

La comunicación organizacional en los procesos de dirección de la Cultura Física y el Deporte The organizational communication in the management processes of Physical Culture and Sport

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Resumen

La presente investigación aborda las principales barreras de la comunicación organizacional y el uso de las tecnologías en los procesos de dirección de la Cultura Física y el Deporte. Se determinan los elementos fundamentales a tener en cuenta para evitar el surgimiento de barreras en la comunicación organizacional. Para el desarrollo de la investigación se emplearon métodos y técnicas de los diferentes niveles como el inductivo-deductivo, analítico-sintético, y el estudio documental que permitieron determinar las insuficiencias tecnológicas que limitan el buen desarrollo de la comunicación organizacional.

Palabras clave: Comunicación organizacional; Barreras comunicativas; Procesos de dirección; Cultura física

Abstract

This research addresses the main barriers to organizational communication and the use of technologies in the management processes of Physical Culture and Sport. The fundamental elements to be taken into account to avoid the emergence of barriers in organizational communication are determined. For the development of the research, methods and techniques of

the different levels were used, such as inductive-deductive, analytical-synthetic, and documentary study that allowed determining the technological insufficiencies that limit the good development of organizational communication.

Keywords: Organizational communication; Communication barriers; Management processes; Physical culture

Introduction

Nowadays, technology has been rapidly incorporated to all management processes in Physical Culture and Sports, which has experienced substantial changes in organizational communication. The management process in Physical Culture and Sport constitutes a particular and specific entity, the economic unit, which, through an organization, combines different human, material and financial factors, in certain amounts for the production of sports services, with the aim of achieving certain goals. This system constitutes the structural support for the practice of physical and sport activities.

As a component of a larger system, that of Physical Culture and Sport, designates the scope of services offered by the entities or organizational units involved in its implementation, as well as the material and human resources that interact in them.

All this convinces about its advantages and obscures its disadvantages and risks, which even sometimes confuses about the hierarchy that corresponds to technology in the processes of management of Physical Culture and Sport. Technology can contribute to broaden the horizons to perfect them, however, generally there are obstacles or barriers that prevent the correct process of data transmission, personal or organizational.

Development

The process of direction in Physical Culture and Sport has in Cuba, political-ideological foundations, which are erected in the main structure, the base of the group of cognitive and affective actions directed to the transformation of individual and collective conscience, of trainers, sportsmen and referees to achieve a lasting behavior in correspondence with the interests of society and to stimulate the individual and collective fulfillment of the foreseen socioeconomic goals and objectives, which should be translated into the solution of the concrete problems of each group.

In order to talk about organizational communication in the processes of management of Physical Culture and Sport and their interrelations with technology, it is important to first determine some important assumptions that are expressed in the different spheres of this reality. Studies carried out by various authors such as Levy and Jaubert (1980), Hans (1984), García (1998), Martínez (1999), Nuñez (1999), Castro (2004), on science, technology and society have increasingly shown the direct link between communication and technology.

Organizational Communication Considerations

Communication has been seen from the perspective of various disciplines, such as: psychology, anthropology, sociology or management. The contributions of studies on organizational communication developed by specialists from different branches, among which Saladrigas (2005), Alonso (2006), Trelles (2006), Robbins and Timothy (2008), Andrade (2010), Pérez and Otaño (2011), Rebeil (2011), Torres and Alejo (2011), Mesones and Santos (2015) as well as Cusot and Borja (2015) stand out, have served as theoretical references for this work.

As for organizational, Trelles (2006), defines it as

Any type of grouping of people united by a common interest, whose purposes must be precisely defined and shared in a collective manner. They may differ in size and purpose as much as the nature of the objective that unites them demands, and may be large companies, institutions, trade associations, smaller groups, factories, any type of center, for profit or not. (p. 8).

Without communication, no organization could exist, much less strengthen and develop, and here it is worth noting that the communicative processes not only allude to the verbal issue, written or spoken language, but also have their impact on the extra verbal, contemplating in them the gestures, body posture, the way of dressing, and even the features of writing. When speaking, the tone of the voice and the speed of the spoken word are included, among many other aspects.

- If we conceptualize the term, we could arrive at some of the following definitions, from the Diccionario Real de la Lengua Española, 2007:
- - Action of communicating or communicating: the storm made radio communication difficult; there is good communication between parents and child.
- - Exchange of messages through a channel and by means of a common code to the transmitter and the receiver.

- - Treatment or correspondence between two or more people.
- - Union that is established between certain things and, at the same time, each of the means of union.
- - Letter or written message in which something, especially important, is communicated officially.
- - Short writing that is read publicly at a congress or other scientific meeting.

In Psychology, communication is the transmission of messages from one person to another by means of any type of language, (idem., 2007), while in Sociology, mass communication is approached and defined as a set of media (press, radio, cinema, television) that reach a large number of people. (idem., 2007).

"Linked to the emergence of the consciousness of being social is the need to relate to others, that is, to communicate. (...) From the exchange of some men with others, that is, from communication, conscience is born, which therefore has the character of a social product and is linked to the very existence of the species" (Trelles, 2006, p. 21).

