

Managerial strategies of the personal values, used to improve engineers communication

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Abstract. Every person can be described by his behavior in certain situations, but also by the motivation of his actions, a motivation that reflects the individual values. The set of values of each individual is reflected in the everyday tasks, the way of communication, the degree of success of his actions. The higher the values apply in a wider area of life, the higher the personal satisfaction of the individual. Personal values are the internal standards and, at the same time, the inner force that determines us to learn, work and live in a certain way. The paper presents a study of a group of 116 engineers from different fields who sought to identify personal values in order to improve communication at the workplace. It was used The Inventory of Personal Values that measured the analyzed variable. The findings of the research are that management strategies that value the practical and organizational spirit of engineers improve workplace communication, increase employee performance and improve their well-being.

1 Introduction

In the era of technology, online socialization, robots and e-learning in a growing number of fields of activity, an unanimously accepted solution appears, a panacea, for any problem: whether it is a stock issue or a problem with the child who is addicted to the gadgets. That panacea refers to communication. It is the communication that establishes concrete relationships between people, machine - man - work. Communication is a solution for loneliness, communication is the solution of the family, and communication, too, is a solution at the organizational level. Communication is a way of organizational development. Sustainable development [1] means not only rationally use material resources but also personal resources through effective communication.

The definition unanimously accepted for communication is that it involves a transmitter, a receiver, a system of signs (language) and a communication channel. During the communication process, transmission or decoding errors may occur due to objective or subjective factors. Communication can be defined using terms specific to any field of activity, including as a physical and mental connectivity process between two people [2].

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At the organizational level, communication between employees and managers determines the understanding of tasks, execution, rectification, communication, conflict management, motivating staff [3].

But, most of the time, communication with ourselves is the most difficult, especially in situations where internal conflicts arise. Thus, we discover that the act of communication, in the simplest way, between two people, involves not just two people, but also their principles, their convictions, their motivation, their values, everything they know and what they want. We can say that the act of communication is a resultant vector of the whole mental life of the individual. What an individual says and thinks is the result of heredity, of his parents and grandparents, of his education and of the society in which he lives.

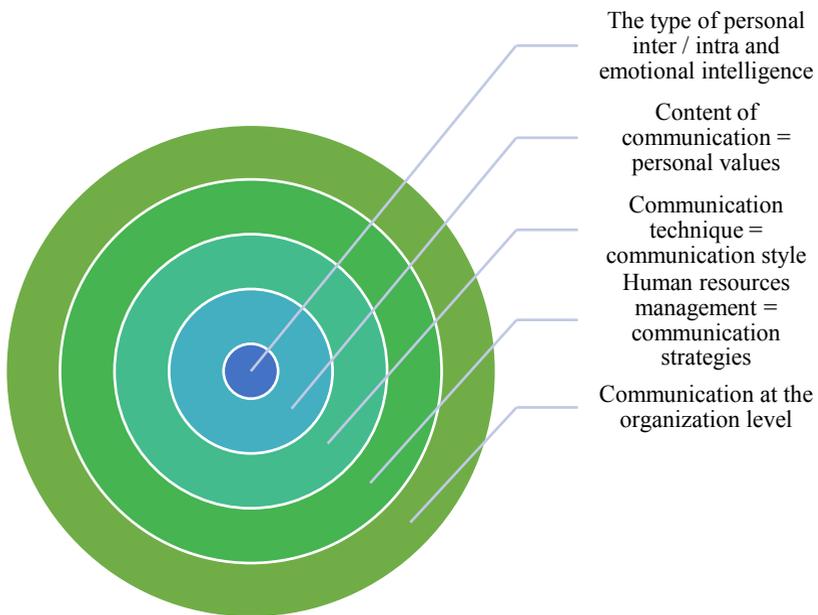


Fig. 1. Factors involved in organizational communication

According to figure 1, communication at organizational level includes a set of communication strategies, implemented in a specific style, according with personal values of each person involved in the act, in close connection with intra and interpersonal intelligence and with emotional intelligence also.

In order to talk about improving communication at an organizational level, it is necessary to understand the mechanism of the individual's psychic life. Each individual is part of a certain socio-professional category, which has a bearing on thought and behaviour, has a certain type of personality, a certain type of intelligence, is empathic or not, has a certain style of communication, and, the subject of the present research, has a certain set of personal values that make it assign certain constructs to communication.

Personal values are the inner compass of the individual, are the landmarks that define what we are, what we want, are the raw material of our dreams, our daily choices [4]. Personal values structure our entire inner life, give meaning to our existence and a clear direction.

