
Influence of Managers' Good Communication Skills on Work Processes



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The results showed that out of the total number of respondents, 33.3% reported being completely satisfied with interpersonal communication, 57.0% partially satisfied, and only 24 or 9.6% were not satisfied. It can be concluded that the good communication skills of managers positively impact staff productivity.

Abstract

Communication is the foundation of every interpersonal relationship. Good communication leads to better relationships and trust, fosters improved interactions with colleagues, and has a positive impact on the workplace atmosphere. The aim of this study is to determine how the communication skills of management staff influence work processes. The primary task of this study is to examine the communication styles of responsible individuals in the healthcare process and their relationships with subordinates or executors in the healthcare process. The study is descriptive and comparative. An author-designed questionnaire, created based on a review of professional and scientific literature and experiences from everyday clinical practice, was used as the research instrument.

Keywords: communication, manager, healthcare institution

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Introduction

Communication is the basis of humanistic-oriented healthcare (1). Communication represents the basic function of communication, and it is achieved through two important aspects: it maintains personal relationships and effectively transmits messages (2). A particularly common form of communication in the performance of managerial functions is direct contact with which messages and information are exchanged directly on the spot. Oral verbal communication is characterized by dialogue, transience, spontaneity, low structure, informality and orientation to events (3).

When communicating by direct contact, the manager receives feedback about the messages, which he/she sends through the interlocutor's reaction. The ability and skill of listening are especially important in direct contact, while the choice of place and time for communication is also significant. When analyzing the role and significance of communication as a component of management, it is necessary to keep in mind that this type of business communication has numerous specificities when compared to everyday private communication between people. Namely, business communication most often represents a state of mutual competition (4). For the manager of a healthcare institution to successfully perform his informational role as part of his managerial function, as one of the important managerial roles, he must know communication as a process, must possess communication skills, and must know and understand human behavior. Successful managerial communication depends on psychological competencies such as a complete personality with preserved integrity, good character traits, and developed emotional intelligence. (5)

Managers who have strong social skills promote communication and understanding, which gives the best results in working with people and enables better diagnosis and resolution of interpersonal relations problems (6).

Different people respond and react differently to the same situation, but even the same person can behave differently at a given time due to stress or other dynamic factors. People who work together often see things differently and this difference can create problems that affect joint work and its effectiveness (7).

Material and Methods

The research was conducted among nurses employed in public health institutions of hospital health care in the Federation of Bosnia and Herzegovina. The study involved 249 nurses. The sample was selected by random sampling.

The study is descriptive and comparative. An author's questionnaire created on the basis of a review of professional and scientific literature and on the basis of experiences from everyday clinical practice was used as a research instrument. The questionnaire was created in the electronic form "Google Forms" and made available to respondents by invitation e-mail. The study was conducted in the period from November 1, until December 1, 2022. The questionnaire was anonymous and it is not possible to find out the identity of the respondents from the answers provided. The scientific methods used are induction, deduction, compilation, etc.

In this study, all ethical principles related to the protection of the identity of the respondents and the data obtained through questionnaires/interviews were respected. Data confidentiality was guaranteed by the researcher, the author of this article. Respondents had no financial or any other interest in participating in the research. Nominal and ordinal variables in the research were analyzed using the Chi-square test, and when the expected frequency was missing, Fisher's exact test was used. The software systems SPSS for Windows (version 13.0, SPSS Inc, Chicago, Illinois, USA) and Microsoft Excel (version 11, Microsoft Corporation, Redmond, WA, USA) were used for statistical analysis of the obtained data.

Results

The sample included the answers of 249 respondents who responded to the survey via the online form "Google Forms" in the period from November 1, until December 1, 2022.

