

# Communication in Human Resource Management

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**Abstract:** Communication is an important part of organizational management activities and management behavior. In human resource management, effective communication plays an extremely important role. Human resources as one of the most critical resources of enterprises, the effectiveness of management is directly related to the survival and development of enterprises. Communication is the process of communication and transmission of information, effective communication is an important magic weapon for each enterprise to gain competitive advantage and success. This paper summarizes the important position and function of communication in enterprise human resource management, and puts forward the basic viewpoints and suggestions on how to establish the management communication mode from the perspective of human resource management.

**Key words:** management communication; human resources; communication

## 1、 Introduction

The effectiveness of human resources management is directly related to the survival and development of an enterprise, determines the success or failure of a business management, is the backbone of the enterprise. Communication is the exchange of ideas and information between people, is the information from one person to another person, gradually spread the process. Communication is an effective tool for modern management, is a subordinate staff to do a job of protection. Effective communication is an important step in improving the operational efficiency of enterprise organization. To achieve standardization of governance communication, that is, through a highly efficient and scientific communication skills and methods as a management staff of the detailed rules of governance established, so that each management staff are in accordance with the implementation.

## 2、 The meaning and characteristics of interpersonal communication

### 2.1 The meaning of interpersonal communication

'Communication', literally understand the original meaning refers to the ditch to make the two water connected. [2] 'Zuo Zhuan' has 'Wu Cheng Han [hán], communication JAC'. Said Zhou Jing Wang thirty-four years (486 BC), Wu Wangfu poor in the plain, after serving the more ambitious, want to the north of the Central Plains, to dominate, then in this north of Yangzhou Shu on the construction of Han City, and in the city north to dig the canal to communicate river, Huai two water, the name 'Han Gou.'

The meaning of the word 'communication' now means that it is connected to each other, and modern interpersonal communication refers to the transmission of information and meaning, through various channels or coal bodies, between people or groups for a specific purpose The process of the agreement.

Information - including news, facts, thoughts, meanings, ideas, attitudes and so on.

Media - including language, text, graphics, symbols, actions, expressions and so on.

### 2.2 Communication has four characteristics:

At any time

Everything we do is communication. A work instruction is communication; a rule is also a communication. Any manager wants to do anything, such as understanding some simple situations, are communication.

Bidirectional

We have to collect information, but also to give information. We

emphasize the common exchange between the two sides. Obviously this exchange is not one-way, but two-way. In the enterprise is not a simple superior to the lower or lower to the higher, but between each other, that is, the higher level to the lower level to let subordinates know, understand and implement. Superiors through this process of issuing instructions, the staff behavior to guide and control. At the same time, the staff of the implementation of the instructions must also pass a certain feedback to the higher level report, the higher the response to the report to achieve the control of organizational behavior.

Emotional

The collection of information is influenced by the way information is passed. Communication should pay attention to emotional control, excessive excitement and excessive sadness of the emotions will affect the transmission and acceptance of information, as far as possible in a calm emotional state with each other to communicate in order to ensure good communication effect.

Interdependence

The result of communication is determined by both parties. Communication between the two sides need each other with each other, they have complementary information, leaving one of the parties, the other cannot achieve the effect of communication. The deeper the communication, the stronger the dependency between the two.

## 3 Interpersonal communications are the first skill in human resource management

### 3.1 Communication is the basic way of life of human society

From the beginning of human beings, through a variety of media, such as the body, stone, stick, call, language, etc., spread a variety of life information, to provide life for their own dependencies and other items, and even against other threats. People are social animals, people have a tendency to gregarious and social, in the community cannot do without the interaction between individuals, cannot do without the exchange of information between individuals. The process of information exchange between people is the communication process. The study found that communication in the social life of people occupies an important position, people are awake, about 70% of the time in a variety of communication, people through communication and information exchange, you can build a variety of a variety of interpersonal relationships, in the course of extensive exchanges, each other may also produce emotions, mutual attraction, the formation of intimate relationship.