Modern communication takes on leading roles in any organization, and not a few take into account the Shannon-Wiener model, which became known in the late 1940s, in which the sender appears, which can be any individual within or outside the entity, regardless of his or her hierarchy, who wishes to transmit a thought or idea to others.

What are the essential aspects of organizational communication?

The audiences are the protagonists of the communicative processes in any organization, and they are classified in

Internal: Those who are part of the organization's staff. Depending on the hierarchical position they occupy, they can be directors or managers, that is, those who occupy the highest position in the organization and middle management, considered as such those who are subordinate to the previous ones and who are in intermediate positions in the chain of command, such as sub directors, department heads, etc.

External: These are the public's that do not form part of the entities, and among them are political or government authorities of the locality where the organization is located; the media, such as film, radio, TV, and the written press, which should be given special attention because

with their work they contribute to forming the image of the entity; the clients and providers of each organization, the sources of financing, the community, the educational institutions, and others (Trelles, 2006).

Although the studies are diverse, as much as the criteria of their authors and in correspondence with the position they take, there is consensus that communication in an organization can be internal (between managers and workers or vice versa, between the managers themselves and in the field the workers themselves), or external (between the entity and its clients, suppliers, political and administrative authorities in the region).

Very important are the press organs and the community in which a company is located, which although generally classified as external audiences, have special treatment due to the favorable or unfavorable criteria that journalists and other media workers and managers can give, and the support or not that can be offered by those who live in the vicinity of any company. In one way or another they contribute with their opinions, positive or negative, to the image of the organization, regardless of its profile or size.

There is vertical communication (in the line of command, from top to bottom, that is, from managers to workers, and also in the opposite direction), horizontal communication (when it materializes between people who are hierarchically at the same level in the organization, whether they are managers or workers), formal communication (that which exists formally within the organization's organizational chart, in any direction) and informal communication (thanks to affinities created within the organization, without categories linked to the hierarchy intervening).

As for the direct one, it is the one that occurs without the intervention of the media, that is, face to face, face to face. Obviously, the media depends on electronic means such as the computer, the fax or the telephone, and the collective one, when information is offered or a message is transmitted to a group of people.

Furthermore, if vertical communication is established from managers to their subordinates, it is downward, and if it is from workers to the people who direct them, or from middle management to the top management of the entity, it is upward.

Ascending communication channels usually have, among others, the following problems

- The risk of facilitating excessive control by management.

- Inciting the anger of the director when the message is unpleasant, so often only communicate to the bosses the favorable messages, causing the isolation of the executives.
- The lack of responsiveness of the directors.
- Insufficient channels.

In all cases there is a sender of the message, the first one understanding who says, and the second one as what is said; a means or channel of communication, which is the method of dissemination used to send the message, and a receiver or several of them, people to whom the message is addressed (Muriel and Rota, 2001).

Both parties (sender/receiver) need to know something: the managers if they have been well understood; the workers, if they have understood what is expected of them. That signal of understanding or not, whether verbal (through language) or extra verbal (with body signals or gestures) is what we call feedback, or return signal, and it is essential for the functioning of the entity, inside doors, or for the link between the entity and its external public.

Some authors also include transversal or oblique communication, pointing to it as that which takes place between managers and workers from various departments or spheres within the same entity. They do not normally establish links among themselves; hence, in the author's opinion, this type of communication is not always taken into account in communications studies and could be a sign of cordiality, good relations, or other intentions that are not always favorable, in the midst of what could be called semi-formality.

In short, it is not at all complicated to determine the flows of communication (ascending or descending) and the audiences (internal and external).

Logic indicates that all companies and organizations should promote studies on organizational communication, and at least, favor these studies when they come from students of Social Communication and they can contribute a lot to the performance of the entity, the discipline, the productivity, the sense of belonging that can be obtained among those who work in it, the improvement of its internal and external image, and many other aspects.

But the reality is much richer than theory, and the lack of knowledge and decision on the part of managers at any business level; but above all in the so-called "middle management", often

truncate the best purposes, even if they are only attempts, from the academy, to prepare future communication professionals, without greater significance than the very working class where it has been researched and that, if they act intelligently, could appropriate part of the studies in order to plan communication policies for the good of the organization.

The use and expansion of social networks, smart phones and Big Data, are some aspects of the technologies that have radically influenced the institutions and have produced profound changes in various aspects.

Some of the aspects that have been most influenced by the technologies are the following

- Relationship between managers and collaborators

With the use of social networks, faster contact and therefore greater effectiveness in solving problems in less time.

- Internationalization

The expansion of the Internet and the spread of social networks have allowed institutions to internationalize and relate to other countries.

- Productivity

The use of technology has facilitated the work process and made institutions achieve higher levels of productivity in all their areas of operation.

- Competitiveness

The use of technology has made institutions increasingly competitive and those institutions that do not incorporate technological innovations are left behind.

The misuse of technology in organizational communication

Beyond the undoubted benefits of using computers, phones, televisions, devices that allow you to connect to the Internet (smartphones, iPads, iPods), among others, technologies can also pose a threat to the development of organizational communication if they are misused and/or abused.

