# Effective Strategic to improve Communication between HR and Employees

[1]Aljizani, Laila, [2]Faraj Zubaidi

[1]Lecturer of Healthcare Administration, Batterjee Medical College, Jeddah, SA.

[1]Master of Science, Health Administration concentration Organization Development and Leadership, Saint Joseph's University, Philadelphia, PA 2017

[2]Ph.D. Degree in Management, University Utara Malaysia, Kadeh -Malaysia 2013

[2]Master Degree in Administration, Mu'tah University, Al-Kerak, Jordan 2007

*Abstract:* The exemplary communication generates immense value for an organization as it helps to retain the most talented employees within the firm. The purpose of this research paper is to make a different change, which is meant to improve the communication strategy between employees and HR within an organization since I believe that as soon as the employees who are working at the same organization are happy and satisfied, they will perform a perfect job. It is revealed that an organization is required to ensure that the right employees are in place before making other considerations. Once a firm gets the right employees, it should seek to implement an effective communication strategy. In particular, the selected form of communication should be strategic, i.e. two-way communication as it brings employees closer to each other, thus promoting a higher level of worker satisfaction. Most importantly, the organization has to encourage effective employee engagement as a way of adding value to all areas of its organizational performances and focus on using efficient strategies to retain, reward, and motivate active and skilled employees.

*Keywords:* employees, communication strategy, organization, working, strategic.

## 1. INTRODUCTION

Employee satisfaction is becoming an increasingly important phenomenon within the workplace. Aylott (2014) reveals that with declining worker satisfaction, the performance of an organization diminishes, which implies that a firm cannot deliver optimal value to the shareholders. Although there are several ways through which firms can resolve the employee satisfaction issue, management researchers have claimed communication as the most effective solution (Aylott, 2014). The purpose of this research paper is to research different change, which is meant to improve the communication strategy between employees and HR. I harbor the belief that once employees are happy and satisfied, they are likely to do an exceptional job. In my previous place of work, which was a hospital, I realized that the works had an ill perception of the HR department, which was due to the fact that the unit did not recognize their efforts. It is from this experience that the present research paper seeks to learn the research that can make change into the negative attitudes and improve the nature of communication between the workers and the HR personnel. By successfully completing the research endeavor, I will be provided with the chance to learn the art of strategic problem-solving.

## 2. GOAL SETTING THEORY

The goal setting theory is originally constructed to examine motivation through the effective communication between HR and employees. The goal setting theory focuses on the effects of having targets for performance. Edwin Locke, one of the pioneers of the theory, claims that an individual or a group of people that set certain but challenging goals are more likely to perform better when compared to a party that sets general and easy goals (Locke & Latham, 2002, p. 705). Notably, goal setting theory is underpinned by five core principles, namely, clarity, challenge, commitment, feedback, and task complexity. According to Chimhanzi (2004), a clear and measurable goal is more achievable when compared to the case of poorly defined objectives. Hence, it is highly recommendable that a firm should be as specific as possible, which can be achieved by having a specified timeline for completion. Concerning challenge, Long, and Ismail (2011) admit that the goal should have a decent difficulty level, if it is to motivate one to strive towards the target.

In regard to commitment, the goal setting theory asserts that it is the mandate of an organization to create a deliberate approach through which the set targets can be achieved.  In addition, the goal has to be shared with others to ensure that accountability towards meeting it is promoted. Feedback mandates a firm to set up a paradigm for receiving and dispensing information about the progress made towards accomplishing the goals. The last principle is task complexity. According to Choi Sang, and Ismail (2011), where a goal is overly complex, it is essential to ensure that an organization gives itself sufficient time to overcome the learning curve associated with the completion of tasks. Thus, it is only through this way a firm will succeed not only in the short term but also in the long run.

## 3.  SATISFACTION VERSUS EFFECTIVENESS

Communication considered being the central to the success of most all organizations. When change is occurring in an organization, communication is even more essential to implement that change effectively (Bennebroek-Gravenhorst, Elving, & Werkman, 2006; DiFonzo & Bordia, 1998;Elving, 2005; Elving & Hansma, 2008; Lewis, 1999; Schweiger & Denisi, 1991). That means all organizations need an employees satisfaction in order to have an effectiveness communication. According to Francis, Ramdhony, Reddington, and Staines (2013), satisfaction is the user's comfort as well as the positive attitudes towards the utilization of a specified system. The researchers reveal that the satisfaction of the users is majorly measured by the attitude rating scales. On the other hand, effectiveness is the completeness and accuracy with which users secure stipulated gains. Further, the scholars indicate that some core indicators of effectiveness include the quality of solution as well as the rate of errors. Apparently, customer satisfaction is an essentially complex phenomenon, which is due to the fact that it is the client who ultimately judges the strength of their relationship with an entity based on the totality of experiences with the vendor. The fact that organizational culture has to be integrated with customer satisfaction creates a greater problem.

According to Maloney and McCarthy (2016), the services provided by an organization can be easily simulated as a product. However, it is not tangible in reality. In an attempt to explain this stance, Harp (2011) reveals that a service does not have a solid form. Additionally, its physical, social, and psychological dimensions cannot be easily identified, and the delivery cannot be distinguished or separated. A pertinent fact is that the behavior of organizations during the course of service delivery and the subsequent consumption has a critical influence on the nature of customer satisfaction. Indeed, during the provision and consumption of a service or product, the perception of the customers is focused on the effectiveness of the service delivery. Customers will only be satisfied when they are actively engaged in creation, delivery, and consummation of the service.

