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MANAGEMENT OF LANGUAGE OF COMMUNICATION IN THE FIRM

1. The role of communication in the process of management

Communication is a social process of significant importance for the functioning of both the individual units, and the whole organization. Good communication within the company increases the exposure of workers and reduces their resistance to change. Employees who know what is going on in the company, know its plans and intentions, they feel valued and taken seriously, because their approach to the task is positive. Communication is understood as the transmission of messages between the sender and the recipient. The full process of communication should take place in two directions. Thus, communication is sending and receiving of messages by means of symbols and in that context organizational communication is a key element of organizational climate (Drenth et al, 1998). Communication could be also understood as transfer of information from sender to receiver under the condition that the receiver understands the message (Weihrich, Koontz, 1993). Communication in organizations encompasses all the means, both formal and informal, by which information is passed up, down, and across the network of managers and employees in a business (Spaho, 2011)

Lack of effective communication is the most serious obstacles to the effective operations of group. Psychologists estimate that communicate with other people (without hours of sleep) devote about

70 % of the time. This 32 % takes us 42-57 % speaking and listening. These data quite clearly show that our communication with others takes us a lot of time. These various modes of communication may be used to disseminate official information between employees and management, to exchange information. The challenge for businesses is to channel these communications so they serve to improve customer relations, build employee satisfaction, provide knowledge-sharing throughout the organization, and most importantly, enhance the firm's competitiveness. Most corporations now encourage employees to take an active part in their company. Employees who notice ways to improve production lines are encouraged, and usually rewarded, for passing those ideas on to managers. Employees who submit ideas that withstand intense study can be rewarded with a percentage of the company's savings. Employees who are harassed on the job are strongly encouraged to report such harassment as far up the chain of management as necessary to stop it. Regular employee meetings are held where the lowest level employee can stand up and ask the manager a direct question with the full expectation that a direct answer will be offered in return (Spaho, 2011).

Communication should be seen as a continuous, systematic process by which interested parties within the company learn what they need (or, in some cases, want) to know. While not all information is appropriate for all people to know, in general open and free communications should be encouraged within and across all levels and divisions of the enterprise. Communication in organizations should be easy and understandable. Management terms and jargon or stiff or flowery language may contribute to the impression among employees that management is talking down to them, or may simply lose their interest and defeat the purpose. Management should obtain and analyze feedback about the state of communications at their

company. Indeed, managers may have misperceptions about the quality of communications because they have failed to avail themselves to pertinent information from others. However, equally important is the style of communication.

2. Marshall Rosenberg's theory of communication

The inspiration to this study is the theory of Marshall Rosenberg, an American psychologist and the creator of Nonviolent Communication, a communication process that helps people to exchange the information necessary to resolve conflicts and differences peacefully. Dr. Marshall Rosenberg, founder of the international nonprofit Center for Nonviolent Communication, has taught these empowering skills for over 30 years to the general public as well as to parents, diplomats, police, peace activists, educators, and managers. Based in Switzerland, Dr. Rosenberg travels worldwide in response to communities that request his peacemaking services and skills. He has provided mediation and training in over two dozen countries, including war-torn Rwanda, Croatia, Palestine, Sierra Leone, and Ireland.

Marshall Rosenberg introduced the comparison of "language of jackal" and "language of giraffe". Language of giraffe is a language of requests whereas language of jackal is a language of demands. According to Rosenberg's "language of jackal" is characterized by judgment attacking the person, not her actions. This is a moralistic classification idiom that labels people; it has a splendid vocabulary for analyzing and criticizing. Language of jackal is good for telling people what's wrong with them: "you're emotionally disturbed, rude, lazy, selfish." It is so preoccupied with getting its immediate needs met that it cannot see into the future. Similarly Jackal-thinking individuals believe that in quickly classifying or analyzing people, they understand them. Unhappy about what's going on, a Jackal will label the

people involved, saying, "He's an idiot" or "She's bad" or "They're culturally deprived." This is a way of mentally classifying people into varying shades of good and bad, right and wrong. Ultimately, it provokes defensiveness, resistance, and counterattack. In "jackal culture", feelings and wants are severely punished. People are expected to be subservient to authority; slave-like in their reactions, and alienated from their feelings and needs (Rosenberg, 2003).

