

## The Effective Role of Communications in Enhancing Human Resource Management

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### Abstract:

There are many challenges facing HR managers today. the independent variable is considered to be communications and its dimensions are: (verbal communication, nonverbal communication, organizational communication) As for human resources management as a dependent variable, its dimensions are (human resources planning, appointment, and employee performance evaluation). It was applied in the Babylon Health Department and it is concluded from the variables that the independent variable, which is communications, has an effect on the dependent variable, which is human resources management. There is a significant effect of the independent variable (communications) on the dependent variable (human resources management). Therefore, the researcher recommends supporting new and innovative ideas at work and urging individuals to participate in decision-making and express their opinions at work.

**Keywords:** Communication, Human Resources Management, Verbal communication, Human Resources Planning, Appointment.

### The first section / Methodology

#### The research problem

The research problem was represented in the extent of (the effective role of communications in enhancing human resources management) and it is concluded through the variables, which is the independent variable (communications), whose impact on the dependent performance increases at the overall level. There is an impact of the independent variable, which is communication, on the organization's performance, as the research problem produces many problems and conflicts in the work environment. These problems negatively affect the culture and performance of employees within the company, so you must learn how to deal with communication problems and to answer the research questions are: -

- 1- Human resource managers are expected to play an important role in managing organizations.
- 2- Increased diversity will contribute to an organizational culture that is more tolerant of different viewpoints, which may lead to better business decisions.
- 3- Three types of communication dimensions have been identified: verbal communication, non-verbal communication, and organizational communication.

#### The importance of research

#### The landscape of fraud and AML in Azerbaijan's banking industry

Communication is of great importance to the administrative process. Communication

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may perform several functions related to collecting information to make decisions, then making decisions and trying to change trends. Effective communication also enables managers and supervisors to perform their functions of guidance and training effectively. The communication process can be likened to the nerves in the body that transmit orders from one person to another. Any defect in the communication process means a defect in management. Therefore, it is necessary to strive to link the research variables, which are gaining great importance at the present time.

### Research objectives:

The aim of this research is that they can follow several specific guidelines, including avoiding communication in a set of privileged languages, Re-sharing the cultural aspects of communication is important and supporting communications with administrative procedures, and enhance employee communications on a regular basis, Transfer information, not just data. Considering the cognitive and behavioral aspects of communication Therefore

### The default search plan

Based on the theoretical framework of the research variables (communications, human resources management) and based on the research problem, its importance and objectives, a hypothetical research plan was

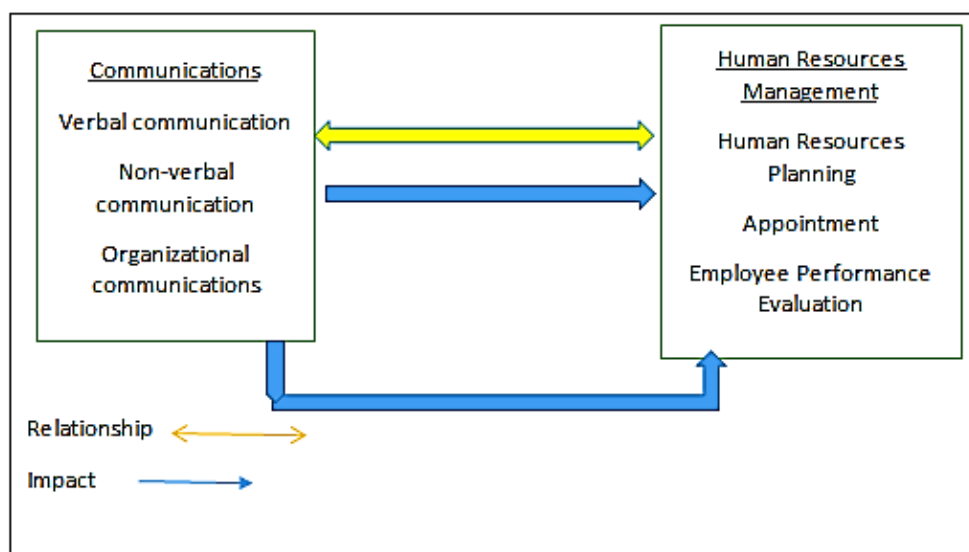


Figure (1) The default search scheme.

The hypothetical research model indicates the being studied. The yellow two-way arrow represents the correlation relationship, while the blue one-way arrow represents the effect.

is (communication) and is by CO are (verbal communication, non-verbal communication, organizational communication).

symbolized by HRM, and its dimensions are (human resources planning, appointment, employee performance evaluation).

### Research hypotheses

First: - Assumptions of association

1. is no statistically significant correlation between communications and human resources management with each of its dimensions.
2. a statistically significant correlation between communications and human resources management with each of its dimensions.

