

COMMUNICATIONS AND MANAGING THE ORGANIZATION

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***Abstract:** Successful management of the organization requires rules that members of the management team (the organization's management, board of directors) should follow. Characteristics of managers as well as the hierarchical organization have decisive influence on the successful operation of the organization. Even in small-scale organizations (especially in larger) communication that is established between all levels of management - is the prerequisite for its efficient operation.*

***Keywords:** organization, communication, coordination, planning, personal initiative*

In larger organizations, there is a need for more leaders who are hierarchically linked and coordinated. In addition, members of the organization have diverse and changing needs and motives, and the task of leadership is to constantly be interested in each individual in order to preserve and improve the operation of the organization.

The struggle for experienced managers, quality professionals and young talents becomes the sharpest and most ruthless form of competition, so strong and obvious, that even now be regarded as one of the key determinants 2st century (Markovic, A., Markovic, Lj., 2011).

In everyday speech, it is often heard the term - he is a born leader -, which should mean that a particular person possesses innate leadership qualities. However, other than traits, circumstances and tasks that it performs better than others create the leader, also. Hence the saying: "The circumstances make heroes." In any case, the real leader need both. The character and circumstances. It is difficult to determine very precisely the true character traits necessary for a real leader, but intelligence, confidence; dominance in problem solving, initiative and ambition, openness and sensitivity to the problems of group members stands out. However, you cannot know which of these traits is going to be decisive on the selection of leaders, because it depends on the nature of group members who elect their leaders. For example, authoritarian personalities will select the authoritarian leader. In addition, a good leader in one situation may not be a good leader in the second. Hence, in the history capable war leaders occurred, but in peacetime they lost elections. The fact is that understated and withdrawn people can become leaders in certain situations that wake their initiative and confidence. These examples confirm the claim that it is not possible to make a list of universal character of leaders.

The main feature needed for good leader is effectiveness in carrying out tasks. It might be called the principle of utility, which means that if members of the group estimated that a particular person could benefit the entire team, then it will be chosen to lead and accept to

receive instructions and orders from him. The leader then gets bigger orders from other group members, especially in the areas of diagnosis, assessment of the situation and problems and then providing them with guidelines and initiating activities. In all of this is that leaders need new ideas, to direct contact with members of the group, to advocate for their interests, to develop a positive atmosphere in the group to refine the organization to make decisions about rewards and punishments. It is an impressive list of commitments; a leader should be an example to others, policy maker, and the controller of human relations, operations planner and performer. Of course, the leader is not the only person who does all these jobs, but participates in them by his associates. After all, for the success of an organization it is needed more people to participate in a planned and coordinated management. Summing up all the obligations that leader has, psychologists singled out two basic, general functions: activities of taking care of people and activities that mean the execution of the group's task. The leader may express more talent and success in the performance of one of these two functions but must ensure that both are made.

In larger organizations, it is necessary to have a larger number of leaders who will act in a coordinated variety of activities. The leaders at the highest level are responsible for creating a new organization structure, while lower level implies that managers develop and complement the existing structure. For the lowest level of direct management, it is uncharacteristic that are responsible for the implementation of the existing structure. However, regardless of classification, of the leader of each team members the same is expected - to be competent and fair. In relation to this is the way of leadership, namely the way in which leaders realized the impact on the entire organization.

"Some of them commanding much more and require more submission using power of rewarding and punishment. The others are more convincing and motivate members to achieve tasks and use expert power, the power of information and legitimate power. What means of power and their combination will be used will depend on a combination of many conditions: from the personal characteristics of leaders and their understandings of human nature, tasks and goals of the group, the composition of groups and group relationships, the traditions and concepts specific to a particular culture. As a rule, the leaders use more powers at their disposal, but differ in the kind of power they prefer." (Rot, N., 2006).

Among many of the management systems, there are two basic - a democratic and autocratic. It is logical that different management of the organization causes different behavior of its members. In democratic organizations, the atmosphere is better than in the autocratic, but this is the topic related to the traits of the members of the organization.

Democratic structure of the organization will not be worth if its members have bad characters, they will put into its opposite this type of organization in the short period.

In democratic leadership, the leader uses persuasion and counseling, which does not cause hostility, and at the same time shows that he cares about personal interests and dignity of members. Participation of members in decision-making leads to those associated with the entire team, increase self-discipline and personal responsibility. Democratic leadership requires communication and negotiation, which causes the creation of solidarity, collegiality and a sense of belonging to a group. However, it should always note that neither the ideal set up of a democratic organization can be successful if its members do not possess the personal qualities - sports vocabulary words - not the best tactic is worthwhile, if players do not possess the quality and motivation. This can lead to the paradoxical situation that the leader, although democratically oriented, was forced to change its management style and autocratic methods of application management. In any case, the responsibility is on the leader until he exhaust all democratic methods, he must try to be give itself to each member of the team and its individual problem to motivate the entire organization. For this treatment it is necessary a lot of patience and tact.

"A leader who doesn't see all members of the group, even the weakest among them, as the people who have their value, and as a people like him, isn't patient at all, will have no impact on the poor workers and will improve them. It will not be successful as those leaders who are considerate and patient with the poor workers." (Rot, N., 2006).

This does not mean that at some point the leader should not make a decision on the exclusion of certain members of the organization, if all democratic means have failed, because an expulsion of a member may be stimulating for the others. Provided that publicly and clearly explain the reasons for such decision, the tense atmosphere into a relaxed, and members of the organization at this point should be recalled that no individual has the right to jeopardize the interests of colleagues. When members of the organization reminded their personal interests remain unrealized if the whole team does not achieve a good result - it will certainly support any disciplinary action.

The leader will feel successful if feels love and respect from the team members, because that will increase its confidence and determination. If he was "given" more power, it will be easier to influence the members, and even if there is a clear and precise distribution of responsibilities (he does not have to seek for new solutions), then this situation can be considered ideal. Its mission is to organize the human resources in turbulent times, which make an organization unique and different from each other, which represent a competitive advantage. (Radosavljevic, D., 2011).

RESUME

The nature of complex organizations (companies, enterprises, banks, unions, political parties, sports and cultural associations) requires an analysis that should define the features required for managing such organizations. At the same time, it is necessary to define methods of communication within the organization. Hierarchical complexity of any organization requires a high level of quality and continuous communication. Without that, it is not possible for organizations to survive long in a market where it operates.

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