

MANAGERIAL COMMUNICATION AND EMPLOYEES PERFORMANCES

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Abstract *The study has a **theoretical** part regarding the professional evaluation of employees and their performances, highlighting the role of managerial communication within the evaluation of employees performances and an **applied** part, where the purpose is to identify the way of evaluating employees performances within hotel services based on the example of a trading company, proposing based on the trading company's needs and on employees' expectations a new evaluation system for employees performances, where managerial communication contributes to improvement of employees performances.*

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INTRODUCTION

The evaluation of performances consists of assessing the degree to which employees fulfill their responsibilities in relation to their job, the performance of an employee being estimated in relation to the job's requirements (Mathis, et al., 1997, p. 159).

In practice there are identified various options for employees evaluation, at organizational level the evaluation can be done by direct superiors, subordinates, or by colleagues, or by internal evaluation committee, or external evaluation, which can be done by independent evaluators or by customers. A proactive way is represented by the self-evaluation.

Regardless of the method of evaluation of employees, at organizational management level, communication must be built with the employees, where supportive and empathic communication has a specialized role. The specialty literature recommends the assessment which is based on communication with employees, for example, in the form of allowing the guidance or employee motivation. (CÂNDEA, R. M., CÂNDEA, p. 255-269, 1996).

OBJECTIVES. ASSUMPTIONS

The main objective of the study was to highlight the role of managerial communication in improving performance of employees and specifically to identify how managerial communication influences employees performances within S.C. Casa Timișană S.R.L. Timișoara.

The research method was direct investigation based questionnaire, which is an useful tool in collecting information in the economic environment and by processing and analyzing the data we can achieve goals, make recommendations. We operated three types of questionnaires that aim: evaluating employee performance, performance evaluation methods used in the company, their improvement and self-evaluation of employees.

The sampling was convenient, the questions being answered by the ten employees who were at work in the questioning day.

RESULTS ANALYSIS

From the received responses regarding the questionnaire on employee performance evaluation, the conclusion is that it is necessary for the current evaluation process to be analyzed and improved. Employees are not aware that their work is being monitored and often the evaluation results are not communicated to them. For question "Do you know the criteria by which you were assessed?", 40% of respondents said they do not know it, while only 30% partially know the criteria. (Fig.nr.1.).

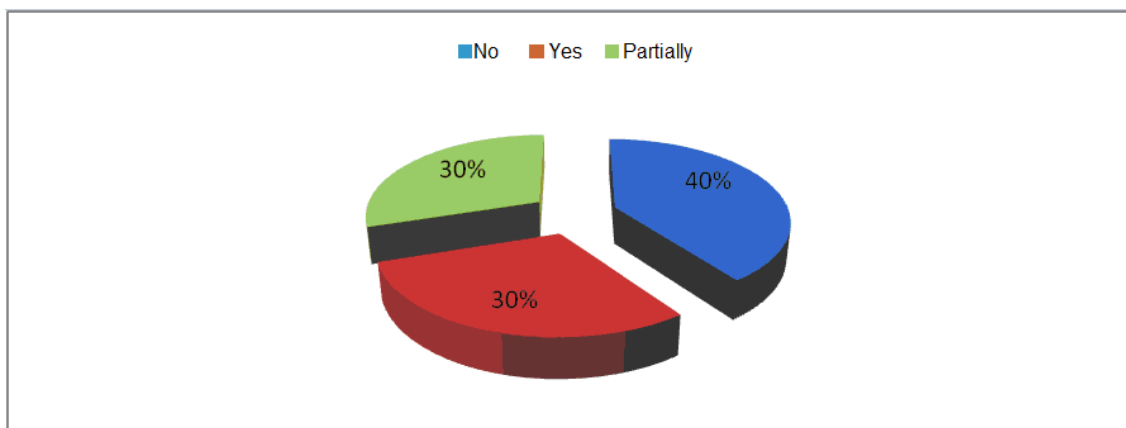


Figure nr.1. Knowledge of evaluation criteria

Respondents believe that the evaluation system chosen by the management is not appropriate and this is because all the employees are evaluated by the same evaluation framework and because they are not being explained how the points are awarded.

By analyzing the responses to the questionnaire on evaluation methods, the following aspects resulted: in the company the assessment methods are based on rating scales, and employee performance are evaluated by the manager, assisted by outside counselor.

The subjects surveyed answered the questions regarding the improving of the evaluation methods, the answers received sustaining the idea that the evaluation should target the recent performances of ht employees, but also data regarding promotion method or salary gross.