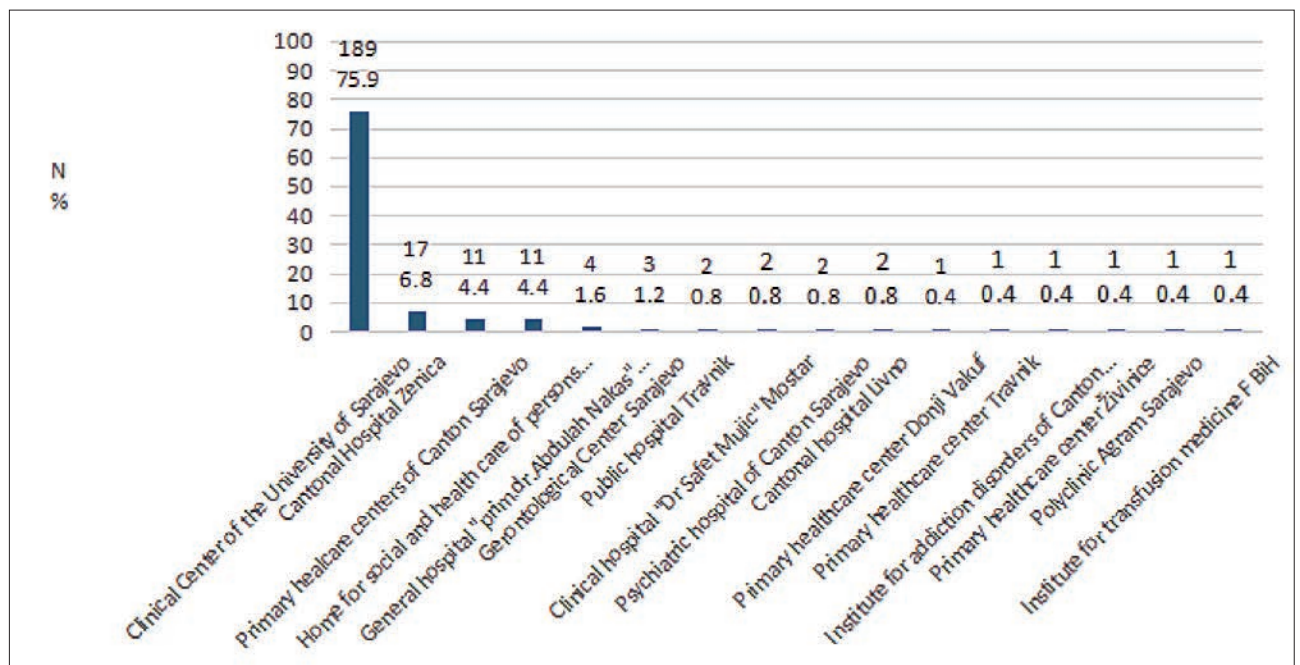


Figure 1. Analysis of respondents' review of health institutions

The largest number of respondents who answered the survey were employed in the Clinical Center of the University of Sarajevo - 189 or 75.9%, followed by respondents employed in the Cantonal hospital Zenica - 17 or 6.8%, and 11 or 4.4 % of cases respondents employed at Home for Social and health care of persons with disabilities and other persons Sarajevo. In relation to age, in our sample, 106 respondents or 42.6% of case were in the age group of 37-45 years, followed by the respondents in the age group of 46-55 years - 70 respondents or 28.1 % of cases, and respondents in the age group of 26-36 years in 47 or 18.9% of cases.

Only one respondent stated that he was 65 or older.

The largest number of respondents in the sample work as nurses in the process of providing health care in 185 or 74.3% of cases, followed by head nurses of the department in 49 or 19.7% of cases and in 15 or 6.0% of cases head nurses of institutions.

