organization may take place in various directions, both horizontally and vertically. Vertical communication may take place from top to bottom or from bottom to top. This depends on the degree of hierarchy in a given organization. Person transferring an information may be either a supervisor or his or her subordinate.

This refers to:

• information on the mission, goals and rules of functioning of an organization;

• passing on orders, instructions, bans and directives;

• expressing expectations to the members of organization;

• assessment of employees and informing them of efficiency of their work;

• providing incentives;

• consultation and instructing;

• encouraging employees to share their knowledge In case of bottom-top that is from the subordinate to the supervisor/manager one may indicate:

✓ passing information, reports from fulfilled tasks,

✓ questions regarding supplementing information gaps,

✓ questions of advisory nature in actions of employees,

✓ problems and concerns which appear during work,

✓ ideas and suggestions regarding making work more efficient.

Whilst, horizontal communication takes place at the same level of organizational structure that is it is related to passing information among employees with equal position within organizational structure.

In cases of formal communication in practice this most often concerns communication between managers of individual company departments. The following goals of horizontal communication:

• coordinating actions of individual departments;

• sharing knowledge and supplementing the missing information;

• distributing messages for which there is a demand;

• assistance in solving problems concerning cooperation between individual cells;

- solving problems and conflicts between employees/departments of a company;

- integrating employees.

It must be remembered that the process of communication may encounter a number of limitations and difficulties.

Their causes may originate in different sources. However, they most frequently stem from the behaviours of people within an organization. There is no doubt that in their own way they are individualities included in a given communication process. Some people have no problems with fast adjustment to the functioning of a given organisation-others, quite the opposite. It is often not the result of unwillingness, bad will, but rather the fact of incompatibility of concept network used in the process of communication.

The most often described communication disorders in literature include:

- perception impediments;

- selective nature of attention;

- lack of decentration skills (accepting the perspective of speaker);

- cultural differences;

- stereotypes (we more eagerly listen to persons with higher social status);

- mood.

But why does it happen? Most likely, it is the lack of skill of active listening, that is, making sure that the message we have built on the basis of received information is compliant with the intention of the sender. Bad communication is not a result of behaviour, but rather of one side of the communication process. Subject experts blame each of the sides for that. They consider both sides to be equally responsible. [14]

The process of communication may be supported via different means and methods. Modern tool which is most frequently used for internal communication is electronic forms of connection. This is followed by various solutions which may be used in this process-such as electronic newsletter, electronic post, messengers, social portals, electronic letters to employees. As shown by experience, the use of electronic messengers, due to fastness of passed on information as well as significant savings obtained by an organization from their use, wins over paper forms of communication in an organization. Electronic post for instance allows for the use of two-way or multi-way communication. Messengers may be of similar use. Social portals are of key significance here. [15]

Conclusion

This is reflected in, among others, conducting works in the frames of the project "Construction of IT system supporting communication in the Police and other services subordinate to MIA in the scope of internal safety".

Nowadays, the importance of modern forms of document circulation is underlined, as well as the trend of moving form hard copy documents to electronic formats. Modern computer software designated for electronic flow of documents services full cycle of correspondence in a public office and enable full control over the flow of documentation. Introducing such a system ensures control and acceleration of realization of tasks by supervision over information flow inside the institution.

Effective communication is key in each organization and, in particular, in a hierarchical one, such as the Police. Therefore, a number of ventures is undertaken which are targeted at improving the quality of communication. Police which does not use modern technologies is not able to fulfil the expectations placed on it will not be an effective and efficient organization. It is thus necessary to accept system solutions which include all aspects related to building, implementing and creating IT systems.

New information techniques indicate a new way of thinking, studying, passing on information. Introducing them is a critical shift of tendencies of focusing on purely visual message, they bring a dynamic balance back between the visual message and alphabetic message. Faster learning and multiplying its results with the use of modern techniques of recreating and communicating is the first condition of realization of majority of innovations. "There are a number of benefits which an organization may gain from the introduction of electronic flow of documents. Above all, thanks to it all documents are registered which reach a company, as well as those which leave it. By means of electronic flow of documents one may note all changes which are related to the subsequent stages of document creation. Thanks to the fact that they may be accessed by persons with special authorizations, documents may be sent both outside the company and inside it.

Extensive documentation management systems are equipped in functions which allow the users to create forms, surveys, reports and other types of files related to the internal life in a company, for instance: holiday motions, business trips forms, notifications. Thanks to such use of electronic documentation flow systems in a company, one may resign from maintaining documents in paper form, thanks to which a decrease of costs will be reached related to the purchase of office supplies and exploitation of printing devices. On the other hand, managerial staff will have control over documentation flow. Engagement of persons who so far were responsible for documentation flow will decrease.

Another significant advantage of electronic system of documentation flow is the possibility of their integration with all types of calendars or other programmes related to planning tasks in time. Some programmes enable linking calendars with documentation flow, thanks to which the system takes care for the tasks to be completed in a given period of time. Software for electronic documentation flow may also remind of the necessity of conducting updates via specific forms.

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