[3] Harvard university has a professor specializing in Italian society. He found that the Italian choir and more places, the local degree of democratization is high. The reason is well explained. Because the only conditions for participating in the choir are good

voice, both the workers, the peasants, the poor, the rich, the moral and the noble, the poor people can participate. The chorus carries out activities on a regular basis and carries out horizontal links. It allows people of different political views, economic conditions and moral ideas to communicate. The concept of democracy and equality is naturally born in communication.

### 3.2 Management is communication

Modern enterprise management has entered a new era of people-oriented management, interpersonal communication has become the most important means of management, business and all business activities are inseparable from the communication, even if you are a good manager, decision makers, you have how good ideas and ideas, if you under the staff is not clear, do not understand your intentions, cannot share ideas with you, how can play their greatest value Among the many factors in the management of activities, people are the most active elements of the whole process of management activities, is to control all other factors of the soul and core, human factors are decisive.

If a business or organization is compared to a person's body, then communication is human blood, blood circulation is not smooth, then cannot be transported to the various organs of the body organs, resulting in paralysis, obstruction and even death. There are many sharp contradictions are due to poor interpersonal communication caused by, or at least related to this, such as the company's performance decline, business combination failure, family rupture, etc., because people lack good communication and communication.

There are often many unnecessary costs and disagreements in the enterprise, and these differences in the conventional state, but also through the high cost of management to pay attention to and resolve, and thus in a sense to reduce the business or organizational operation of the ideal efficiency. We need to minimize the barriers and costs of management communication, to minimize the voice of the process of information transmission, the emotional, information, ideas, plans, work communication is highly unified, with minimal cost of communication design to create the most successful Management.

Management is communication, entrepreneurs must pay attention to staff and open communication channels, in order to make good use of communication skills, improve business performance management. Because sharing ideas require efficient communication skills and skills, it is necessary to communicate directly with members of the organization at high frequencies. The more they know, the more they understand and the more they care. Every employee can clearly know the purpose and meaning of the existence of business organizations, know what they are doing What are you going to do Understand the ultimate purpose of doing things And how can we contribute Business from top to bottom together to move in the same direction, there is nothing to stop them, so that the organization has vitality, to continue to move forward.

3.3 The most important skill in human resource management is interpersonal communication

Management of the object can be divided into material resources and human resources. Material resources include tangible substances (means of production, machinery and equipment, etc.) intangible material (brand, goodwill, etc.). Human resources include all the resources that people bring, including their knowledge, skills, talent, character and thought, and so on. The essence of management is an integration of various object resources, but because of the various resources (human resources and material resources) are objectively independent of their own, they cannot directly combine with each other and contact, so you need a third (the various managers of the enterprise) in order to achieve a certain purpose to impose an effective disposition and influence on them, so as to establish an effective and

strong link between them. The middle of the need for a variety of links to the bridge. And communication is these bridges and links. The process of getting information.

The process of human resource management is also inseparable from the moment of communication: the process of management is the process of resource combination, the combination of the process must rely on a variety of resource information and a combination of information on a large number of complex exchanges and feedback. Without these large amounts of information exchange, feedback, that is, the occurrence of communication, implementation, management process will be interrupted or incomplete, or even out of control.

The main body of human resource management is a living person, the manager does not output instructions to the managed object, and obtain information from the managed object, in fact, cannot effectively implement the management. Planning, organization, command, leadership, control is all information exchange, that is, communication.

People are not cold machines, you can follow the pre-set procedures or instructions to the mechanical work, people are emotional, emotional, they will work in response to different changes in the environment and psychological changes, such as the company acquisitions or mergers, praise or criticism of the boss, quarrels between colleagues, family chores, lovers complex, etc., caused by the high or low mood swings, thus affecting the efficiency and effectiveness of the work.

Performance and effective communication with the degree of proportional relationship, then how to 'ditch' to 'pass' Is our human resources management being a very important issue Enterprises to develop a vision, strategy, plan, and scientific organization, command, coordination, are inseparable from the investigation and study, listen to the views, weigh the pros and cons, repeated consideration, for this entrepreneur and subordinate managers, and employees' communication.