In the processes of management of Physical Culture and Sport, several types of barriers can be observed, among them

- Physical barriers:

These are the noises or interferences that can occur at the moment of communication. For example, one type of interference is telephone or computer interference. This barrier occurs when the means used to transport the message does not allow it to reach the receiver clearly or quickly and causes incommunication.

Example.

This barrier occurs when the means used to transport the message do not allow it to reach the receiver clearly and causes incommunication.

The medium is the vehicle, instrument or device that transmits the information; the most commonly used means are

- Telephone
- Radio
- Cinema
- Television
- Conferences, panels, debates, meetings, etc.
- Telegraph

Other cases that serve as examples of this type of barrier would be

- -Radio or telephone interference.
- Distortion of message context and/or semantics

To speak of context or semantic distortion of the message is to refer to one of the main barriers in communication. It has to do with the meaning of the oral or written words. When we do not specify their meaning, they are presented to different interpretations and thus the receiver understands not what the sender said, but what their cultural context indicates.

A clear example could be: a person who wants to talk to another person but doesn't speak the same language. Let's suppose that one speaks English and the other Italian, then there will be a barrier and they won't be able to communicate and have a conversation.

Through the mass media called channels: television, magazines, newspapers, press, come to us countless expressions like these. When we don't specify the correct meaning of the oral or written words, different interpretations arise, and thus the receiver captures not what the sender says, but what his context indicates

Information overload

Individuals have a finite capacity for data processing. When the information we have to work with exceeds this capacity, the result is information overload. And with emails, instant messaging, phone calls, faxes, meetings and the need to keep up with one's professional field, the potential for today's managers and professionals to suffer from information overload is very high. What happens when individuals have more information than they can process and use? They tend to select, ignore, miss or forget something. That is why we must take care of the information content so that it is transmitted in a concise and precise way so that there are no filters that detract from the value and content of the information communicated by the manager or vice versa.

Personal barriers

Which are the most common in the institutions? These are usually due to the habits and characteristics of each person when issuing and interpreting the information received. To counteract them, it is best to create a good work environment in which the employee can develop his or her abilities, feel integrated and be happy with the work he or she does every day. Only in this way will we avoid that something as complex as people's moods interfere with their work

Poorly expressed information

Another common barrier in communication occurs when despite the fact that the sender of information clearly shows the ideas and basis of the information, he may have chosen the wrong words, fallen into inconsistencies, taken some terms for granted or structured the information incorrectly. This can be very costly for the organization, which is why it is important that the sender takes special care in coding the message to be transmitted.

Communication in an impersonal way

The use of media can hinder the transmission of information with employees, communication is more efficient when there is personal contact (face to face) with the recipients of the message in

the organization, since in this way there will be a greater level of trust and understanding, as well as greater ease in the feedback of information.

Necessary elements for the information exchange

The elements necessary for the development of communication, which can become barriers that prevent it from taking place, are the following:

- An emitter

Someone who prepares and transmits certain information. The sender is the one who sends a message in an appropriate code to be properly received and understood by the receiver. It can be an individual, a social group, etc.

- A receiver

The Receiver is the person to whom the communication is addressed. The Receiver performs the opposite process to that of the sender, since it deciphers and interprets the signs used by the sender; that is, it decodes the message it receives from the Sender.

- A message or information content

The message is, in the most general sense, the object of the communication. It is defined as the information that the sender sends to the receiver through a given communication channel or medium, such as speech or writing, for example. The message is a fundamental part in the process of information exchange.

- A reference

It is the reality to which the message refers, that is, it is the reality that is perceived thanks to the message. Situation in which communication takes place.

- A code, verbal and non-verbal

The Code is the set of features that the Message has so that it can be properly understood by both the sender and the receiver.

The Code assigns to each symbol (both phonetic and visual, electrical, etc.) a correspondence with a certain idea.

- A physical channel

The Channel is the means by which the signals carrying the information (Message) intended to be exchanged between the sender and receiver are transmitted. It can be visual, tactile or auditory.

Elements to take into account to avoid organizational communication barriers

A barrier is not an impossible obstacle to communication, it is possible to adopt strategies to avoid or overcome them.

- Send clear, understandable messages that are appropriate to the possibilities of the recipient.
- Use expressions that facilitate communication and avoid those that obstruct it.
- Clarify differences in perceptions.
- Use feedback to verify proper understanding.
- Eliminate or avoid noise or interference.
- Avoiding prejudices, trying to put them aside.
- Control the emotions that may impair communications.

Conclusions

This work has allowed a clearer perception of the value of organizational communication and its relationship with technology because of the role it plays in the management processes of Physical Culture and Sport. The process of globalization of the media, computer science and other modern means of diffusion, gives the possibility of having powerful instruments that can be better used in directing the processes in Physical Culture and Sport. Hence, it is clear that an adequate use of technology, in addition to having great practical and social importance, must be increasingly rigorous and with more and better information about nature, its complex relationships and the reality that technology itself is revealing to us, and the responsibility of the manager to the potential impacts of its use in the development of organizational communication.

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