When asked about the need for comparative analysis between self-assessment and evaluation of management committee over half of the respondents support this possibility. (Fig.nr.2)

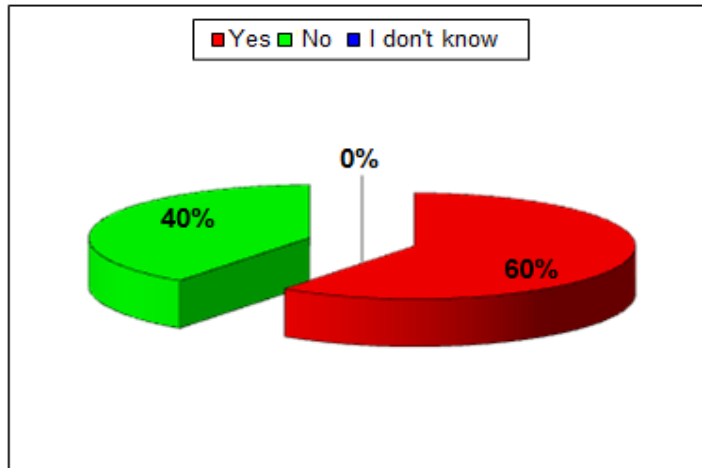


Figure nr. 2. Self-assessment - managerial assessment analysis

The most of the respondents mentioned that the evaluation process should point counseling activities for the employees with poor results.

On the question regarding the errors of assessment, most respondents marked the subjectivism of the assessor as a cause, who has the role of a judge and doesn't teach them how to improve.

For improving employee performance assessment, we found that respondents advised that their performance evaluation should be made at smaller time intervals. Currently 70% of the subjects say that this is done annually. (Fig.nr.3)

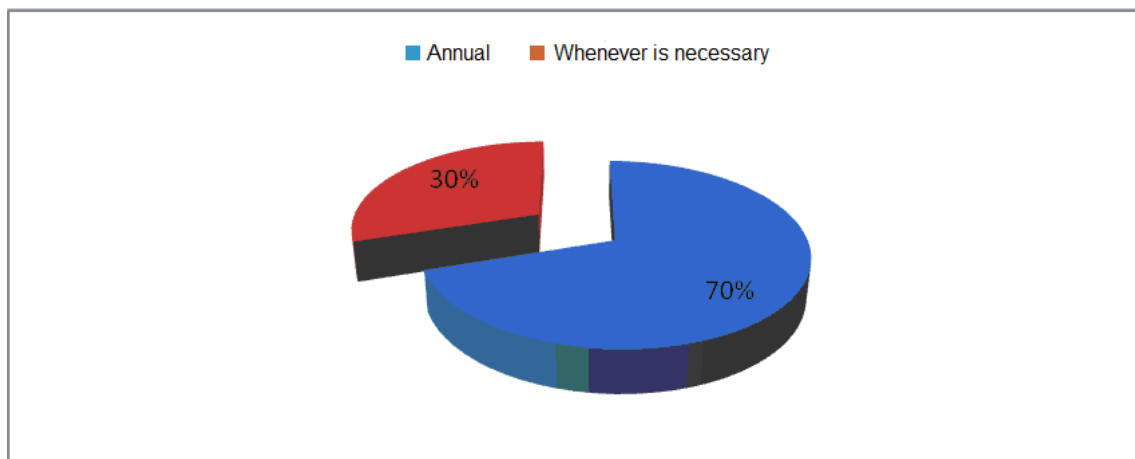


Figure nr.3. Evaluation periodicity

The respondents consider that all the mentioned criteria should be considered within the employees evaluation. No one else is mentioning though other criteria, which would mean no other ones would be necessary.

By processing and analysis of the received answers, we found that there is in place a system of employees evaluation, we found about the existence of an annual evaluation framework but which is not differentiated, the employees are not continuously monitored,

and evaluation results are not always brought to the attention of employees. The conclusion is the lack of usage of efficient managerial communication within the process of evaluation of employees performances.

CONCLUSIONS. RECOMMENDATIONS

The hotel society taken into account must improve its evaluation system for employees performances.

On one hand we recommend that employees evaluation, evaluation criteria for performances should be made accordingly to each specific job and to the obtained results, while its periodicity should be at least once per semester because of the involvement of the employee.

We recommend that the activity of the evaluated employee should be compared with the level of performance specific to the job's sector and also, this should be communicated to the employee.

When evaluating performances we recommend clear rules of communication within the evaluation process, the employees should know the evaluation procedure and the criteria used.

We recommend to the evaluation committee to communicate and discuss in detail the results of the evaluation.

We appreciate that through an efficient communication the manager trains, motivates, sends procedure, evaluates the employees, while a miscommunication can generate organizational conflicts.

RESEARCH LIMITS

The study, because of the small dimension of the sample, is not representative within all the organizations which have the same characteristics.

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