1, Communication is an important psychological needs of the people, is the staff to lift the inner tension, to express their thoughts and feelings and attitudes, to seek sympathy and friendship an important means. Human resources management should be timely to the work of the staff to counsel, to appease them, calm their emotions.

2, Communication is to improve interpersonal relationships, an effective way to boost morale, help to create a good atmosphere of harmony.

3, Effective communication can change the attitude of employees, and then change the behavior of employees, because people in different information and views under the influence of the formation of different attitudes, triggering different behavior.

4, Interpersonal communication is an important means to stimulate employees to participate in the enthusiasm of enterprise management, employees through a variety of communication channels, both published on the views and suggestions for business change, but also get feedback on comments and suggestions, employees are valued, Respect, and thus inspire their sense of responsibility.

Human resources management is directly to the moment cannot be separated from the people who manage the object, only a good management of communication in order to get through the people's intelligence and the soul of the door, human resources can really be used for enterprises to play their core resources of the huge economic power.

## 4 Communications in the role of human resources management

### 4.1 Promote cooperation and improve efficiency

Employees are not only working for the motive of money or material interests, they often have mental or psychological needs and satisfaction, which determines the organization's emphasis on the staff.

It is a great impact on the emotional staff, and effective communication is to meet the strong sense of employee participation. Organize the internal communication channels smooth, you can make a variety of management information in a timely manner to convey and feedback, to promote cooperation between internal members to cultivate team spirit, improve the efficiency of the internal operation of the organization.

#### 4.2 Personality respect, effective incentive

Organize the whole process of internal incentives to rely on communication to complete, it can be said that there is no incentive to communicate. The staff members of the excellent work to give timely recognition, rewards or rewards, you can mobilize the enthusiasm of the staff work, initiative and creativity, to stimulate the staff of the fighting spirit, and all this is inseparable from the smooth communication channels.

#### 4.3 Effective communication to resolve the conflict

Modern division of labor increasingly sophisticated, each person's work is only part of the entire organization, are closely linked with the work of other employees. Therefore, the entire organization should establish and maintain an effective organization of communication network to ensure the coordination of work and the completion of the target. Good internal communication atmosphere, can enhance mutual understanding between employees, to meet each other, to strengthen mutual tolerance and patience, eliminate dissatisfaction, and effectively resolve the conflict.

#### 4.4 To coordinate the relationship, easy to lead

In order to carry out a decision or implement a reform, the leader must convince, motivate and lead others to influence and change the attitudes and behavior of others, win the support of the superior and the cooperation of the subordinates. For this reason, the leader must communicate effectively the it can also enhance mutual understanding, eliminate the gap between people, deepen the feelings between each other, resonate, improve interpersonal relationships, easy to lead.

#### 4.5 Implementation of reforms to promote development

Management is not complicated, the management process is a system through a variety of management functions, the functional departments of communication coordination, mobilization coordination, to stimulate the enthusiasm of workers to improve the effectiveness of the organization, follow the rules, systems, processes, outside the common goal of a system engineering. Communication, simple understanding is the information between people in the correct, accurate and effective two-way transmission process. It is a way to communicate with others by passing ideas, thoughts, feelings and even the values of both parties, with the goal of making the communicator understand the correct meaning of the information. At the same time effective communication is the enterprise management and management of the essential management and management of the scope of management, it penetrated the management of all aspects and at all levels, bad section. Communication, in human resources management, plays a pivotal importance. Is the coordination between managers and employees of the hub; the relationship between the work of the enterprise; is a harmonious development of enterprises is a vital link. Well-known organization manager barnard believes that 'communication is a means of linking an organization to achieve a common goal.'