Opposite to it is the "language of giraffe", which is more empathetic, honest and open, connected with the ability to listen and communicate without judgment. The "language of giraffes" do not criticize people, but is just talking about own needs and feelings and trying to understand the point of view of others. User of this language is not interested in changing people; rather, he or her is interested in providing opportunities for them to be willing to change. "Language of giraffe" makes requests in terms of what we want people to do, not what we want them to feel. User of this language does not make requests in the past, does not say, or even think, "How nice it would have been if you had cleaned the your room last night." Instead, states clearly what he or she wants in the present, taking responsibility for own feelings. At the same time, this language attempts to give others an opportunity to act in a way that will help everybody feel better. In giraffes culture people say what they do want, rather than what they don't want, ultimately seeking a connection in which each person feels a sense of well-being and no one feels forced into action by blame, guilt, or punishment. As such, "language of giraffe" creates harmony. Stating a request in simple "language of giraffe" is a four-part process rooted in honesty:

- describe your observation. without criticizing or judging;
- identify your feeling;
- explain the reason for your feeling in terms of your needs;

- state your request.

In a "giraffe culture", people learn to express our feelings, needs, and requests without passing judgment or attacking. They request, rather than demand, being aware of the fine line of distinction between these two types of statements, experiencing love and friendship as openness and sensitivity, with no demands, criticism, or requirements to fulfill requests at either end of the dispute. And the outcome of any dialogue ruled by this positive feelings is harmony. This form of dialogue, although offering no guarantees of agreement between disputing parties, sets the stage for negotiation, compromise, and most importantly, mutual understanding and respect (Rosenberg, 2003).

The purpose of this study to check the concept of Rosenberg, using a questionnaire consisting of 14 items, which is to test the actual stress and job satisfaction, as the responds to two reprimands - one in "language of jackal "and the other in" language of giraffe.

Thus, the aim of this study is to examine whether the language that is used actually affect the results of the questionnaire.

According to Lazarus and Folkman's theory, stress is a human reaction to the environment in the context of the situation as perceived by the individual as thwarting the implementation of the its plan. This results in enhancement of affect and launching mechanisms to overcome this affect. Lazarus calls this relationship a transaction, because of the interaction between man and the environment (Folkman, Lazarus, Gruen, DeLongis, 1986). According to this theory, one can assume that, as an employee affects the environment (including supervisors and stress), so the environment affects the employee. The author emphasizes the fact that man and the environment are whole, which is not a simple sum of the parts. According to

Lazarus, the transaction with the environment is assessed cognitive entity, having the nature of a continuous process (initial assessment). From this perspective, the relationship can be assessed as having no meaning, favorably - positive or stressful.

Ken Blanchard stated that the reprimand should be: given as soon as possible, concrete, verbalize feelings of the speaker and confirm the recipient in the belief that it values (Blanchard, 2007).

In the reprimand in the language of Jackal it was necessary to break the rules concerning feelings and affirming the public in the belief that their values. The omission of these two principles made sense to compare these two different reprimands. Both, however, the messages were both specific and taken as soon as possible (took place at the meeting summarizing the previous day's work). However, bearing in mind that each person is different has a different resistance to stress, ways to tolerate it, it rotates in a different environment, we decided to once again see what the results of this particular study sample.

3. Research

Hypotheses

We accepted three hypotheses :

1. Language "giraffe" in comparison with the language of the "jackal" more motivates to work.
2. Language "jackal" causes greater stress than the language of "giraffe"
3. Job satisfaction correlates with the language of communication that we use .

Method

The entire test conducted at X Corporation in one of the polish city, courtesy of one shift manager. It was necessary to adjust to a typical daily schedule.

In the case of the experimental group before the hand questionnaires, manager reprimanded conducted in the language of „the Jackal ", after 1 week of repeated process that brought a reprimand in „giraffe „. The experimental group was tested around 7:00 am at the meeting, which it summarized to make the day before. The total number of individuals tested is 144 (64 in the control group and 80 in the experimental group). The same study, which delivers a reprimand and questionnaires, took approximately 15 minutes.