2 Objectives

This paper aims to study the personal values of engineers in order to improve communication at the workplace. The use of managerial strategies, based on the personal values of engineers, will action directly on the quality of communication act [5] and indirectly will lead to:

- Increased organization results;
- Increasing employee productivity;
- Increasing the well-being of employees [6];
- Increased involvement, employee participation;
- Increasing motivation of employees;
- Decrease of personnel fluctuation;
- Declining conflicts at work;
- Decreasing accidents at work. It has been estimated that up to 90% of all workplace accidents have a human error as a cause [7], and these can be remedied by improving communication.
- Decrease personnel costs, production, scrap.

Adaptation of communication and managerial style according to employee's age, abilities, occupational interests, work values and working styles of each increases directly the well-being [8]. Studies in the field discovered a connection between the well-being and productivity of employee.

3 Methods

This research was carried out on a group of 116 engineers from different fields of activity. The engineers are part of a master study group. The questionnaire was given to all students (207), of which 116 responded.

The survey based on a questionnaire is a method of sociological research [9]. The instrument used was The Inventory of Personal Values (S.P.V.).

The Inventory of Personal Values (S.P.V.) aims to evaluate six key values and provides information on how to deal with daily problems by the individual [10]. The rigorous construction procedure, based on the work of a number of researchers, allows the establishment of a questionnaire with various applications. Its transcultural pertinence has been demonstrated by successful adaptations made abroad.

S.P.V. is a 30-triad questionnaire. Within each triad, the person ticks the most important value for him and the one he considers the least important. Triads contain different values that do not have social desirability indices [10].

The scale reflects the individual's core values and includes the following items (personal values):

1. Practical Spirit (P): Expresses the desire to hold money, possessions, achieve cost-effective things, and have maximum profit. It characterizes materialists who prefer practical activities with rapid benefits, including financially [10].
2. Autorealization (A): expresses the desire to solve exemplary problems, to set a high standard in activity. People have success and development as main targets and choose jobs that provide them with these things [10].
3. Variety (V): Expresses the desire to test new, risky activities, other than those that have been done so far, to experience, to travel. Individuals prefer a job with interesting, different, routine tasks [10].
4. Decisional spirit (D): expresses the attitude of categorical conception, making firm, prompt decisions, to complete the tasks. People trust their own way of thinking and personal analysis. They choose jobs in which they are in decision situations [10].

5. Organizational spirit (O): Expresses good structuring capacity, systematization, ordering, over a certain amount of time. Individuals prefer a job with planned, structured, sometimes even repetitive tasks [10].

6. Orientation towards a goal (G): expressing a goal orientation and pursuing it until it is accomplished by the necessary energy mobilization. Individuals prefer jobs with well-defined tasks, targeted to a clear goal [10].

The score for each positive answer is 2, and for each negative answer is 0.

The gross notes obtained in the questionnaire were converted into T notes, based on the test interpretation manual, depending on the gender: male or female. T notes were grouped into 5 levels, as shown in table 1.

Table 1. The S.P.V. questionnaire. Convert gross notes to T.

T notes		The equivalent in percentile
Very high	: >65	94 – 99
High	: from 56 to 65	70 – 93
Medium	: from 46 to 55	32 – 69
Low	: from 36 to 45	8 – 31
Very low	: </ =35	1 – 7

4 Results

After applying the questionnaire, it is noticed, according to figure 2, that the engineers manifest mainly their practical spirit, organizational spirit and goal orientation.

