

Creating Effective Relationships in Leadership Environment

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Abstract

Obtaining the role of management in an organization and being successful in those duties require obtaining the knowledge and skills the most important of which is leadership that is indicator of the ability of manager in effective communication and transferability of scope and strategy of organization to the members. Leadership is an inevitable necessity for any organization and without it; the coherency of organization affairs would be ruptured. Industrial/organizational psychologists found that the success and failure of an organization is mainly dependent to the quality of leaders.

This article investigates the concepts and skills of establishing effective communication in the field of leadership and organization that leads to an increase in productivity in organization and facilitates the possibility of making organizational changes and predicting and preventing organizational stresses. On the other hand, the awareness of organization manager in responding to the needs of employees leads them to be confident to the organization and leader and in fact the employees who work in an environment with access to the resources, information and support, so they would find the opportunity to learn and this cause their situation to become more stable, and as a result an increase in productivity and satisfaction level would cause the goals of organization to be achieved and there would be an efficient correlation between the customers and organization.

Keywords: Communication, Organization, Efficient Relationships, Leadership, Relation Obstacles

1. Introduction

Today that the organizations have mainly become socialized and the communities composed of the institutes and organizations, various structural obstacles and inter personal constraints threat organizational relationships and efficient message transmission (Verdinejad, 2007).

In working environment of non-governmental organizations, communication does not mean just a simple communication, but its meaning is beyond a simple one, and in fact an efficient relationship means creating a continuous (not dispersed) trend (not an accident) of (suitable and not harmful) information, believes, and experiences exchange that occurs among the individuals from different groups or among the groups. But that process must be accompanied by a goal, i.e. achieving to common understanding (Khosrou, 2008).

The presence of efficient and correct communication in an organization is always one of success factors of organization manager. Generally the duties of manager such as: planning, organizing, correlating, and control cannot be achieved without an efficient communication system in organization and the absence of such a system leads to disorders in managing the organization. Therefore the managers spend most of their time for communicating and information transferring. So it can be said that communication connects the components of an organization and integrates and unites its sectors (Pirooz, Khedmati, Shafiei and Beheshtinejad, 2009).

2. Leadership

The leadership aspect of manager is a spiritual, cultural and moral issue that must be manifested in a manager. The leadership is the power of encouraging and persuading the individuals to follow a final goal as well as the power to make creativity in roles and organizing dispersed human forces and making the maximum use from them for achieving common social goals.

Leadership means having impact and influence on thinking and behavioral features of a human group by the person who is called leader.

The leadership is a process by which the manager tries to motivate them to perform their duties through having influence on them. In other words, leadership is having influence on others through communicating them for achieving the goals of organization. Principally, leadership is having influence on others, namely the followers follow the leader wishfully not forcefully.

Leadership is known as a non-forceful influence for correlating and directing the activities of members of a group for achieving the determined goals and as a feature it means a collection of features and the ones who apply such an influence successfully, are called leaders. From organizational behavior point of view, the leader has a vital influence because he/she has a powerful influence on individuals or groups. Besides, the importance of leader relates to the fact that the leader directs and guides the attempts and actions of group toward a goal that is his/her goal as well, and that goal may or may not be consistent to the goal of organization (Dizband, 2007).

In the concept of leadership, there are large differences among ideas and beliefs. Some consider leadership as one part of manager's duties, while others consider the meaning scope of leadership wider than management. (Rezaeian, 2010) Leadership does not contain force and violence. The manager who recourses to force in order to guide his/her subordinates, is not leading, therefore a manager may or may not be a leader (Dizband, 2007).

The type of organization is not important in leadership, in other words, in any organization or in any situation that a person is able to influence the behavior of others, he/she actually is leading. A successful organization has a significant feature by which is differentiated from unsuccessful one. This feature is an efficient and dynamic leader. Generally, leadership relates to influencing the activities of an individual or a group that are acting for a determined goal and in a certain status. (Rezeian, 2010).