In relation to gender, women were more represented in the sample with 214 or 85.9% of cases compared to men who were represented in 35 or 14.1% of cases.

| | | N | % |
|---------------------------|----------------------------------|-----|-------|
| Function at the workplace | Head nurse of the institution | 15 | 6.0 |
| | Head nurse of the department | 49 | 19.7 |
| | Nurse in the health care process | 185 | 74.3 |
| | Total | 249 | 100.0 |

| | | N | % |
|----------------|---|-----|-------|
| Qualifications | Secondary medical school | 142 | 57.0 |
| | Higher medical school | 13 | 5.2 |
| | University degree | 72 | 28.9 |
| | Master's degree, Doctor of science, professor | 22 | 8.8 |
| | Total | 249 | 100.0 |

Table 3. Overview of the communication impact on the performance at work and task completion

| | | N | % |
|---|-----------|-----|-------|
| I perform my job and tasks better when I have good communication with my managers | Yes | 228 | 91.6 |
| | Partially | 16 | 6.4 |
| | No | 5 | 2.0 |
| | Total | 249 | 100.0 |

The majority of respondents, 228 or 91.6%, state that they perform their job and tasks better when they have good communication with their managers, and 16 of them or 6.4% partially agree with this statement.

Only 5 or 2.0% of respondents believe that good communication with managers does not affect the performance of their job and tasks.

Table 4. Overview of the most suitable and preferred form of communication in the team

| | | N | % |
|---|---|-----|-------|
| The most suitable and preferred form of communication in the team | Verbal - Orally | 229 | 92.0 |
| | Non-verbal - body posture, gestures, etc. | 2 | 0.8 |
| | In writing or by email | 15 | 6.0 |
| | Phone conversation or message | 3 | 1.2 |
| | Total | 249 | 100.0 |

The analysis of the most suitable and most desirable form of communication in the team shows that respondents prefer verbal or oral communication in 229 or 92.0% of cases.

Table 5. Overview of the importance of good communication within the team

| | | N | % |
|--|--|-----|------|
| Good communication within the team is important for the following: | Dynamic and fun work | 94 | 37.8 |
| | I complete tasks more satisfactorily and happily | 141 | 56.6 |
| | I perform work tasks faster and more efficiently | 136 | 54.6 |
| | It affects my positive mood | 104 | 41.8 |

Out of the total number, 15 or 6.0% of cases prefer written communication or communication by e-mail, in 3 or 1.2% of cases a telephone conversation or message,

and in 2 or 0.8% of cases non-verbal communication through body posture, gestures, etc.

Respondents are most often of the opinion that good communication leads to more satisfied and happier work performance in 141 or 56.6% of cases, then faster and more efficient performance of work tasks in 136 or 54.6%, that it affects their positive mood in 104 or 41.8%, and that it leads to a dynamic and fun job in 94 or 37.8% of cases.

Table 6. Overview of the impact of poor communication

| | | N | % |
|---|---------------------------------|-----|------|
| Poor communication with managers affects the following: | Weaker performance at work | 150 | 60.2 |
| | Forgetting and neglecting tasks | 54 | 21.7 |
| | Errors | 87 | 34.9 |
| | Conflicts in the team | 109 | 43.8 |
| | Absence from work | 27 | 10.8 |

Respondents most often believe that poor communication affects poor performance in 150 or 60.2% of cases, then conflicts in the team in 109 or 43.8%, errors in work in 87 or 34.9%, forgetting and neglecting tasks in 54 or 21.7%, and increased absence from work in 27 or 10.8% of cases.

Based on the examination of the influence of satisfaction with interpersonal communication, we can state that there is a statistically significant difference as well as a positive correlation in the sense that respondents who stated that they were completely satisfied with interpersonal communication in 35.5% of cases stated that they perform work tasks better compared to 12.5% of those who are partially satisfied, and not a single respondent in the group in which they stated that they were not satisfied with interpersonal communication.

Based on the examination of the liking the way managers communicate with them, we can state that there is a statistically significant difference as well as a positive correlation in the sense that respondents who indicated that they completely liked the way of communication with their managers in 53.9% of cases stated that better perform work tasks compared to 18.8% of those who partially like it, and 40% of respondents in the group in which they stated that they were not satisfied with the way of communication with their managers.

