



ROLE OF COMMUNICATION AS A TOOL FOR ENHANCEMENT OF HUMAN RESOURCE COMPETENCIES IN THE DIGITAL ERA

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Abstract

Effective organizational communication is very critical not only for career success, employee motivation and job satisfaction but also for the growth and success of an organization in today's world. This study mainly aims to

- *Describe the dimensions and process of organizational communication.*
- *Discuss the relevance of communication in enhancement of human resource competencies in an organization.*
- *Elaborate the key components of communication in the digital era.*
- *Discuss the implications of Information Technology in organizational communication.*

The process of communication is incumbent upon exchanging facts, concepts, belief or feelings between two or more persons and feedback is an indispensable component of communication. The effective organizational communication implicates getting a truthful message from one person to another. Developing or enhancing the human skills, particularly the communication skills to match the new, fast changing industrial era is the need of the hour. Motivating the human resources to high levels of performances will lead to their assured commitments to the organization. The key components of electronic communication that influences the today's workplace are the internet along with intranets and extranets, electronic mail, handheld gadgets, blogs, videoconferencing, group support networks and telecommuting. The way in which organizational members communicate has been radically changed by information technology.

KEYWORDS: *Communication, Competencies, Components, Information Technology, Internet*

INTRODUCTION

Effective organizational communication is very critical not only for career success, employee motivation and job satisfaction but also for the growth and success of an organization in today's world. It is evident from studies that good communication skills are vital to career growth and advancement and the enhancement of this skill is crucial for



the effective human resources development in the fast changing organizational environment. Stephen P. Robbins states that no independent person, group or association can subsist without disclosing meaning among its constituents and communication should encompass both the transfer and comprehension of the meaning. The digital era corporations are all about the new technologies to respond to the environmental changes, which are undergoing a radical transformation. Among the various aspects of Human Resource Development which lead to the success of an organization like enhancing the knowledge, skills, abilities, talents, aptitudes i.e., competencies, the communication among individual employees and groups is very important. Gregory Moorhead & Rickey W. Griffin mention that the primary purpose of organizational communication is to achieve coordinated action. Without Communication, an organization would lack coordination and this leads to the organizational action oriented towards individual goals rather than organizational goals.

OBJECTIVES OF THE STUDY

This study mainly aims to

- Describe the dimensions and process of organizational communication.
- Discuss the relevance of communication in enhancement of human resource competencies in an organization.
- Elaborate the key components of communication in the digital era.
- Discuss the implications of Information Technology in organizational communication.

METHODOLOGY

This study is constructed on the secondary data accrued from various books, journals and articles.

AN OVERVIEW OF DIMENSIONS AND THE PROCESS OF ORGANIZATIONAL COMMUNICATION:

Nature and Functions

Communication is a process by which all forms of information are transferred from one to another. Stephen P. Robbins and others define communication as “the transfer and understanding of meaning”. Communication takes place only when the information or ideas have been conveyed. According to Kreitner and Kinicki, communication points to the social exchange of material and apprehension. Communication encompasses two important types namely interpersonal communication i.e., communication involving more than two people and organizational communication i.e., all the patterns, networks and systems of communication within an organization. The process of communication includes exchanging facts, ideas, opinion or emotions between two or more persons and feedback is an essential component of communication. The four major functions of communication are control (to control the employee behavior in an organization), motivation (to motivate employees by clarifying what is to be done, how well it is done and the



ways to expand performance), emotional expression (to provide a release for emotional expression of feelings and for the fulfilment of social needs) and information (to provide the required information to get things done in an organization). Therefore the chief purpose of communication is to advise, or to bring someone to a certain point of view or to prompt action to achieve organizational goals.

The process of communication

Communication process can be expressed in a simple manner with three essential elements like the sender, the message and the receiver. But communication, in fact, is a more complex process that involves seven basic components or elements namely Sender, encoding, message channel, decoding, receiver and finally the feedback. The three types of barriers to effective interpersonal communication are:- personal (any individual attribute that impedes

Communication), Physical (Corresponding to sound, time, space etc.) and semantic (usage of words which are likely in today's multicultural workforce), using feedback simplifying language, listening actively are some ways of overcoming these barriers.

Organizational Communication

The effective organizational communication involves transferring a precise message from one person to another. Raymond V. Lesikar has described that the formal channels of communication, the organization's authority arrangement, job specialization and information ownership are the four factors that influence the effectiveness of organizational communication. Organizational communication can be formal or informal. Formal communication refers to communication that takes place with a prescribed organizational work arrangements. Informal communication is organizational communication not demarcated by the organization's structural hierarchy, but is outlined by the communication based on social relationship. Organizational communication can flow downhill, uphill, laterally or diagonally. Organizational climate is more essential for communication. The dependence on formal communication denotes higher degree of organizational climate. The organizational policies, rules and regulations, status relationships are some of the barriers that affect the effectiveness of communication and can be effective based on content, system, technique and media.