There are two main reasons for studying leadership: first, leadership is one of the most important practical actions in organizations, second, some variables that influence leadership efficiency should be separated and investigated (Dizband, 2007).

The psychologists have concluded that the efficiency of leadership depends on not only to personal characteristics of leaders but also to the nature of situation in which the leaders and subordinates are interacting with each other and their needs and their subordinates' characteristics (Mahdad, 2002).

A dynamic and effective leadership requires having three types of skills:

The skill of recognition: it means having the ability to recognize the conditions that you try to influence them.

The skill of adoption: it means having the ability to adopt the behavior and resources in order to confront unpredicted events.

Skill of effective communication: it means having the ability to communicate such that the individuals could understand and accept easily. (Nekooian, 2002)

3. Effective communication

An effective communication and so a successful leadership in an organization requires that the individuals are able to understand your intent and their response must be such that guide the flow of information exchange in a rout that is determined by organization's leader.

Communication is always a mutual process. In management, the managers are used to perform the duties by others, exchange the information, decision making, reaching to common understanding and development of relations. (Mahmoodi Mozafar)

An effective communication in an organization leads to enhancement of productivity level, employees' satisfaction, useful work motivation and reduction of oppositions resulted from the lack of communicative system (Hamilton, 2006).

4. Effective Communications in Organization

The organization cannot be established without the existence of correct and effective communication, because the best ideas and beliefs, planning, decision making, guidance and leadership are subject to decadence without the ability to transfer. The process of correct and effective communication in an organization is like blood vessels that circulate the trend of information presentation in organization, and transfer the programs and decisions top down and transfer the needs and shortcomings from down to top and cause the organization to have a logical movement and the members would become satisfied (Decker, Management of effective communication process, 2008).

Many topics about the quality of achieving to communication are presented in an organization. The first issue is that whether this organization has a strategic communication program or not. The

communication has meaning when you have a message for transferring it. If there is a message (you must have a working program for achieving a goal), then you must know who your audiences are, and what communication tools you need to promote your message or obtaining the support for that message .

Today, some researchers believe that communication makes the main ground for social changes. They believe this principle that any kind of social change depend on the existence of social capital in a country and social capital is based on two components that are confidence and social networking. But in order a social network to be developed, effective communication is a base. As a result, communication can serve in social changes (Khosrou, 2008).

Organizational effective communication requires that:

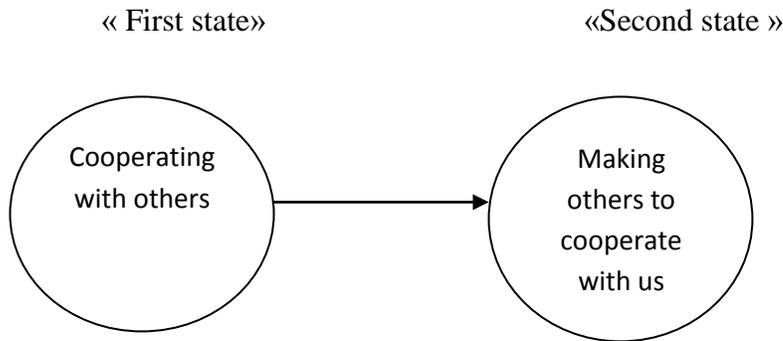
- 1- All employees must have good understanding and skill in developing a good communication.
- 2- Organizational effective communication requires a culture that support effective communications
- 3- Organizational effective communication requires strong attention (Soltani, 2006).