Table 7. Influence of satisfaction with interpersonal communication on performance of job and tasks

| | | | I perform tasks better when I have good communication with my managers | | | Total |
|---|-----------|---|--|-----------|-------|-------|
| | | | Yes | Partially | No | |
| Satisfaction with interpersonal communication | Yes | N | 81 | 2 | 0 | 83 |
| | | % | 35.5 | 12.5 | 0.0 | 33.3 |
| | Partially | N | 129 | 11 | 2 | 142 |
| | | % | 56.6 | 68.8 | 40.0 | 57.0 |
| | No | N | 18 | 3 | 3 | 24 |
| | | % | 7.9 | 18.8 | 60.0 | 9.6 |
| Total | | N | 228 | 16 | 5 | 249 |
| | | % | 100,0 | 100,0 | 100,0 | 100,0 |

 $\chi^2=19.981$; $p=0.001$; $r=0.207$; $p=0.001$ **Table 8. The influence of liking the way of communicating with the manager on the performance of job and tasks**

| | | | I perform tasks better when I have good communication with my managers | | | Total |
|---|-----------|---|--|-----------|-------|-------|
| | | | Yes | Partially | No | |
| Do you like the way you communicate with your managers? | Yes | N | 123 | 3 | 2 | 128 |
| | | % | 53.9 | 18.8 | 40.0 | 51.4 |
| | Partially | N | 97 | 12 | 1 | 110 |
| | | % | 42.5 | 75.0 | 20.0 | 44.2 |
| | No | N | 8 | 1 | 2 | 11 |
| | | % | 3.5 | 6.3 | 40.0 | 4.4 |
| Total | | N | 228 | 16 | 5 | 249 |
| | | % | 100,0 | 100,0 | 100,0 | 100,0 |

 $\chi^2=22.850$; $p=0.0001$; $r=0.185$; $p=0.003$ **Table 9. The influence of manager criticism on the performance of job and tasks**

| | | | I perform tasks better when I have good communication with my managers | | | Total |
|--|---|---|--|-----------|-------|-------|
| | | | Yes | Partially | No | |
| The manager implements criticism in the following way: | Communication behind closed doors | N | 185 | 14 | 3 | 202 |
| | | % | 81.1 | 87.5 | 60.0 | 81.1 |
| | In a public place and in front of others | N | 37 | 2 | 1 | 40 |
| | | % | 16.2 | 12.5 | 20.0 | 16.1 |
| | He/she gossips about my work to others | N | 5 | 0 | 1 | 6 |
| | | % | 2.2 | 0.0 | 20.0 | 2.4 |
| | He/she does not communicate, but sanctions me without warning | N | 1 | 0 | 0 | 1 |
| | | % | | | | |
| Total | | N | 228 | 16 | 5 | 249 |
| | | % | 100.0 | 100.0 | 100.0 | 100.0 |

 $\chi^2=17.476$; $p=0.027$; $r=0.354$; $p=0.031$

Based on the examination of the influence of how managers express criticism, we can state that there is a statistically significant difference as well as a positive correlation in the sense that respondents who stated that their manager communicates criticism behind closed doors in 81.01% of cases stated that they perform work tasks better in comparison with 87.5% of those who partially perform tasks better, and 60.0% of respondents in the group in which they stated that they do not perform tasks better.

Discussion

For the purposes of this article, a survey was conducted on a sample of 249 respondents in the period from November 1, until December 1, 2022. According to the review of health institutions, the largest number of respondents was from the Clinical Center of the University of Sarajevo, 189 or 75.9%, then from the Cantonal Hospital Zenica 17 or 6.8%, and from the Primary health-care centers of Canton Sarajevo, 11 or 4.4 %. In relation to the gender structure of respondents, the majority of respondents were female - 214 or 85.9% of cases, while only 35 or 14.1% were male.