## Second: - Hypotheses of influence

1. There is no significant effect between the dimensions of communications and human resources management with each of its dimensions.
2. a significant effect between the dimensions of communication and human resources management with each of its dimensions.

## Statistical methods

use of the correlation coefficient (Pearson) and the simple internal regression coefficient.

## Communication concept

An increasingly diverse workforce, with increasing expectations of job satisfaction. (Fogg, B.J, 2009; 53), Help employees understand the work Integrate new employees. (Argyris, 1974;56).

Communication is essential to understanding organizational behavior for several reasons (Budworth, 2015;46). Effective communication affects individual careers and organizational performance; few people work alone, and most managers' jobs involve interacting with others (Takeuchi, H, 1995;57). Many factors interfere with communication hierarchy, nature of work, and physical and communication layouts are improved if you are able to sense what others are doing. (Bandura, A., 1977;45)

## Communication dimensions:-

- 1- Verbal communication (Argyris, 1982;54) sees it as the communication that takes place through words and expressions, so that the audio message is transmitted from the sender to the receiver, and this may lead to ineffectiveness and inefficiency of communication when any type of agreement or conflict occurs between our verbal communication. Its components include (clarity of sounds, repetitions, courtesy, encouragement, and responsiveness).
- 2- Non-verbal communication: (Body, D., 2013; 33.) The inability to display and share feelings may be an obstacle. Sharing feelings of frustration and anger may be important in any organizational environment, such as showing positive feelings (Howard-Jones, 2014; 53). Signs that indicate a submissive position include modifying your speech to sound like someone else, hesitation, and "environmental demands" (Chynoweth, 2013: 45), as well as the use of non-verbal gestures by senior politicians to indicate their dominance (Andrew, 2014: 56). Someone else, hesitating a lot, "environmental demands," (Chynoweth, 2013:45) and also the use of nonverbal gestures by senior politicians to signal their dominance (Andrew, 2014:56).
- 3- Organizational communication: Some researchers consider communication to have several drawbacks (Sasaki, K. 1999: 67) and many workers knew that they were not properly aware of the management design. Worker communication became more aware, and so far, returned to the amount of data available via the Internet. Communication was unimportant as the World Wide Web, chat, personal diaries, and few companies were used (Barbulescu, 2010: 63). There was no single best method and face-to-face communication was seen as more fulfilling than printed books on a computer. Social media sites were important for providing data (Davis, T. R. V., 1979: 32).

## Concept of human resource management:

Human resources management has been given many different names in different organizations, as some call it personnel management, labor relations, employee affairs management, or industrial relations. It remains a basic administrative function related to providing the necessary human skills for the organization, developing them, maintaining

them, and their stability, raising morale, and evaluating the results of its work contributes to achieving the organization goals in the best ways and at the lowest costs. While (Lamy Al-Salmi, 2001, 34), Change and transformation management, In other words, believes that human resources management should play, therefore managing the implementation of the infrastructure. It means preparing an to employees at the organization's site. Sometimes (Gamal El-Din Mohamed El-Morsi, 2003, 56) managing employee contribution, meaning preparing appropriate policies and procedures to identify and meet employee needs, encouraging creative employees and giving them the opportunity to implements their innovations related to developine works or developiny works systems and procedures. (Mustafa Najib Shawish, 2000, 63).

The human element plays an important and fundamental role in all aspects of life, as it has a major impact on all aspects of life. It is also considered the basis of various and diverse economic, social and productive activities, and through it, all agricultural, industrial, service and other fields are achieved. At the organizational level, human resources play an influential role in achieving their growth and continuity. It is considered one of the most important and rarest resources for any organization. It is the basic element that governs operation and production, various administrative processes, capital management, and the use of the best communication phones, information systems, and others(Al-Hakim Ahmed Al-Khazami, 2003, 45)

### **Dimensions of human resources management**

Researchers differed in defining the dimensions of human resources management, and they were defined by (Timizar, Kamal, 2014) (Al-Amoush Muthanna Muhammad 2013) (Khalaf Allah Jabbar Allah 2015) (Al-Otaibi Mahmoud, (2010)

- 1- Human resources planning:- is a guarantee of the availabilities of the appropriate numbest of individuals working in the organization, with the required quality, time and place to carry out the work required to be performed at the present time. organizations its based on all human resources management functions. (Timizar, Kamal, 2014: 34), while some see planning as a process of balancing the need for human resources and the available supply of them. (Al-Amoush, 2013).
- 2- Appointment:- is placing the appropriate employee in the job that matches the conditions and requirements for performing it, in terms of the required qualifications and competencies. Or the applicants are filtered to a smaller number from which a selection is made, then the appointment is made (Khalaf Allah, 2015:20).
- 3- Employee Performance Evaluation:- Performance evaluation of employees in the organization is considered the regular official evaluation in the organization of how the employees accomplish their tasks in a manner consistent with the organization's objective policies, or it employee's to reach the, and in a reinforcing manner, such as addressing. (Al-Otaibi Mahmoud, 2010: 20)