ROLE OF COMMUNICATION TO ENHANCE THE HUMAN RESOURCE COMPETENCIES IN THE INTERNET AGE

Communication as a tool in the digital era

Technology of internet age is transforming the way people live and work. Technological changes have enabled the human resources to coordinate the work efforts in more efficient and effective ways. Communication related changes in work environment are happening at a rapid speed. Kreitner and Kinicki points out that the use of computers and information technology is drastically disturbing many aspects of organizational behavior. As such developing or enhancing the human skills, particularly the communication skills to match the new, fast changing industrial era is the need of the hour. Motivating the human resources to high levels of performances will lead to their assured commitments



to the organization. Significantly it is not only vital to achieve the organization goals but also to their career success. It is also critical that employees of digital era must develop the core competencies viz intelligence, abilities, creativity, skill development particularly technical skills, communication skills that makes the organization effective, efficient, and successful. The communication competence which is the ability to effectively use communication behaviors in a given context is very important. Human Resources with good communication skills assisted groups to make more innovations quickly. To understand the role of communication to enhance the human resource competencies it is essential to elaborate the key components of communication and implications of information technology on communication.

Key components of communication

The primary medium of communication which is indispensable in every organization is electronic. The computerized information age is radically transforming the communication patterns in the work life. Most of the recent innovations are based on new technologies and its various combinations. Information technology and instantaneous communication have become a predominant component of recent organizational life. The key components of electronic communication that influences the today's workplace are the internet along with intranets and extranets, email, handheld device, blogs, videoconferencing, group support systems and telecommuting. (Robert Kreitner and Angelo Kinicki

Internet/Intranet and extranet:- An internet is a global network of independently operating but interconnected computer networks. An organization's private internet is known as intranet which is used by internal users for internal information. An extranet connects the employees of an organization with outside world such as selected customers, supplies and strategic partners. **Email:-** It is the most important component of communication which uses the internet to transmit and receive computer generated text and documents between people. Email can be written, edited and stored so quickly. The usage of email is spectacular because of its key benefit of reduced costs.

Handheld devices:- They are wireless devices as PDAs i.e., personal digital assistants which offers the portability to do work from any location. Usage of PDAs and wifi hotspots enable the work related activities to take place from commonplace and 24/7. This significant development has led to the work culture of employees telecommute from home rather than from office.

Blogs:- Blogs (web blogs) are web sites about an individual or company updated on a frequent basis. One of the internet trends, it can also be called as an online journal in which people comment on multiple topics. The biggest benefit of blogs is that the casual discussions that take place here can provide organizations with information for wide segment of its employees, customer base and general public.

Video conferencing:- Stephen P. Robbins and others state that video conferencing permits employees in an organization to have meetings with people at different locations. Also known as teleconferencing, this component uses video and audio associations with computers to enable people in different locations to see, hear and communicate with one another. An important benefit of this mode is it considerably reduces an organization's travel expenses.

Group support systems:- Group support systems enable to use computer software and hardware to assist people to work better together. People are enabled to share information without the limitations of time and space. Collaborative application like messaging and email systems, calendar management, electronic whiteboards, computer teleconferencing have resulted in increased productivity and cost savings.



Telecommuting:- Also called teleworking, it is doing work that is generally implemented in the office, away from office using different information technologies. It involves receiving and sending work from a remote location through some form of information technology such as wireless devices etc.

Implications of Information technology

Information Technology has brought revolutionary changes in the communication process. Information technology is speeding up existing communication and developing new types of original communication process with prospective new benefits and problems for the organization. Information technology now touches every aspect of all organizations. The way in which organizational members communicate has been radically changed by information technology. It has improved the manager's ability to monitor individual and team performance, has given employees more complete information to make swift decisions and has provided employees the opportunity to collaborate and share information. Also, information technology has made it possible for people in organizations fully available anytime. A widely accepted fact about the modern day Information Technology is that it only enables people to interact virtually and it cannot guarantee effective communication.

CONCLUSION

In today's technological driven business environment, effective communication is vital to the smooth and successful functioning of any organization. The usage of modern communication techniques implies better coordination among various departments which is very much needed for a conducive work atmosphere. For any individual employee, effective communication is the base for his work to develop interpersonal skills as it is an important factor considered for promotional opportunities. The effective external communication results in increased productivity sales and also a better public image. Thus communication acts as an indispensable tool, for enhancement of competencies among employees which results in improved motivation and morale of the human resources and ultimately work towards the successful growth of an organization.

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