Subjects

Respondents were divided into two groups - control and experimental. The control group consisted of 64 people, experimental group of 80 (45 men and 35 women). Selection of people to groups was subordinated to the company's structure, which is divided into 4 parts: production hall, leather cutting room (experimental group), fabric cutting room (control group) and magazine. In experiment took part employees of both cutting rooms, because their work and responsibilities for data look very similar positions. The subjects did not receive any remuneration for completing the survey and were not informed that they are taking part in the study (at least until the date on which the last of the filled questionnaires).

Materials

For the study questionnaire was prepared and its parameters have been checked in the program Statistica. To check the reliability, Cronbach's alpha was calculated, which in the control group was 0.74,

in the experimental group during the first part of 0.75, while the second 0.65. To measure the accuracy factor analysis was used, which distinguished (as predicted) four factors, which were called: contact manager, contact with colleagues, stress and job satisfaction.

Procedure

Questionnaires were distributed to employees after meetings summarizing the previous day's work soon after the start of the change. The first stage of the study took place on 3 January 2014. The subjects were then the second shift, which worked from 14 to 22. In the control group, manager gave the survey and asked for their fulfillment, explaining that they came from the outside and will not survey and questionnaires are anonymous, so was asking for honest answers. However, in the experimental group female manager at a meeting gave its employees reprimanded in "jackal language" in the form of words: "You know that the company is working on the best performance that day was in yesterdays very bad, tragic indeed. Always after a long break from work I cannot count on you. Holidays are over, so time to get to work, you are paid for. If you do not live up to its obligations, it cannot be surprised that some people will lose their jobs. If this goes on, I guarantee you that no one on this will benefit. Get back to your position, do not wander around and get to work". Then, about 17 hours each got a questionnaire that was designed to solve. The second phase of force only experimental group and took place a week later, on 10 January at the first change (between the hours of 6 to 14). As in the first stage, a meeting summary manager also gave a reprimand their employees, but this time in the "language of giraffe", which was as follows: "I am disappointed that no one wants to stay on overtime. I understand that the more likely end up working faster and go home and harder to stay in work for

longer. However, I am very sorry that I can count on you in this matter. We are a team and that he worked well everyone has to take responsibility for their work, especially when it requires amendments in the form of overtime. You know, I never forbade you to take a pass, but if the situation does not change, I'll have to stop it". A few minutes later, about 7 hour's employees were to complete the questionnaire.

Results

In order to check the validity of hypothesis it was made, in the program Statistica, T-test for independent samples to the variables (control and experimental I and the control and experimental II) and for dependent samples to the variables (experimental I and experimental II), which showed:

- In the control group (in comparison with the experimental group) subject showed:
 - less satisfied with their work;
- In the experimental group I (compared to the second experimental group):
 - Respondents, in spite of reprimand in „jackal language", feel less fear of the reaction of supervisor for the error committed by them;
 - Subjects often complain about conditions at work;
 - Superior attitude less motivated respondents;
- In the experimental group II (in comparison with the experimental group):
 - Respondents feel less need supervisor;
 - respondents are less satisfied with the work they do;
 - respondents feel that their work is less important for corporations.

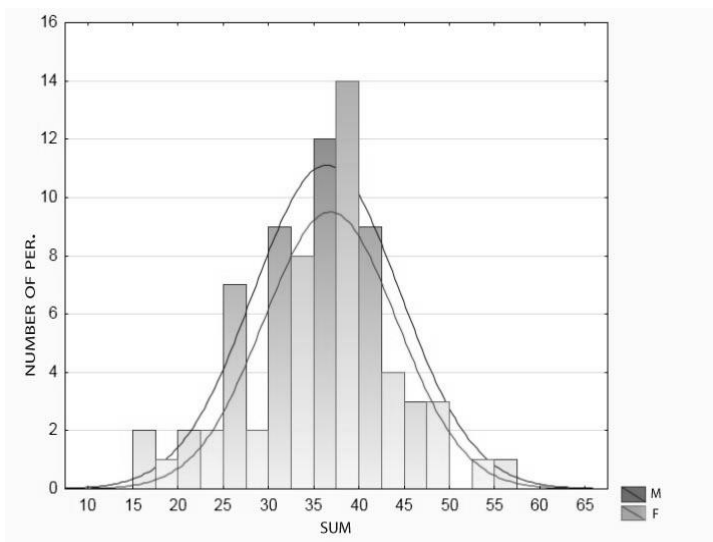


Figure 1. Research Group "language of jackal"