5. Effective Communication in Leading an Arganization

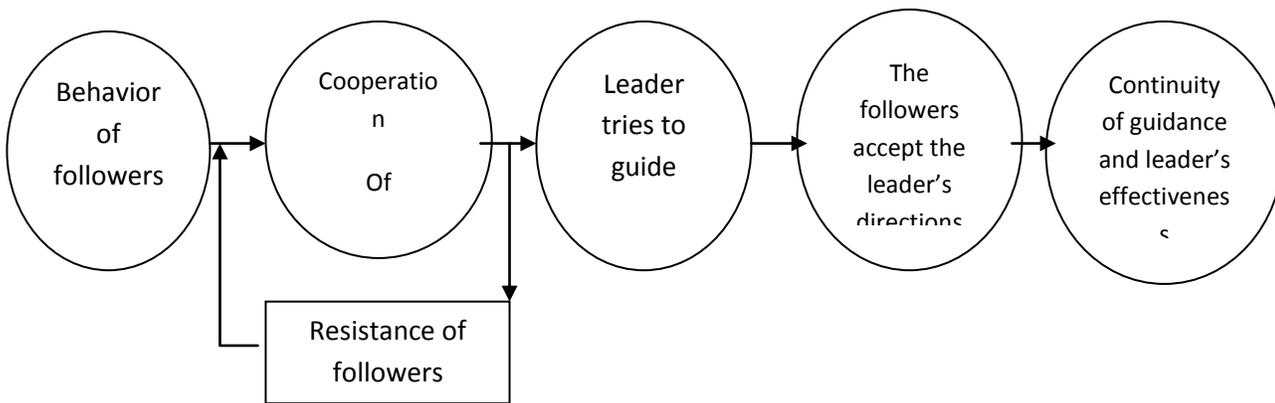
Apart from the active role that communication plays in transferring the concepts in individuals' interactions, developing and maintaining good relationships through effective communication with others is necessary for emergence of leader and leading. If we define leadership as influencing and encouraging process for achieving the goal (s), then the role of encouraging and influencing of leader would be dependent to the method that leader selects for communication. In this regard, it must be noted that the requirement for a strong communication is the existence of a unanimous environment full of sympathy that leads to a friendly and intimate space and finally leads to acceptance and persuasion of others. Being unanimous with others is a process that can partly be achieved through reflecting the speeches and experiences of others. For example you can become aware of spiritual states and experiences of others by thinking like them.

The mechanism of creating intimacy acts such that by achieving sympathy and companionship you can attract others' confidence by which you can give them freedom for quitting previous situation and reflecting presented behaviors.

In successful exchanging the information and sensations, two following states are sequentially imaginable; cooperating with others and making others to cooperate with us, in leadership and management of first state (cooperating with others) is conducted for second state (making others to cooperate with us).



Therefore, if the aim is just to be accepted, companionship is the main route. But if the aim is influencing others such that they behave in another way and change their behavior, then you must consider others companionship and leadership. By knowing situational powers, the managers can exact their ideas in first step and make others companion to themselves, but if they don't consider the knowledge and ideas of others immediately, then the sympathy and accompany would be superficial. So, if desired conditions are established and the others benefit from your influence, then you can continue your leadership. In any stage if you confronted any type of reaction or resistance, you must return to the stage of sympathy and accompany and wait for a suitable condition. The following figure shows the stages of accompany and leadership (Decker, Management of effective communication process, 2008).



Effective communication is important for managers for two reasons: First, communication is a process by which the managers can perform the duties of planning, organizing, leadership, correlating and control. Second, communication is an activity that the managers spent large part of their time to it. Communication process gives the managers this opportunity to conduct their duties. Therefore the information must be accessible for managers such that it can be a basis for planning. Also, the programs should be transferred to others in such a way that execution of those programs to be possible. The action of organizing requires establishing effective communication such that the subordinates become aware of the goals of organization and their roles. The action of leadership cannot be performed successfully without the

presence of efficient communication channels. Verbal, written and computer based communication are tools that play significant role in controlling process. As a result, communication is the base and foundation of management. Besides, through communication, the managers are able to communicate with external environment and this converts any organization to an open system that interacts with its external environment (Iran Nejad Parizi and Sasangohar, 2007).