Modern division of labor increasingly sophisticated, everyone's work is a collective link, are closely related with the collective work efficiency, and sometimes can pull the whole body. Therefore, the establishment of an effective communication network is an essential condition for enterprises, so as to ensure the coordination of work and planning smooth facilities. Effective communication network, can narrow the distance between people, can reduce the conflict, so as to

improve work efficiency and accelerate the process of enterprise development. Business leaders should play a leading role in the communication network, coordinate staff relations, eliminate the gap between employees, to facilitate collective unity, so as to consolidate the leadership position, easier to implement the company's decision-making and mission, easier to implement the company's reform.

In human resource management practice, often because of the upper and lower levels in the understanding, the specific interests and status of the differences and even differences, and effective communication can not only enable employees to understand the overall strategy and objectives of the enterprise, is conducive to enhancing the staff The concept of ownership, but also allows the leadership to truly understand the situation of subordinate staff to develop a common business and employee interests in line with the strategic planning to help subordinate staff to understand and support the decision-making of higher-level leadership, and actively put forward the views and suggestions at work, , continue to create new results, and promote enterprise reform and development.

## 5 Common problems in the management of human resources communication

### 5.1 Problems between managers and managers

The problems between managers and managers. Many managers because of different interests, different views, not timely communication, leading to high-level leadership infighting, intrigues, each other for their own interests, business decision-making difficulties, gang phenomenon is serious.

### 5.2 Problems with managers

Many managers have a high sense of the above, the staff always ordered the form of despotism, do not want to ask, more understanding of subordinates' advice, some positive comments and strategies scoffed. That employees can listen to the command as long as they are stronger than subordinates, so that some of the wrong problems are not corrected in time, resulting in the work of the lag and even cause serious losses. And some leadership power too heavy, always want to take all the things in their own body, everything is worried about subordinates do bad, resulting in their own workload increased, heart fatigue, but subordinates rely on psychological, cannot complete the work independently, or even feel leading mother-in-law. The above problems are lack of good communication, leading to the intensification of the problem, the relationship between people and the increasingly bad, up and down as one, do everything, resulting in damage to collective interests.

### 5.3 Staff problems

There are several extreme psychological behaviors when employees face leadership. Some employees in the face of leadership, there is a kind of inferiority complex, always feel that they want to be inferior, their leadership, leadership is what is what, even if the wrong, did not dare to point out, wrong to let it go wrong. Some employees in front of the leadership and there is an arrogant attitude, especially in the face of a good temper or a little weak leadership, it is obvious. Always feel that leaders are not as good as themselves, always feel that they are not a good opportunity, otherwise the leadership is not a leader, the leadership of the arrangements without exception, ignored. And some employees on the leadership flattery, distort the facts, bullying, false figures, to conceal the truth. There are employees of the interests of the mind, for their own or the interests of the sector, at the expense of the interests of the whole group. Some of the above mentality is the lack of communication caused by different views, different interests, as obstacles to communication. Resulting in a gap between people and people, hinder the work process.

#### 5.4 Problems between employers and employees

Employees and employees often exist between some small disputes and not timely combing and communication, resulting in misunderstanding from shallow to deep. Some employees are greedy, bent on their own interests, regardless of the collective and the interests of others, marching other people head up, leading to others and the collective difficulties.

### 6 Analysis of problems in communication management

#### 6.1 Different status

Managers and subordinate staff status is not the same, need to be different, different interests, so the formation of the concept of inconsistency. In the course of communication both sides out of this or that consideration, so in communication cannot be done freely. Passive, hostile emotions are not suitable for the team, is not conducive to effective communication. In addition, gender differences, gender differences make communication style there are some differences.

#### 6.2 Communication barriers

People's experience, the differences in knowledge structure will inevitably lead to communication barriers. Language is the basis of communication, sometimes lisp, accent, not words, misleading, and cannot express infinite meaning in limited text, which can cause communication to be blocked.

#### 6.3 Internal structure

The structure of the pyramid is too large, too many levels, so that information communication was carried out, slow delivery, seriously affecting the efficiency of the organization, in addition, a large number of transmission of information, so that the organization the process and the information conveyed are artificially divided and fragmented.

