

Communication Managerial Skill For Business Communication On Employee Relations Studies

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Article Info	ABSTRACT
<p>Keywords: Business communication, communication skill managerial skill employee relations</p>	<p>Throughout numerous historical periods, our comprehension of managerial abilities has expanded significantly. In the past, industrial management has primarily concentrated on the maximization of revenue and the resolution of crises, occasionally neglecting the importance of prioritizing the efficacy of human resources within a corporation. Age-based discrimination in the professional sphere in contemporary Indonesia underscores the ongoing challenges of effectively demonstrating managerial skills. Consequently, the persistence of this pattern may still be observed. This research explores the vital need of good communication abilities for managers in enhancing employee interactions, especially in the Indonesian corporate context. By conducting an extensive analysis of the literature, we have discovered the profound influence that managerial communication has on employee engagement, satisfaction, and the overall efficiency of an organization. Our research highlights the importance of changing managerial practices to focus on effective communication, which will create a more inclusive and productive work environment.</p>
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INTRODUCTION

Managerial skills are critical competencies that extend far beyond the confines of corporate offices and boardrooms (Lang & Rybnikova, 2016; Song & Tao, 2022; Tandoh & Duffour, 2023). These skills, encompassing planning, organizing, leading, and controlling, are equally applicable in daily life. Mastering managerial skills can enhance personal efficiency, improve relationships, and contribute to achieving personal goals. Let's explore how each of these skills can be applied in everyday situations, with concrete examples to illustrate their relevance and utility. Planning is the process of setting goals and determining the best course of action to achieve them. In daily life, planning can help organize tasks, manage time, and set priorities (Batara & Susilo, 2022; Harliantara et al., 2023; Susilo, 2022b).

A good and coherent work environment depends on excellent managerial abilities in the fast-paced and always shifting corporate scene of today. One of the most important abilities is effective communication, which helps to build good relationships among staff members and propels the general success of a company (Rafa'al, 2017; Susilo, 2022a; Yasir et al., 2019). Effective communication from managers has a powerful influence on employee engagement,

satisfaction, and performance organizational especially important in diverse and ever-changing markets such as Indonesia, where the complexities of cultural nuances and differing expectations make communication even more challenging (Hele & Maela, 2018; Husain et al., 2023; Pratama et al., 2023; Rony & Panuju, 2018). In today's complex business landscape, the ability to effectively communicate as a manager is absolutely essential (Kanbach et al., 2023; Lassoued, 2018).

Historically, management abilities have been primarily linked to fulfilling the needs of the corporate realm, with a significant focus on optimizing financial gains and adeptly managing emergencies (Agatha et al., 2023; De Leon et al., 2021). While this strategy may have its benefits in certain circumstances, it frequently overlooks the importance of efficient human resource management (Conway & Monks, 2008; Wright et al., 2001; Zeuch, 2016). Age discrimination in the workplace remains a persistent problem in Indonesia, which underscores the difficulties managers face in effectively communicating with varied populations. In the contemporary company landscape, the emphasis on operational efficiency and financial results has inadvertently diminished the significance of proficient interpersonal communication (DeVito, 2013; Pahal, 2023; Walther, 2011). Consequently, there is a discernible disparity between the management and the employees. To address this gap, businesses must undergo a fundamental shift in their perception and application of managerial abilities.

It is possible to gain important insights into the considerable impact that good communication skills have on the development of positive employee relationships by reading the research that focuses on effective communication skills in managing roles (Panuju, 2018). According to a number of studies, supervisors who possess great communication skills have the potential to establish an inclusive and supportive working environment, which in turn leads to increased staff morale and decreased rates of employee turnover (Inuwa, 2016; Lee, 2020; Rahmah & Fatmah, 2018). Having strong communication skills is necessary in order to clarify expectations in a clear and concise manner, offer constructive criticism, find solutions to problems, and foster a cohesive team (Indrasari et al., 2015, 2018b; Indrasari, Syamsudin, et al., 2019). One of the most important aspects of the Indonesian business environment, which is characterized by a wide range of ages and cultural backgrounds, is the need of effective communication. The objective of this study is to investigate the current state of management communication skills in Indonesia, to identify the challenges that are currently being faced, and to propose strategies for enhancing these capabilities in order to foster improved employee interactions and organizational performance (Indrasari, 2017; Indrasari, Hapsari, et al., 2019).

METHODS

Research in human resources (HR) is pivotal for understanding the complex dynamics that govern workforce management, employee satisfaction, organizational behavior, and productivity. A literature research method in HR involves systematically identifying, evaluating, and synthesizing existing scholarly works to gather insights and identify gaps. This method serves as the foundation for empirical research and helps frame the theoretical

underpinnings of HR practices. This topic delves into the steps involved in conducting literature research in HR, the significance of each step, and the potential challenges faced during the process (Lin, 2009).

Steps in Conducting Literature Research in HR

1. Defining the Research Question

The first step involves clearly defining the research question or problem. This sets the direction for the entire research process. In HR, this could range from studying employee motivation, the impact of leadership styles on performance, to the effectiveness of HR policies on organizational culture (Fernandez et al., 2020; Luthansa & Susilo, 2022).