Working and living in new organizations have opened new horizons of communication for humans. The managers and employees are incumbent to sit beside each other for decision making and investigate different solutions through exchanging their ideas, and finally find the best solution. Imparting the decisions, orders and policies of organization from higher levels of hierarchy to lower executive levels requires passing through different communication channels. In most cases, lack of effective communication before executing change related programs would result in severe resistances against offered changes (Griffith, 1994).

Effective communication is affected by many factors. Some of them are inter- personal, some follow themselves and some relate to organizational structure. Those factors are as follows:

The number of messages: The number of messages in one time causes interference and sometimes they are not understood properly and effectively. The managers must send the messages orderly and according to their importance and preference and avoid over communication (or under communication).

Complexity: The managers must make the messages simple and convert complex messages to few simple ones, that each one indicates its relationship with other parts of whole message.

Refinement: is the process by which the content of message is modified by the personality or feature of sender and receiver. Personal prejudice, biasing and other psychological factors have strong role in refining the message.

Personal obstacles: affairs related to communication are often influenced by personal characteristics of sender and or the receiver, for example inattention of receiver, lack of common words, hurry in concluding by the receiver, non-verbal signals that are inconsistent to verbal message (speaking kindly while being angry), justifying the behavior and denial i.e. preventing to receive the meaning of message (Robins, Organization theory (structure, design, applications, 1997).

6. The Necessity of Implementing Effective Communication in Leadership

1. Development of relations and decreasing the tensions in working environment
2. Communication is a process by which the duties of planning, organizing, guiding, leadership and control is conducted, So developing intact and effective relationships would eliminate tensions existing in the route of performing those duties or at least minimizes them.
3. Communication is an activity that the mangers benefit it for correlating and adjusting their time (Robins, Organizational behavior, 2001).

7. Current Obstacles and Consequences in Implementing Effective Communication

7.1. General Obstacles

- 1- obstacles related to parasite such as: improper time, insufficient or improper information, physical disturbances, organizational structure and high volume of information
- 2- obstacles related to the meanings of words and statements
- 3- cognitive obstacles such as: cliché, projection
- 4- validity of sender (Robins, organizational behavior, 2001)

7.2. Obstacles Identified by Leaders of Organization

The route of communication there are some obstacles that through understanding and awareness, the manager would be able to identify those limitations in real world and remove the tensions in a suitable manner for creating dynamism in communication, some of which are as follows:

7.2.1. Screening

If the information are screened and manipulated during the processes by different persons, it is likely that at the end of route, that information have gone under distortion for final receiver.

7-2-2-Personal Features

We don't see the fact, because what we see are interpreted from our own point of view and we call them reality and facts.

7.2.3. Gender

The women and men must communicate among themselves for different reasons, and the researches have indicated that the men speak by a language and hear such that the matter relates to organizational ranks and independency, and the women speak by a language and hear such that the matter relates to relations and intimacy. Of course this is relative, but we must consider it.

7.2.4. Emotions

The type of emotions of receiver of message while receiving it can influence on interpretation he/she makes form the content of message. Extreme emotions such as sever sadness or happiness would disturb effective communication grid. In such a condition, the person is not able to act logically and intellectually, and her/his judgment is based on emotions and sensation. The language of speech has different meanings for different individuals. Age, level of education and cultural background are three definite variables that influence the words, meanings and concepts that we consider for those words. If we knew what we infer from the words, then communicative problems would be reduced.

7.2.5. Nonverbal Communication

Most of the time, verbal communication is accompanied by nonverbal communication. If the communicating individuals have complete agreement with each other, they act such that enhance their behavior, but when nonverbal communication is not consistent with messages, the receiver would become amazed and he/she cannot understand what the real message is.