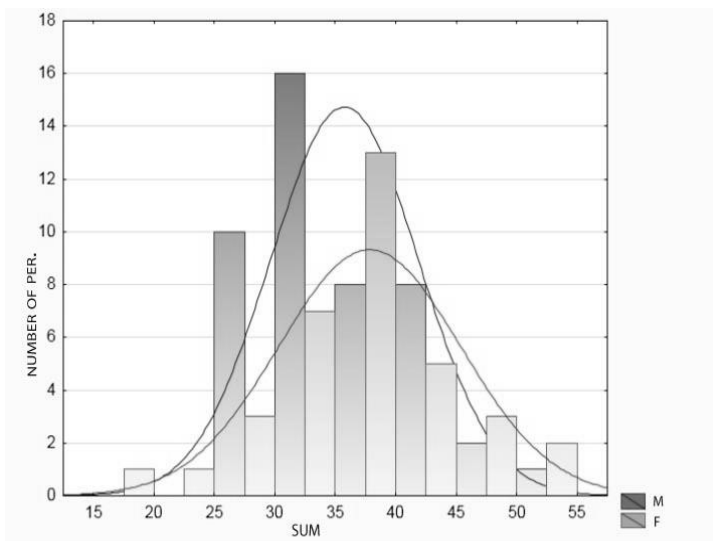


Figure 2. Research Group „language of giraffe“

Throughout the test, one could get at least a 14 point. (Indicates a low stress and high job satisfaction) and the maximum 70 points (high stress and low satisfaction). The lowest result obtained in the case of the first group is in the range of 15-20 points, and the highest 55-60 points. In the case of the second group - 15-20 points and 50-55 points. There is therefore up to the extreme results. Both distributions resemble Gaussian, because most of the results is the average, for both men and women. But they are not symmetrical.

Analyzing the figures one can notice that messages in "jackal language" make the results of most men indicate that they are more satisfied with their jobs and experiencing less stress compared to women. The highest percentage of women has an average job satisfaction. Similarly, the situation is in a group of people to whom the message was addressed in "giraffe language". However, the major difference is that the extreme in the first group received the men, while the second - women.

Discussion

After analyzing the results, it appeared that the hypotheses are only partially confirmed. Namely, the "language of giraffe" in comparison with the "language of jackal" more motivates to work and it is better top job satisfaction. Statistical analysis not confirmed the hypothesis that "language of jackal" causes greater stress than the "language of giraffe". As is apparent from this research, type of language of communication significantly affects assessment of the social environment. Subjects after hearing a reprimand in "jackal" worse assess both the work environment and supervisor. Using language more empathetic ("giraffe"), we can improve conditions at work. What is also confirmed by the fact that the language of "giraffe" has a positive impact on workers motivation. Improving conditions at work (according

to Lazarus external environment) positively affect the stress reduction units (transactional theory of stress).

The main problem that we discussed in the study was the impact of the language of communication on stress and job satisfaction. This is important because people spend a lot of time during their life. It is interesting how relationships are formed and influence language general well-being of the average worker. To check our assumptions we decided to prepare a questionnaire consisting of 14 items, so that we adopted two of the three hypotheses.

What should be changed in an experiment to positively influence a significant difference between the two messages would be the consequences of granting time reprimands The use of language "the Jackal" by month adequately to assess employees, followed by another month of language "giraffe" would ensure that the results would be much more statistically significant.

Undetected cannot be in this case, the issue of different supervisors in the experimental and control groups. Superiors have a crucial impact on the ratio of workers to their tasks. Comparing two different managers, we are dealing with two different personalities, temperaments, and finally styles of leadership. Finally, it is hard to tell how it really affected communication language to stress and job satisfaction. Nevertheless, the result of study confirm, that using the language of giraffe is more motivating for workers and enhances their job satisfaction.

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