### **The practical aspect**

In this part of the research, the researcher addressed the analysis of the questionnaire to test the relationship (correlation and influence) between each of (communications) as an human resources managements as. The researcher worked on the questionnaire model and distributed it to the research sample in (Babil Health Department), which is a group of individuals working in the administrative departments. Their number reached (157) and the questionnaire model was distributed to them. The number of invalid questionnaire returns was (8), and the number of valid questionnaires was (149).

**Table. (1) Arithmetic means and standard deviation of the communication variable**

Communications		Arithmetic mean	relative importance	Variance	Standard Deviation	Coefficient of Variation	Order
Verbal communication	X1	2.89	58%	2.20	1.48	51%	8
	X2	2.89	58%	2.33	1.53	53%	9
	X3	2.91	58%	2.03	1.43	49%	5
	X4	2.97	59%	2.05	1.43	48%	3
General Index		2.70	%54	1.97	1.40	%52	
Non-verbal communication	X5	2.90	58%	2.16	1.47	51%	7
	X6	2.81	56%	2.14	1.46	52%	11
	X7	2.83	57%	2.17	1.47	52%	10
	X8	3.03	61%	2.18	1.48	49%	1
General Index		2.89	%58	2.16	1.47	%51	
Organizational communications	X9	2.91	58%	2.14	1.46	50%	6
	X10	2.93	59%	2.05	1.43	49%	4
	X11	2.98	60%	2.14	1.46	49%	2
General Index		2.94	%59	2.11	1.45	49%	
Total Index		2.92	%58	2.14	1.46	%50	

Source: Prepared by the researcher based on the computer

Table (1) shows the overall indicators and general indicators of the arithmetic means, importance, variance and ranking for each paragraph in questionnaire dependent on the independent variable communications, where results of the overall indicators for the arithmetic mean were 2.92. The total variance value was 2.14. The total relative importance value of the communications variable was 58%, and the total standard deviation value of the independent variable communications was 1.46. The total coefficient of variation value of the communications variable was 50%. As for the general index of the verbal communication dimension, the arithmetic mean of this dimension achieved a value of 2.70. While the relative importance of the verbal communication dimension was 54%. As for the general variance, it reached 1.97. The value of the general standard deviation of the verbal communication dimension reached a value of 1.40. The general coefficient of variation of the verbal communication dimension reached a value of 52%. As for the general index of the non-verbal communication dimension, the general index of the arithmetic mean reached a value of 2.89. The general importance of this dimension reached a value of 58%, while the general variance according to the results of the general indicators of this dimension was 2.16. As for the general coefficient of variation, it reached 1.47. While the general coefficient of variation for the non-verbal communication dimension reached a value of 51%. As for the third dimension indicator, organizational communications only, the results of the general index for the arithmetic mean were 2.94. As for the relative importance, if only after organizational communications, it reached 59%. The general variance of this dimension reached 2.11. The standard deviation had a general value of 1.45. The general coefficient of variation recorded a value of 40%. Paragraph 8 came in the non-verbal communications dimension in first place, paragraph 11 in second place, paragraph 4 in the verbal communications dimension achieved third place, and paragraph 10 in the organizational communications dimension came in fourth place only, and paragraph 3 in the verbal communications dimension came in fifth place, and paragraph 9 in sixth place came within the organizational communications dimension, and paragraph 5 in seventh place came, and paragraph 1 in eighth place came, and paragraph 2 only came in ninth place, and paragraph 7 in the non-verbal communications dimension achieved tenth place, and paragraph 6 in eleventh place came.

**Table. (2) Arithmetic means and standard deviation for human resources management**

Human Resources Management		Arithmetic mean	relative importance	Variance	Standard Deviation	Coefficient of Variation	Order
Human Resources Planning	X1	2.76	55%	2.08	1.44	52%	8
	X2	2.75	55%	2.15	1.47	53%	10
	X3	2.77	55%	1.97	1.41	51%	7
General Index		2.76	%55	2.07	1.44	%52	
Appointment	X4	2.95	59%	2.00	1.41	48%	2
	X5	2.75	55%	1.99	1.41	51%	9
	X6	2.91	58%	2.09	1.44	50%	4
	X7	2.95	59%	2.13	1.46	49%	1
General Index		2.89	%58	2.05	1.43	%50	
Employee Performance Evaluation	X8	2.90	58%	2.21	1.49	51%	6
	X9	2.91	58%	2.10	1.45	50%	4
	X10	2.92	58%	2.16	1.47	50%	3
General Index		2.91	%58	2.16	1.47	%50	
Total Index		2.85	%57	2.09	1.45	%51	

Source: Prepared by the researcher based on the computer.