7.2.6. Cognition

Any person recognizes the events according to his/ her own cultural, social and mental background. The recognition of any individual from a phenomenon may be different from its real nature and identity; on the other hand, any single phenomenon may be understood by different individuals in different ways. Also, understanding and recognizing of a single phenomenon can be performed through different ways. Recognition in an individual has close relationship with personal needs, and in general it is personal and a unique affair that is indicator of all or parts of the situation in a manner that person conceives. Social recognition is influenced by factors such as group generalization, personal generalization, seeing all persons equally and expectation and we should be cautious those factors don't influence us.

7.2.7. Parasite and Rumor Sentences

Rumor is another factor that causes tension in an organization. Rumor is a message that spreads among people, but the realities don't confirm them. The rumor spreads when the people are eager for news, but they cannot receive them through valid sources. The ways of reducing the rumor in an organization are: informing, holding meetings and dialogues, implementing the system of suggestions in organization, paying sensible attention to job security of employees, combining official and non-official organization, neutralizing the rumors and giving moral trainings.

7.2.8. Language

The manager must convert the structure of message such that it is clear. Further, the words must be selected with caution and the language must be understandable for the receiver. Listening can improve communication and reduce the tensions. Listening is not hearing, listening means searching for the meaning and intent in an active manner while listening is an inactive action. When the manager listens to a person, his/ her brain is analyzing the matter and using energy. When we are disturbed and sensitized about a matter, we would not be able to receive and send the messages in a proper manner, the best way is that when being affected by our emotions, wait for some time until returning to normal state (Robins, Organizational behavior, 2001).

7.3. The Obstacles of Effective Communication from the View of Sharp Sighted Managers

The managers introduce following factors that are obstacles in establishing a suitable and proper communication in working place:

- 1- lack of knowledge and information
- 2- no determination in preferences in exact manner

- 3- No listening
- 4- Lack of complete understanding concerning the words of speaker and having fault in asking questions
- 5- Paying no attention to the needs of others
- 6- Thinking incompletely and immature concluding
- 7- losing patience and entering into controversies
- 8- time shortage
- 9- Being bored
- 10- No attempt for finding solution(Rezaei,2005)

7.4. The Consequences of Lack of Effective Communication in Organization

If these problems are identified and removed, they can severely reduce the impact of manager's relationship to others. Failure in establishing an effective communication will have following consequences:

- 1- losing the job
- 2- Emergence of misunderstanding
- 3- reduction of eager and strive (Robins, Organizational behavior, 2001)

8. Skills which are Essential for Implementing Effective Communication

1. Strong visual communication: intimate and continuous looking at the audience (s)
2. Good position of body: standing right and having natural and correlated and balanced movements
3. Natural movements of hands and face: calm and natural appearance during talking
4. Suitable dresses and appearance: well dressed, shaved and ordered with suitable appearance adjusted to the place where you are in.
5. Voice and vocal diversity: Using the voice as a strong and sonorous tool
6. Effective usage of languages and stops: making suitable use of languages with planned stops without applying additional words
7. Making the listeners to contribute and engage the discussion: maintaining their interest and engaging each one whom you have communicated with.
8. Making effective use of humor: Using humor for creating a suitable relation between self and audience.
9. Being self-natural: being noble (Decker, Management of effective communication process, 2008)

9. Special Points in Implementing Effective Communication for Managers

1. Asking for active feedback about oneself communication and intra organizational communication
2. Evaluating the rate of understanding and knowledge regarding oneself communication
3. Working with employees and defining how to communicate in organization, public development regarding:
 - a) how to control the oppositions
 - b) quality of horizontal communication performance (employee with employee)
 - c) quality of vertical communication performance (manager with employee, employee with manager)
 - d) Type and time of accessing to information
4. Paying attention to structural pressures of organization and quality of impacts of those pressures on communication
5. Learning the techniques of listening and making effective use of those techniques
6. Considering a supervisor for investigating the communications (Soltani, 2006)

10. Factors that Make Leaders and Managers Communication Effective

10.1. Correlation between the Words and Actions of Manager

If the managers want the employees receive their messages in correct and effective manner and act based on those messages, they must be committed to those messages too.