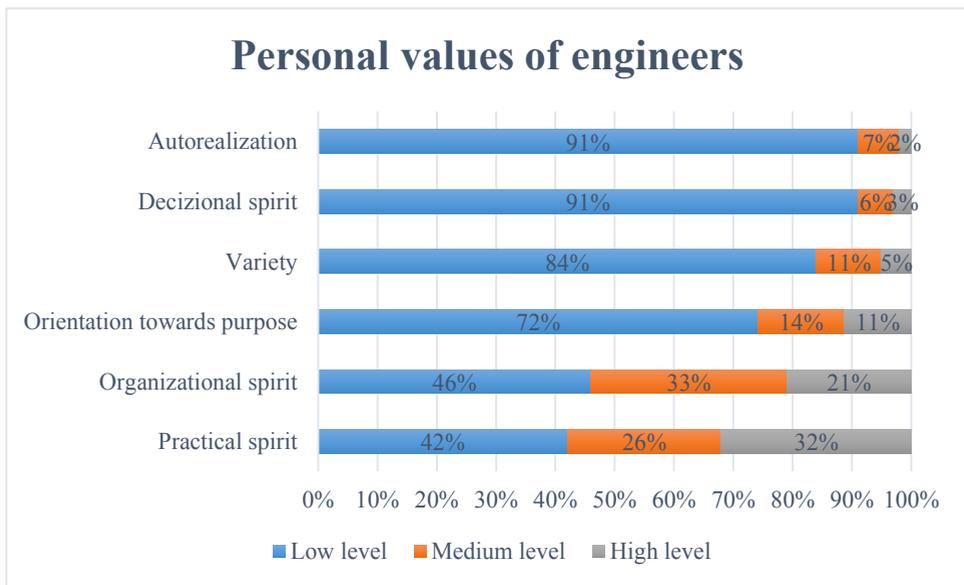


Fig. 2. Personal values of engineers

The practical spirit correlates positively with variety and negatively with decizional spirit, organizational spirit, and goal orientation. Variety correlates negatively with organizational spirit and goal orientation.

5 Discussions and conclusions

According to the chart above, engineers exhibit three main personal values, while self-realization, decision-making and variety record minimum values.

According to the interpretation manual, the data obtained can be illustrated in a configuration report. S.P.V. can be compared to adjacent scales from several models made by researchers around the world. The data correlate with the American model, based on the factorial structure [10].

There are two main axes with two poles.

Axis 1 consists of:

- The Organizational Pole, which includes Goal Orientation (G) and Organizational Spirit (O);
- The Fluidity Pole, which includes Variety (V).

Axis 2 consists of:

- The Pole of the Competition, which includes Spiritual Decision-Making (D) and Autorealisation (A);
- The Security Pole, which includes the Practical Spirit (P).

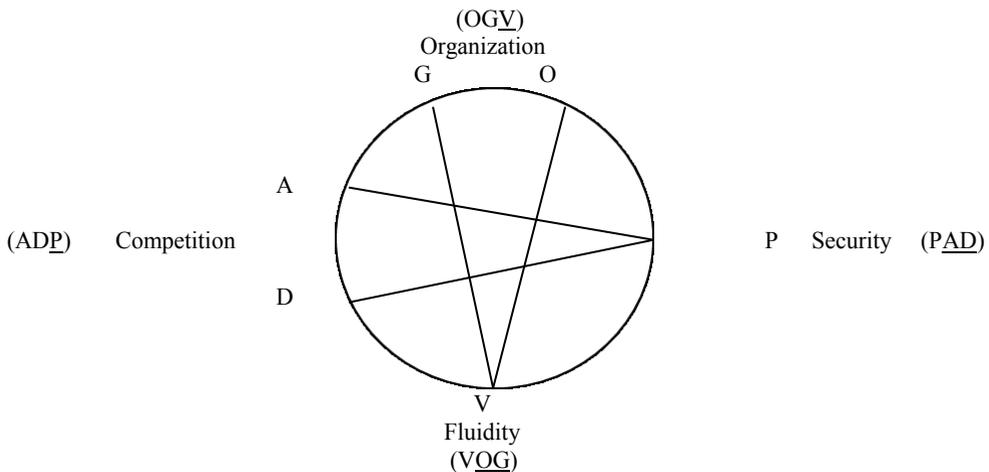


Fig. 3. Classification of values by a configural model (10)

According to previous data and figure 3, the poles with the highest scores obtained by engineers are Security and Organization, and the poles with the lowest scores are Competitiveness and Fluidity. The positive features attached to the near pole, according to the interpretation manual, are:

1. Security: addiction, circumspection, anxiety, authoritarianism, dogmatism, Machiavellian, obedience, economic orientation.
2. Organization: conformism, circumspection, responsibility, bureaucratic orientation, self-discipline, self-assertion, non-affirmation, economic orientation.

The negative features associated with the near pole are:

- Security: original thinking, command, independence.
- Organization: independence, original thinking, ascendance, aesthetics.

In conclusion, managerial strategies [10] oriented towards personal values can include:

- Accurately plotting the tasks to be performed;
- Clear exposure of tasks;
- Strictly organizing working meetings;
- Explaining the purpose of tasks;

- Setting short and medium term objectives;
- Tasks to be explained clearly and logically;
- Management be transparent and permanently support employees;
- Gradual and rare changes;
- Delegating tasks to a minimum;
- The motivation of staff not to rely on self-realization.

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