

ROLE OF COMMUNICATIVE SKILLS IN HUMAN RESOURCE MANAGEMENT.

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ABSTRACT

This paper discusses the impact of effective communication skills in achieving positive and desirable changes in an organization. As all know, Human resource is a very important resource which every organization possesses. It is not like other resources - money, time and building which deal with non living things. It is considered important as it deals with human who are emotionally built and managed. To coordinate this important resource and to be an effective leader and coordinator, one needs to have effective communication skill. Human Resource management is always faced with many challenges. It can be done easily with selective words which are powerful in creating the desired effect. A Human Resource manager who is persuasive, effective, positive and motivative is liked by his team and the company's goal is achieved easily under his headship. So, communication skill becomes important in managing human resource and that is the objective of the study.

Key words: Effective communicative skill, Human resource, Coordinate, cooperate, word power, desired effect.

Introduction

Communication is the basic of all lively business environment. In an organization, communication becomes vital as it includes human interaction. In a company there needs to be communication for passing on information, to decide on an execution method, to give performance appraisal, to bring in motivation, for problem solving and Decision making. In every step of human resource management, communication is closely knitted.

“The art of communication is the language of leadership”.--James Humes. The Human Resource manager is a person who is to have leadership skills which includes power packed communicative skills. It is inevitable for the managers to pass on information and receive information amongst themselves and also with their teams. It is important not only to communicate but effectively communicate. Effective communication is the key to success in today's world. The HR manager is expected to have good communicative skills including both downward and upward communication. HR Managers who desire to contribute to the effective functioning of the organization can do so, by providing the right and conducive environment for the employees. Managers need to be clear, precise, and timely in giving job instructions; communicate feedback on their job performance in an appreciable way and use multiple channels of communication. When the manager is capable of such skills it will enhance job commitment and reduce the likelihood of employees' leaving their organizations.

Importance of influensive communication: The HR managers are expected to have successful skills in communication. Whether it is upward, downward or horizontal it has to create the organizational climate as suitable for the employees to work peacefully. The role of communication in HR management is crucial. Effective communication helps in building successful work-based teams (Sandy, 2012). Improved productivity is achieved through positive communication (motivation of employees) There is a proper communication system needed within an organization where communication flows in all directions from top to bottom to lateral, keeping all employees at all levels informed and engaged (Hargie, Dickson, & Tourish, 1999; Kreps, 2011; Stevens & Histel, 1996).

Zones of communication and its need: The important areas where communication is felt inevitable are:

- In creating bondedness -(oneness) In sharing the plan of work clearly
- - In giving feedback.(bringing in change and managing) -
- Creating feel of stake holder.
- Making employees feel that their ideas are welcomed and accepted in decision making.

When the communication is crystal clear and make people understand that they are part of the management in planning, implementing and in decision making it gives a sense of belongingness in the minds of the employees and results in positive motivation and working together for the achievement of the common goal. The way how the superiors communicate with their staff (verbal) is more important than the content. Individuals who dislike and think negatively about their supervisors are less willing to communicate or be motivated to work while individuals who like and think positively of their supervisor are more likely to communicate and be satisfied with their job and work environment (Stevens & Histel, 1996). So, the HR managers are to have pleasing attitude and comforting words to share with their employees.

Appraisal giving: Performance appraisal is an important activity of a HR manager. He assesses, finds out whether an employee's work is appreciable, satisfactory or training is required. Usually feedback is often looked at as negative by the employees. They feel that the management purposefully finds out lacuna so that promotion, increments can be minimal and even downsizing can be done . So, performance appraisal shoulders much risk on a HR manager . He has to project that appraisal is done to motivate the effective ones to continue better and for the less experienced to be trained so that their performance will also be equally good. The negative thinking is erased from the worker's mind if the HR is speaking with a smiling face, using comforting words.

Even those who need training come forward to take it with the genuine way of HR manager's appraisal delivery. Their mind is eased to accept the change. In short a HR manager is a person who is a leader , As Adriana Prodan (1999) observes "Leadership means doing things and solve problems through people – to achieve goals or work tasks with a team or with a group".

Leadership can be defined as a process of mobilization, encouragement and training of individuals, so that they can contribute the best to achieve these aims. Feedback, as used as a tool of appraisal mostly listened by the employee in a mixed emotional status. The HR manager has to be very careful in transforming the feedback in such a way that it will bring in useful outputs in the form of serviceHis feedback should be encouraging to the employee to render his best service and also to motivate him to update his skill and knowledge as per the need.

Change management by effective communication of a HR manager: Today, most of the organizations are MBOs. Management by objective is the latest trend. To achieve the company's goal, committed work and communication of the right at the right time is important. After studies in some Western countries it is observed (cited Cornescu, Mihailescu, Stanciu, 2003): "a successful manager dedicates to communication between 55 and 95% of his time. In average, a manager uses over 70% of his time to talk, listen, write and read, so to communicate. This percentage differs from the hierarchical position of managers and is even greater as it is at a higher level.

Change factors: Due to financial condition of the company , Country's economical position and political environment of the country there are many changes that happens in an organization. To adapt changes, the employees need to be communicated promptly with the measures - Psychological , physical , sometimes financial adjustments are needed. When the employees are met and briefed about the changes that the company is facing, they willingly come forward to accept changes. The reality is understood and their mindset is prepared to accept change. This helps in times of downsizing, increments and promotions cut because of some financial crisis. Or if there is need to update technological skill of the employees , they are prepared for taking up a training session. The communication is made in such a way that, the employees understand their role as stake holders and volunteer for skill up gradation. . A skilful combination of verbal and nonverbal communication will help the HR manager to pass on the ideas, information to his employees (Silent Managers - 1971). By integration, upgrading ideas, sharing, a HR manager can influence the workforce to become achievers. In any situation, it is the communication of the manager which aids and fosters the company's growth having good rapport with the employees. Otherwise they will call for a strike when problems are too many.

Problem solving: No two individuals are alike. Each one differs in ideas, methodology and perception. As there are more people in an organisation, more chances are there for difference of opinion. The problem solving is done effectively by a HR manager if his communication is persuasive and assertive. The manager has to be clear with the choice of strategies and the message delivery methods. If he is careful, the problem can be solved very easily. When he meets the team in person and discuss, the words used, voice, facial expressions, gestures used determine the effect of the message. Using positive language helps in achieving what is desired.

Conclusion: A HR manager's job is multidimensional, he has to take care of effective communication as the basic tool which aids goal achievement. When communication is clear , with End Means connection, it will become a targeted one which results in positive changes and finally in success. The HR managers today face two buzz words- Change and Challenge “ Effective managership is putting first things first. Effective management is carrying it out.” ---Stephen Covey. As observed by Covey, an effective HR manager processes information and delivers it in the right time in an effective way.

Communication becomes a vital and influensive source of the HR manager who wants to be an achiever. He controls the working environment and makes it comfortable, He makes changes with support of his team by his influensive speech, gives feedback to the employees in such a way that it is accepted willingly. In short Human Resource Management is done successfully with effective communication skilled personnels who are acting as HR managers.

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