Generally, the main error of managers is that they pay severe attention to saying, writing and instructions and circulars and expect more than usual from them, so they expect more from the ears of individuals and they think that by sending a message that are heard by employees, so all works are done, but when their goals are not achieved they will become sad.

10.2. Benevolence of Manages for Employees

One of the factors that increase effectiveness of message is benevolence and sympathy of top managers for their subordinates. the managers should pay attention to interests of their subordinates in drawing up and sending the messages. Some of managers while drawing up the messages and circulars just consider their own interests or at least organization's interest and benefit. It is natural that employees don't listen to those messages as it should be, and they try no to act upon those messages. But if the managers be sensitive to the interests and needs of their employees along their interests, and perform those messages with benevolence

and humanistic motivation, they will listen to their speeches heartedly and will try to commit themselves to those words.

10.3. Situation Evaluation

If the managers- who have vital role in communication- want to increase the rate of their messages efficiency and influence, must note that they are not able to send their messages in all situations with one single method, because sometimes, verbal message is effective, in other times, written message is effective and efficient, in some cases the message must be sent in exciting and addressing form, and in other cases it must be in the form of advice, even it may often be necessary to convey the message with reproach and rebuke.

10.4. Physical and Appearance Related Factors

Another factor that influences the effectiveness of message is that the environment in which the message is exchanged to be suitable. If the environment in which the manager talks to his employee is so warm or so cold, that would cause disturbance in their concentration, as a result, many problems arise concerning sending and receiving the messages. Even appearance of message sender such as his/her face, spruceness, and quality of her/his voice tone may have significant role in effectiveness of message. In this regard one of the scientists state that: the factors such as size of the room, color of walls and the type and place of decoration may have impact on our sensation and quality of communication by us. For example, placing many persons in a small place may cause limitation (Pirooz, Khedmati, Shafiei and Beheshtinejad, 2009).

11. Some Suggestions for Leaders of Organizations Regarding Establishing Effective Communication

- 1- You must pay attention to feedbacks
- 2- You should listen to others carefully.
- 3- You must be able to control your emotions in working place and enhance the control
- 4- you must select suitable topics for implementing communication
- 5- You should send your message without making the listeners confused (because confusion is a kind of parasite)
- 6- You need to obtain necessary information about the audiences and their working condition before issuing an order so that they will be able to evaluate the acceptability of that message.
- 7- You need to select a suitable media for transferring your message
- 8- You should not show negative reaction against information you receive from lower levels.
- 9- you must try to present real and sufficient information to you subordinates
- 10- You should exercise careful listening

12. Conclusion

Based on the matters presented in this article regarding the factors that create tension in organization, the best ways for managers to generate an active and dynamic environment and communication in organization, removing the tensions and increasing their and their employees knowledge are the process of communication

and its components, methods of implementing communication and its different types, types of communication in organization, methods of improving the communication and identifying and removing obstacles. Many years ago, that computer software had not provided the opportunity of implementing electronic communication in organization; simple tools for presenting the requests and reports were applied in organization communication place. Most of the time, for conveying a request or presenting an explanation, face to face communication was needed. By developing the organizations and concepts such as CRM, after sale services management, customer voice that has led organization authorities and processes toward customer- centered concept, all such concepts are collected in a more general process called customer management, that is why the type and meaning of communication have been influenced and changed.

In such a condition, the communication process has shifted from its old and face to face state to electronic communication by the aid of computer software. Now, the question is what will happen to human communication by developing technological communication? Why the issue of creating effective communication through development and using human characteristics has been investigated in this article? The answer is that in managing organizational affairs, we can not ignore the role of humans at all. Technology can substitute humans up to a certain level, and finally this technology must be controlled and managed by humans, so effective communication among humans continues to be important and the factor of technology can be used for development and facilitate effective communication in a suitable manner.

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