### 7 How to solve the communication problem in human resource management

7.1 To build an effective communication platform and clear communication channels

Senior management should pay attention to the communication line, followed by the next, the establishment of an effective communication chain, in order to ensure that the middle leadership, grassroots leadership and subordinate staff attention to communication management. In communication, the face of different levels of managers and employees, should establish a different way of communication, the right medicine, to get the best communication. In addition, we should promptly comb the communication channels to ensure that information can be delivered in a timely manner, and timely feedback back, so that more quickly and easily handle the problem and controversial information, improve business efficiency and development speed.

#### 7.2 Good at coordinating interpersonal conflicts

Differences in the ability, interest, expectation, motivation, goals and values among people within the organization lead to a variety of interpersonal conflicts. This group of people in particular need to communicate and coordinate. Managers only understand the intentions of employees; management can cut the key. A sound organizational charter is an effective way to prevent and resolve conflicts, to effectively motivate and constrain employees, improve their work motivation, and reduce negative impacts.

7.3 Play an important role in leadership in the communication process

The organization's communication work begins with the top leadership, and the excellent leadership must clearly express his own analysis and decision-making, and guide the behavior of the staff, improve the enthusiasm of the staff, and the success of the

organization's internal communication depends on the leadership. Leaders must follow the actual situation of the organization to choose the appropriate diversity of communication channels, if the actual situation and specific requirements from the organization, casually choose the type of communication and channels, will bring the organization within the communication barriers. Such as: the more important communication is best to use a more formal, clear and accurate written documents to communicate, so that the information will not be distorted or lost.

7.4 Regulate the method of communication, reduce or avoid communication barriers

Effective communication is an active and effective use of information in the process, the need to communicate both sides to develop good habits, standardize the communication methods to reduce or avoid communication barriers. As the sender, to be good at expressing their own wishes, pay attention to their own expression skills, as the recipient side, to learn to listen, concentrate, good at feeling non-verbal signals, reduce the misunderstanding of information. As an organization, a standardized method of communication should be established to deliver true, accurate and comprehensive information to employees, and to reduce or avoid the dangers of false information to the organization. The following are the same as the '

### 8 Conclusions

Human resources as one of the most critical resources of enterprises, the effectiveness of management is directly related to the survival and development of enterprises. Communication as a necessary condition for human resources management, play an irreplaceable role. In order to make enterprises more efficient and rapid development, do a good job of human resources management communication is the first to bear the brunt, is a prerequisite for the development of enterprises. In order to avoid unnecessary conflicts of interpersonal relationships, to strengthen communication within the organization between people, the formation of an effective communication network, is a top priority of the enterprise.

Communication as a mutual exchange of information, exchange of emotional means, has been accompanied by our growth. If management is to guide the group and individuals together to complete the process of organizational goals, communication is the soul of management. In the management process, whether it is to arrange work, resolve the conflict, or plan control, no need for good communication. A good manager will spend 70% of his time on communication with others. Therefore, regardless of the management organization or team, only for effective communication, in order to create a highly efficient team, which shows its business activities in the strong vitality. The way communication is often more important than the content of communication. The purpose of communication is not to persuade each other, but to find both sides can accept the method. Communication is both a science and an art. In the era of knowledge economy, the importance of communication is increasingly apparent, the role of communication in the market economy today is increasingly play a strong role. In today's society, enterprises are engaged in economic activities, the most basic form of human social organization, is one of the basic places of communication between people, corporate harmony will promote social harmony. Communication is the lesson that everyone should learn to improve their communication skills should rise to a strategic level. Each of us should attach great importance to communication, attention to communication initiative and two-way, the only way we can progress faster, companies can develop more smoothly and more efficient. In short, modern enterprises need to establish a people-oriented human

resources management model, to be good at using interpersonal communication skills, and create a harmonious relationship, so that it can attract talent, retain talent, motivate talent, so that the team integration, the process is also the process of creating wealth.

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