

Communicational Skills as a Key for Manager Selection

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Abstract- The paper aimed to study interpersonal communication skills that human resource managers expect from regulatory role managers. The results show that human resource managers expect other managers to be effective on interpersonal communications and focus on message clarity and repeat, managers' ability for effective listening and ability that leads to collaboration, a method of message expression and leadership style that leads to confidence.

Keywords- *Interpersonal communication skills, manager skills, human resource managers, communication*

I. INTRODUCTION

Communications are human development and sublimation factors and creating effective communication is a science and art. Hatersly and mc Johnt explained that: if there is no effective communication, even the best ideas will fail in world.

Communications are vital for organizational operations and survival of organization. Herbert Simon says: there will be no organization without communication. Doayi says: communications are the most important components of organization emerge and its life maintenance factor.

Communicational skills of managers in regularity and administrative roles are important for successful implementation of organization strategies. Despite the fact that management task may vary by technological development, workforce variation and globalization, focus on group work highlights manager needs for effective communication (Linstead etal2004).

Considering expectations of human resource managers is very important since human resource managers are responsible for selection and employment of staff that organization needs them in order to achieve its aims and interpersonal communications are set of managers needed skills in order to achieve positive results of organization.

Margaret Patrickson and Mary Bambacas (2009) reviewed in a study how organizations applied communicational skills as special key of selecting managers? How human resource managers measured these skills in selecting managers? To what extent human resource managers did research communicational skills development in staff? Did they offer training for new managers for their competence?

Experimental findings of 32 semi-structured interviews in Australia analyzed interpersonal, verbal, writing and audio communicational sills in order to answer these questions.

The results showed: human resource managers focused on effectiveness and leadership skills when they selected new managers with regulatory role. Communicational skills were examined as part of verbal fluency and self- confidence.

Writing and listening skills value was less than verbal skills but writing skills were needed in most of organizations due to management nature and formal reporting mechanisms. Listening skills were important in order to improve process and problematic fields of operation.

Measuring communicational skills was done indirectly and informally and based on personal judgment; it was not trustable but writing and listening skills were evaluated during interview by software.

Most of human resource managers have not been trained on communicational skills. The aim of training these skills was less and managers with leadership skills were employed.

Robins has reread more studies in order to explain necessary skills of management and has listed the most important skills in 3 groups. Leadership, communication process, motivation

Personal skills of leadership are related to leadership style, conflict resolution, held sessions and promotion. Similarly, motivation includes targeting, expectation clarification, persuasion, empowerment and feedback.

Other personal skills include empowerment of others, persuasion and negotiation. It is clear that literature has studied that relationship between general aspects of personal communication and personal skills.

Roloych in a study by on 100 UK managers concluded that communications play vital role in managers' performance. Managers must have required skills for interaction with staff in order to implement organizational strategies successfully.

Since lack of communicational skills leads to reduced success of managers and organization and there is positive and direct relationship between effective communications and organizational efficiency (Robins 1999), then human resource managers must consider these skills during staff selection.

In this study we examine personal communication skills that human resource managers expect from managers. The

objective is to percept interpersonal communication skills of managers in regulatory roles.

This study answers the following question: what are interpersonal communication skills that human resource managers expect from managers?

II. METHOD

Senior managers of human resources of great and medium sized organizations with 100 staff in Australia were sampled in order to achieve objectives. Experimental findings of 32 quality interviews were offered. A semi- structured interview was conducted on 32 HR manager (12 males+ 20 females). Data were analyzed (Crabtree and Miller, 1999).

TABLE I. INTERPERSONAL COMMUNICATION SKILLS

Interpersonal communication skills	By females	By males	Total	Total percent
Message sending				36
Clarity	8	4	12	
Job field	2	4	6	
Validity/ intimacy	3	1	4	
Regularity/ repeat	2	1	3	
Language selection	2	1	3	
Individual perception			2	
Tone	1	1	2	
Respect	1	1	2	
Trust	2		2	
Listening				18
Active listening	6	3	9	
Body tongue	2	3	5	
Sympathy	2	2	4	
Feedback				9
Aim path	5	2	5	
Honesty	2	6	4	
Targeting				9
Job realities	3		9	
Leadership				9
Advisory	6		6	
Clarity/honesty/validity	2	1	3	6
Persuasion	2		2	
Effectiveness	1	3	4	6
Hold sessions	1		1	
Representation	3	2	5	
Clear expectations			3	3
Conflict resolution	3		2	2
Empowerment of others	1	2	1	1
Total	62	37	99	99

III. RESULTS

Human resource managers' responses to interpersonal communication skills were devoted to 10-14 groups.

Two main groups focused on message sending methods (35%) and effective listener features (18%).

Senior managers of human resource claimed that managers must explain their ideas clearly. Managers must determine their business field and be sure that staff has perceived business

realities. In fact, they must have ability of transferring job and business realities to staff.

Human resource managers presented that: message resource validity is important, too. Then, clarity, honesty and validity of message sender are important.

The way of message transfer is another important factor that includes tone and selecting staff language in different organizational levels. One of senior managers stated: manager must think on issues and then create communication in a friendly manner and this is language. Managers must speak in a language that staff understands it and it is necessary for manager to say on management terms.

Senior managers understood that communications occur in friendly and various ways but respect is necessary. Also, individual perception was considered through various needs and requirements during message sending.

Effective listening skills were second important features of managers. The communicational skills related to effective listening were considered where people were active participants of communicational process.

Body tongue was a skill that was shown by male senior managers compared to female senior managers. These skills included speaking, listening and eye contact. General feeling of senior managers included the fact that body tongue importance is like below cases:

Sympathy and help staff and respond their problems and complaints.

Feedback, targeting and leadership were mentioned as next features of communication. Female respondents set more value to feedback and responded more to advisory leadership form.

Male respondents set more importance for business targeting in communications.

Targeted feedback is so important that persons or work team must percept business strategy and provide clear and honesty responses. Managers messages must be understood at all organizational levels.

Senior managers claimed that they need managers who are committed to organizational aims, are able to explain these aims and are interested highly to these aims.

Leadership culture of collaboration and consultation was mentioned by female managers. Female managers felt that collaboration leadership style get involved people in order to be champion of their ideas; the general feeling was that leadership needs honesty and trust.

IV. DISCUSSION

Message clarity and stability skills have the highest importance. HR managers have considered these skills as a key of selecting managers in their new regulatory roles. Sending clear and stable message is important component of interpersonal communication that is hardy achieved.

It is based on total environmental communications (Downs and Adrian, 2004). It clarifies the importance of dynamic field where message is exchanged. Since interactions form by external factors such as culture, economic and competition, then messages are filtered by people differences such as listening habits, motivation and perception.

Message stability and clarity at all organizational levels means that sent message must be received and decoded keeping message sender intention (Downs and Adrian, 2004). Listening skills are the second parameter of selecting people in communication process. A manager may pass 75% time in order to create face to face communication and half of this time is passed for listening.

Mutual, valid and respectful communication is needed. Interpersonal communication skills are needed. Interpersonal communication skills transfer message with their respect and value contents that finally leads to staff effective commitment (Chang, 1999; Whitener, 2001).

V. CONCLUSION

The results show that human resource managers expect other managers to be effective on interpersonal communications and focus on message clarity and repeat, managers' ability for effective listening and ability that leads to collaboration, a method of message expression and leadership style that leads to confidence.

Interpersonal communication skills such as effective listening, feedback skill, sympathy, respect, people persuasion, targeting, people commitment to organization, honesty and trust play important role in selecting people.

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