Analyzing the answers to the question about respondents' satisfaction with interpersonal communication, the largest number of respondents is partially satisfied - 142 or 57.0%, 83 or 33.3% of respondents are satisfied, and 24 or 9.6% of respondents are not satisfied with interpersonal communication. Lučić (2017) in his article on the topic of importance of communication skills in management pointed out that all organizations and their managers want to achieve successful communication. The development of communication skills and relationships with people has become an integral part of the overall development of the organization. The communication process can only be controlled and shaped through the human resources management system. (8)

It is important to emphasize that in most cases, respondents believe that communication has an impact on the performance of work and task completion, as many as 228 or 91.6% of them, and that with good communication they complete tasks more satisfactorily and happily, and faster and more efficiently. In their article, authors Marojević-Glibo and Topić-Stipić (2019) studied

the topic of principles of successful communication in healthcare and pointed out that new communication skills have become a challenge for healthcare professionals. Also, for them, successful treatment today and in the future is based on the successful communication with patients. This relationship becomes a challenge for healthcare institutions, medical personnel, and the entire society. (9)

Authors Magdelinić, G., and Magdelinić, M. in their professional article "Nurse manager" described the importance of communication as the basis of good leadership. The results showed that the main inhibiting factors of good communication are, first of all, personal characteristics such as fear, low self-confidence, anxiety, level of literacy, previous experiences and, on the other hand, lack of communication skills, empathy, inability to set boundaries, listening skills, and the environment. (10)

The results also show that the use of good communication has not only a positive impact on patients, but also on health professionals, making them satisfied at work, less exposed to stress, which has a strong impact on health. Job satisfaction and leadership style are closely related. This means that nurse managers carefully consider their leadership style and the impact they have on the nurses they manage.

In his article, Čelić (2015) studied the topic of social skills as the basis of the success of managers and proved that communication is the basis of social skills. The skill without which the success of a manager is not possible is the skill of dealing with people and it is based on communication. (10)

Conclusion

Clear and transparent communication helps set expectations. When employees clearly understand their tasks, goals, and roles within the team, it is easier to direct their efforts toward a common goal. This reduces uncertainty and improves worker focus.

In addition, good communication encourages an open dialogue between superiors and employees. Workers feel more comfortable expressing their ideas, suggesting improvements, or bringing up potential problems.

This creates an atmosphere of trust, which is key to a productive working relationship.

Supervisors with strong communication skills are often better at understanding the needs and interests of their employees. Active listening and asking questions help them identify the resources and support needed for workers to be successful in their tasks.

Also, employee motivation often stems from a sense of importance and recognition for their contribution. Supervisors who are skilled at communication are better at giving constructive feedback and recognizing achievements, which further encourages work ethic and enthusiasm. Verbal communication stands out as the most preferred form of communication, followed by written communication, and non-verbal communication is listed as the last.

Overall, quality communication from superiors creates a positive work environment that supports productivity. Through clear guidance, support, and motivation, employees are more engaged and more inclined to contribute to goals. Communication has formed a part of people's lives that cannot be done without it.

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UTJECAJ DOBRIH KOMUNIKACIJSKIH VJEŠTINA NADREĐENIH NA RADNE PROCESE

Sažetak

Komunikacija je osnova svakog međuljudskog odnosa. Dobrom se komunikacijom postižu bolji odnos i povjerenje, bolja suradnja s kolegama te se pozitivno utječe na atmosferu na radnom mjestu. Cilj je istraživanja utvrditi kako dobre komunikacijske vještine nadređenih utječu na radne procese. Osnovni je zadatak ovog istraživanja ispitati stilove komuniciranja odgovornih osoba u procesu zdravstvene njege i odnosa prema podređenima, tj. izvršiteljima u procesu zdravstvene njege. Istraživanje je deskriptivno i komparativno. Kao instrument za istraživanje primijenjen je autorski upitnik kreiran na osnovi pregleda stručne i znanstvene literature i na osnovi iskustava iz svakodnevne kliničke prakse. Rezultati su pokazali 33,3 % ukupnog broja ispitanika navodi da su u potpunosti zadovoljni međuljudskom komunikacijom, 57,0 % djelomično te samo 24 ili 9,6 % navodi da nisu zadovoljni. Može se zaključiti da dobre komunikacijske vještine nadređenih pozitivno utječu na produktivnost radnika.

Ključne riječi: komunikacija, menadžer, zdravstvena ustanova