## 4.  THE IMPACT OF CHANGE COMMUNICATION

Change communication occurs in different forms. One of these types is the monologic change communication, which refers to a process of information transfer from the top of the organization to the lower levels. Essentially, Haacke (2015) explains that this changing mode fits well with first order changes. Apparently, the monologic communication model reflects unilateral communication model, in which the deviation from the standards necessitates not only a corrective but also a controlling communication response. Monologic change impacts an organization in the idea that it can stabilize an entity by communicating the vision and enlightening the employees regarding the benefits of the supposed changes. In the light of this, most researchers agree with the notion that monologic change in communication resembles a unitarist model of power sharing, where addressing change issues is centralized in a dominant discourse (Haacke, 2015).

Another form of communication takes a dialogic form. Evidently, this is a constructivist form of change, and it tends to provide effective answers to the challenges faced by managers in regard to the mismatch of reality as well as rhetoric (Haacke, 2015). However, dialogic communication change necessitates an organization to implement polarized treatment of ontological decisions.

## 5.  THE PROBLEMS OF HAVING OBSTACLE COMMUNICATION

According to Morreale, Osborn, and Pearson (2000), obstacle communication can be a hindrance to the progress of an organization.  Communication obstacles take diversified forms, and the most common one is the idea that not all the employees are informed. Most organizations hold the assumption that putting the communication models in place will dispense information to every member of the organization regardless of the level. However, they do not consider that some employees will overlook the messages, meaning that the intended communication will not take place (Mayhew, 2017).

The inability of the management to send consistent management to the employees is another major challenge to organizational communication (Rogers et al., 2003). Different supervisors send varied messages to their subjects. While some messages might align, others may conflict, especially with regard to priorities. In particular, the resultant confusion among the employees is detrimental as it can easily and quickly lead to distrust. Other pertinent communication challenges include employees not receiving messages in a timely manner, the inability to send the right information to the right people, the inadequacy of the functional areas to collaborate, and the failure of the employees to share key information with each other.

## 6. THE ROLE OF HUMAN RESOURCE MANAGERS IN EMPLOYEE RELATIONS

A growing body of research has revealed that human resource management specialists play a significant role in binding the employees together. The personnel undertake activities that assist in strengthening the bond between the members of the staff. Additionally, Wang, Hwang, and Lin (2011) claim that a human resource manager creates workplace policies that promote the employees to understand each other well. According to Proctor (2014), workers are engrossed in their roles, such that they hardly get time to interact with each other. However, effective human resource managers ensure tasks are designed in such a manner that they allow the employees to work with each other and develop a union.

## 7. THE RELATIONSHIP BETWEEN HR COMPETENCIES AND EMPLOYEE PERFORMANCE

According to Mishra, K., Boynton, L., & Mishra, A. (2014), one of the pertinent findings reveals that inadequate communication is a threat to employee satisfaction. Most employees have identified that, where they feel that the top management is not committed to effective communication, they experience the feeling of being sidelined, which, in turn, creates a feeling that the members of the staff are lowly valued. Also, it is obvious that while the human resource department might have desirable policies in place, the inability to lay emphasis on two-way communication creates a negative impression on the part of the employees. When being asked how the situation could be reversed, the employees indicate that the human resource manager has to engage them in the process of decision-making. Such engagement, according to the respondents, requires the human resource department to set up a feedback system that encourages the employees to advance their views, regardless of nature, without the fear of being implicated.

Further, the manager has to ensure that the most pertinent issues, as advanced by the employees, are accounted for during the process of making decisions. In addition, the respondents claim that it is only through this procedure that the human resource management can make representative policies, which promote a greater level of satisfaction among the employees (Mishra, Boynton, and Mishra, 2014).

As a result, the exemplary communication generates immense value for an organization as it helps to retain the most talented employees within the firm. Notably, such an outcome is not automatic but requires the human resource department to establish a systematic process for achieving such goals. The firm must hire the right employees and place them in the right job positions to ensure they have the personnel who know their mandate to the organization (Choi Sang, and Ismail, 2011). Just as Mishra, Boynton, and Mishra (2014) reveal, having the right employees is more likely to reduce the chances of persistent complaints, when compared to the case where the wrong workers have been employed.

Next, the most important step is to institute the right forms of communication between not only the employees and members of the top management but also among the members of the staff. If the employees feel that the management is accounting for their perceptions and opinions, they are more likely to develop a comfort zone with the organization and hence desire to stay longer with the organization (Choi Sang, and Ismail, 2011). However, the nature of communication should be two-way. According to Francis, Ramdhony, Reddington, and Staines (2013), the most importantly is that the organization has to encourage effective employee engagement as a way of adding value to all areas of its organizational performances. With employee engagement, there is a high chance that the workers will be motivated to share information with each other. Moreover, during the process, they will become more enlightened about the entire organizational processes. Consequently, they will become more appreciative and hence eliminate potential negative views, which they may have regarding other departments, including the HRM unit. Additionally, it is of central importance to focus on using efficiency strategies to retain, reward, and motivate effective and skilled employees (Choi Sang, and Ismail, 2011).

## 8. CONCLUSION

Overall, this research paper has demonstrated that communication is critical to employee satisfaction. It is through effective change in communication that workers feel valued and gain a sense of belonging within the workplace. Also, it has been revealed that communication should take a strategic direction if it is to deliver the most desirable outcomes.

Thus, for a firm to reach the desirable outcomes in relation to employee satisfaction, it must establish a two-way communication and assure that employees are duly involved in the decision-making process. However, of central value is to promote a culture of increased employee engagement and to retain, reward, and motivate effective and skilled employees. Indeed, there is a need for further research on how communication correlates with employee satisfaction in other countries, considering not only local but also international scale. It is through such enlightenment that a global human resource communication standard will be established.

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