

MANAGING HUMAN CAPITAL

HRMT901D

Lectured by: Daniela Magri

LECTURE 6

COMMUNICATION AND ESTABLISHING THE CORRECT CHANNELS



WHAT IS COMMUNICATION?

A process by which information and its meaning is conveyed to receiver(s)

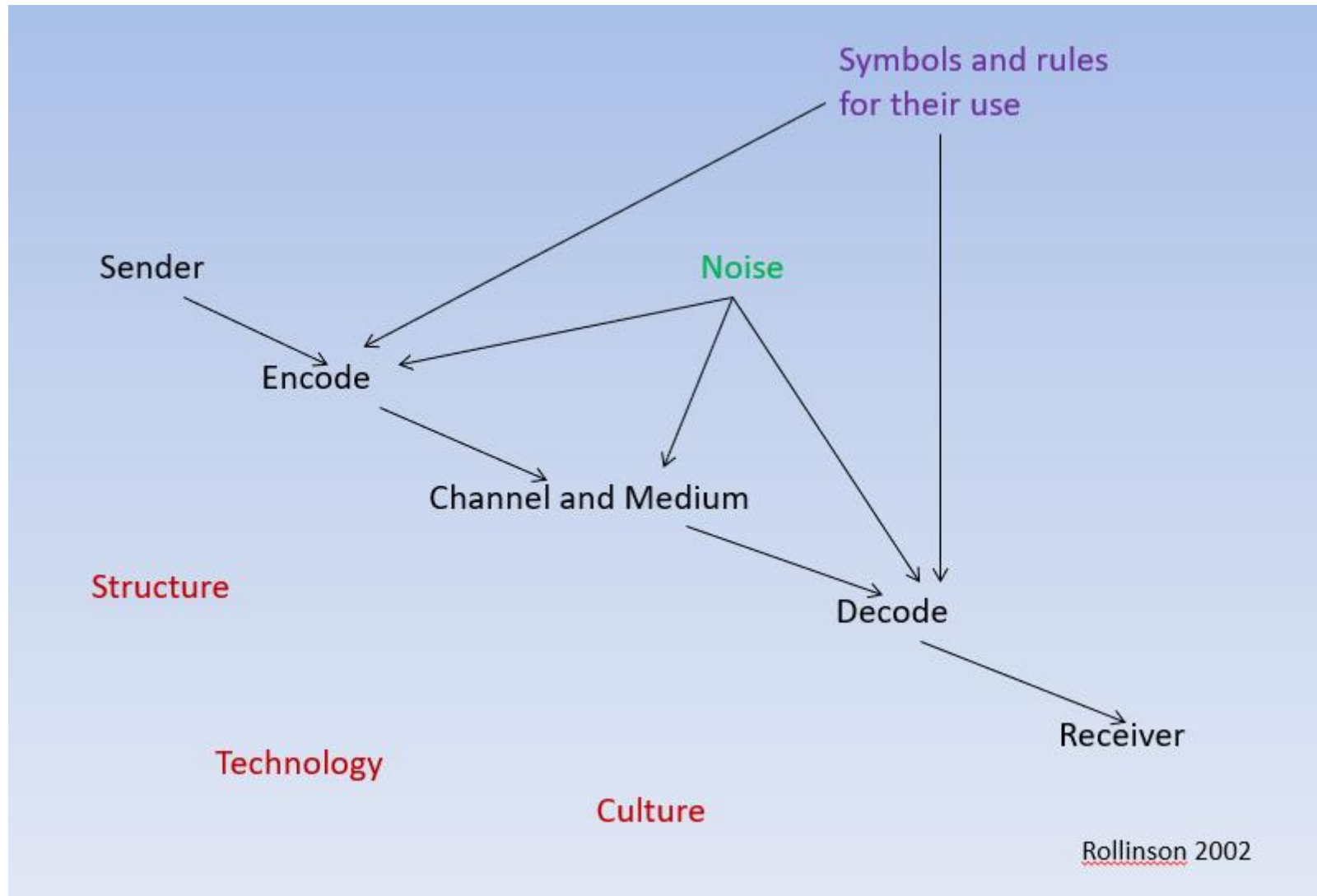
Information transmission (One-way process)

Effective communication: (Two-way process)

The extent to which the sender and receiver both attribute the message with the same meaning

(Rollinson 2002)

COMMUNICATION MODEL





DOWNWARD COMMUNICATION

www.its.edu.mt





RECEIVING INFORMATION DOWNWARDS

www.its.edu.mt

- Reports
- Meetings
- Bulletins
- Memos
- Newsletters
- Videos
- E-mail
- <http://www.youtube.com/watch?v=NNKmSbaTKS0&feature=related>





UPWARD COMMUNICATIONS

www.its.edu.mt

Task-based involvement:

Problem solving groups
Team meetings
Suggestion schemes

Non-representative consultation:

Attitude surveys
Employee Forums

Representative Consultation

Trade Union Meetings with
Management
Joint Consultative Councils



HOW WELL DO YOU KNOW YOUR PEOPLE

Your name: Their name:

Try this test:

Choose one of your colleagues at random and answer the following questions.

Talk to your colleague and see how you did. Add up the points for those you get correct or get partly right.

Do you know his or her...	Answer	Score	Points available
Birthday			2 points for 100% correct 1 point for partial
Where they were born			
Where they grew up			
Where they live			
Partner's name			
What their partner does			
Children's names and ages			
What 3 things motivate them	1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/>		2 points for each
Last holiday they had			2 points for 100% correct 1 point for partial
Next holiday they have			
Favourite sports team			6 points for 100% correct 3 points for partly right
Career history			
Hobbies			
Qualifications			2 points for 100% correct 1 point for partial
Favourite food			
Favourite TV shows			
Pets			1 point for partial
Total – out of 50			

If you score more than 42 - you know your people really well. If you score less than 42 then keep on talking to them and find out the answers!



HOW DO YOU COMMUNICATE?

www.its.edu.mt

Problem-solving groups: 38% of organisations, mostly in larger organisations

Suggestion schemes: 40%

Staff attitude surveys: about 50%, mostly in larger organisations, 66% made results available to employees
Only 12% of organisations used all three forms of upwards communication, 25% had two forms, 35% had one form, and 30% had none.

(Cully 1999)



ENGAGING WITH YOUR EMPLOYEES

www.its.edu.mt

Participation: the extent to which employees, often through representatives, are involved with management in the decision making machinery of the organisation (**Collective focus**)

Involvement: the degree to which employees accept the aims and needs of the organisation (**Individual focus**) Involvement in particular is used to encourage **greater commitment** to and identification with the organisation's business objectives on the part of employees Gennard & Judge 1997:115

Which represents a **Unitarist** perspective, and which reflects a **Pluralist** perspective?



Involvement vs Participation

www.its.edu.mt

Involvement is a process of encouraging support and commitment to the objectives and values of the organisation that have been defined by management, whereas **Participation** is the process of influencing and taking part in organisational decision-making (Salamon 2000 in K Daniels 2006)



IMPORTANCE OF COMMUNICATION

www.its.edu.mt



Individual employees are more likely to be effective members of the workforce if management taps into their knowledge of the job by seeking their opinion on how the job should be performed and how it can be organised better.

If employees identify their own interests with those of the success of the business, they understand that the basis of their own job security lies in cooperation and partnership, not in conflict with the employer. Gennard & Judge 1997:115

Formalised communications practices are linked to a positive psychological contract, increased commitment and high performance (Muller-Camen, Croucher, Leigh 2008)

QUESTIONS?

COMMUNICATION