Table (2) includes the results of the general and total indicators of the arithmetic frequencies of the human resources management variable. The total indicator of the arithmetic mean of the human resources management variable was 2.85. The total relative importance was 57% for the human resources management variable and the total variance reached 2.09. The total standard deviation was only 1.45. The total coefficient of variation for the human resources management variable only was 51%. As for the results of the general indicators, the general index of the arithmetic mean for the human resources planning dimension was 2.76. The general relative importance for the human resources planning dimension was 55% and the variance only had a general value of 2.07. The general standard deviation for all human resources planning items was 1.44. The general coefficient of variation was 52%. As for the general indicators of the appointment dimension, the arithmetic mean recorded a value of 2.89. The general relative importance of the appointment dimension was 58%, while the general variance of all paragraphs after the appointment was 2.05. The general standard deviation was 1.43. Now the general coefficient of variation of the appointment dimension had achieved a value of 50%. The results of the general indicator of the employee performance evaluation dimension, the arithmetic mean had reached a value of 2.91. The general relative importance of the employee performance evaluation dimension was 58%. The value of the general variance had reached 2.16. The general standard deviation had reached 1.47. The value of the general coefficient of variation of the employee performance evaluation dimension had reached 50%. Paragraph 7 came in first place, paragraph 4 came in second place, paragraph 10 came in third place, and paragraph 6 and paragraph 9 came in fourth place. Paragraph 8 came in sixth place, paragraph 3 in seventh place, paragraph 1 in eighth place, paragraph 5 in ninth place, and paragraph 2 in tenth place.

**Table. (3) The relationship between communications and human resources management**

Dependent variable Independent variable	human resources management			
	R	Calculated T value	Tabular T value	Morale level
Verbal communication	0.89	24.74	1.96	0.05
Non-verbal communication	0.90	25.79		
Organizational communications	0.91	27.13		
Communications	90	31.89		
Decision (result)	The independent variable (communications) is related to the dependent variable (human resources management) with a positive, strong and significant correlation.			

Through the results of Table (3), it is clear with statistical significance at the significant level (0.05), as the value of the simple correlation coefficient between them reached (90%) and the value of (calculated T) reached (31.89), which is considered greater than the value of the tabular T, which is (1.96). Based on these results).

**Table. (4) Results of simple linear regression calculation**

Dependent variable Independent variable	human resources management			
	R <sup>2</sup>	Calculated F value	Tabular F value	decision
Verbal communication	80.7%	12.55	10.1 at a confidence level of 0.05	There is a strong and significant relationship between the independent and dependent variables.
Non-verbal communication	81.9%	13.6		
Organizational communications	83.4%	15.09		
Communications	82%	13.75		

The final results in Table No. (4) show: -

- The calculated (F) value for the communications variable reached (13.75), which is greater than the tabular (F) value, which is (10.1) and at the significant level (0.05). Thus, these results indicate the existence of a "moral effect" of communications and human resources management, which is statistically significant with a confidence level of (95%).
- The explanation coefficient (R<sup>2</sup>) is (82%), which means that communications (the independent variable) is able to explain (82%) of the variables that affect human resources management (the dependent variable), while the remaining percentage (18%) is attributed to the contribution of the influence of other variables related to human resources management (the dependent variable) that are not included in the research. Accordingly, the influence hypothesis is accepted, which states.

## Results

- 1- That hiring from within can have a great and positive motivation and positive for employees when it creates opportunities for promotion or prevents a situation when employees know that job opportunities will be considered.
- 2- In terms of the practical aspect, it is clear that both the independent variable (communications) and the dependent variable (human resources management) are strongly positively related, As it is clear from the linear regression model that there is an

effect of communications on the dependent variable, which is human resources management.

- 3- There are many employees who feel that they are not completely satisfied with the management plan. That hiring from within can have a great, positive and positive motivation for employees when it creates opportunities for promotion or prevents a situation in which employees know that job opportunities will be taken into consideration.

#### **Recommendations: -**

- 1- Emphasizing and focusing on the role of communication and information flow and exchange among employees in the organization
- 2- That it be provided in the specified numbers and competencies, and that the exploitation of this human wealth be coordinated with the highest possible efficiency.
- 3- Supporting new and innovative ideas in work and urging individuals to participate in decision-making and expressing their opinions at work.

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