2. Literature Search Strategy

Developing a robust search strategy is crucial. This includes identifying relevant databases such as JSTOR, PubMed, Scopus, and Google Scholar. Keywords and search terms need to be carefully selected to cover all possible variations of the research topic. For instance, if the research question is about employee engagement, keywords might include "employee motivation," "workplace engagement," "job satisfaction," and "organizational commitment."

3. Screening and Selection of Articles

Once a comprehensive search is conducted, the next step is screening the articles for relevance. This involves reading titles, abstracts, and, if necessary, the full text. Inclusion and exclusion criteria are established to filter out irrelevant studies. Criteria may include publication date, relevance to the research question, and the credibility of the sources.

4. Reviewing the Selected Literature

The selected articles are then thoroughly reviewed. This involves a critical analysis of the methodologies, findings, and conclusions of each study. Special attention is given to identifying patterns, contradictions, and the context of each study.

5. Synthesizing the Literature

Synthesis involves combining the insights gained from individual studies to form a coherent narrative. This may be done thematically, methodologically, or chronologically. The goal is to provide a comprehensive overview that highlights trends, debates, and significant findings in the field of HR.

6. Identifying Gaps and Research Opportunities

Through synthesis, researchers can identify gaps in the existing literature. These gaps highlight areas that require further exploration and can guide the development of new research questions.

7. Developing the Theoretical Framework

The insights gained from the literature review are used to develop a theoretical framework that will guide subsequent empirical research. This framework outlines the key variables, hypothesized relationships, and the context in which these relationships will be studied.

8. Reporting and Documenting the Findings

The final step involves documenting the findings of the literature research in a structured format. This typically includes an introduction, methodology, results, discussion, and conclusion. The report should be clear, concise, and provide a roadmap for future research.

Challenges in Literature Research in HR (Adlini et al., 2022)

1. Volume of Literature: The vast amount of available literature can be overwhelming, making it difficult to identify the most relevant studies.
2. Quality of Sources: Not all sources are of high quality. Differentiating between credible and non-credible sources is crucial.
3. Bias: Researchers may face confirmation bias, where they tend to favor studies that support their preconceived notions.
4. Access to Literature: Some high-quality studies may be behind paywalls, limiting access for researchers.
5. Keeping Up-to-Date: The field of HR is dynamic, with new studies constantly emerging. Keeping the literature review up-to-date is a continuous challenge.

Literature research in human resources is a meticulous process that lays the groundwork for empirical research. It involves defining a research question, developing a search strategy, screening and reviewing articles, synthesizing findings, identifying research gaps, and developing a theoretical framework (Susilo, 2023). Despite the challenges, such as the volume of literature and potential biases, this method is indispensable for advancing knowledge in HR. By systematically analyzing existing research, scholars and practitioners can gain valuable insights, inform practice, and contribute to the ongoing development of human resources as a discipline.

This study will largely apply a thorough literature analysis that specifically examines the overlap between employee relations, managerial abilities, and communication skills. To do a thorough and up-to-date study, we employed Google Scholar to collect pertinent literature published from 2016 to 2024. The search queries employed were "employee relations," "managerial skill," and "communication skill." This approach facilitated the selection of relevant research, articles, and papers that provide significant insights into the influence of proficient communication by managers on employee relations. The literature selection criteria were established based on the relevance of the sources to the study topic, the credibility of the sources, and the publication date to ensure the incorporation of the most up-to-current findings and trends.

We did a comprehensive literature analysis to meticulously examine and extract essential themes, facts, and theoretical frameworks that emphasize the importance of communication in managerial positions and its impact on employee relationships. The review procedure involved categorizing the literature into different subject domains, such as the impact of communication on enhancing employee engagement, the consequences of communication on resolving conflicts, and the influence of managerial communication on organizational culture. Through a thematic analysis, a more comprehensive understanding of the current research in this field was achieved, revealing areas that require further

investigation. Through the synthesis of findings from multiple studies, the literature review establishes a strong basis for discussing the important role of communication managerial skills in enhancing employee relations. It also provides valuable insights into best practices and strategies for managers in Indonesia and beyond.

RESULTS AND DISCUSSION

Good communication is a basic component of achieving successful leadership and organizational effectiveness since it is intrinsically related with managerial skills (Cornelissen, 2011; Craig & Muller, 2007; Welch & Jackson, 2007). The relationship between managerial skills and communication performance emphasizes the need of funding managers' communication training and development if we want to improve the organizational staff members feel valued and understood (de Vreese & Neijens, 2016; Sule & Ridwanullah, 2023). Effective communication ensures that staff members understand their roles inside the larger framework and are in line with the goals of the company, therefore raising their engagement and output. Basically, the efficiency of communication enhances managerial performance, so directly influencing the whole performance of the company (Ajayi & Mmutle, 2021).

Moreover, good communication is essential for decision-making and dispute resolution—two basic skills of management. Good communicators can quickly and gently address issues to help to resolve conflicts, therefore preventing little disputes from becoming major ones (Holmes, 2005; Yaxley, 2020). Maintaining employee morale and reducing staff turnover depend critically on a calm workplace, which is created in great part by the ability to handle and resolve conflicts (Isnaini et al., 2023; Rohmad et al., 2016). Furthermore, good communicators can improve their capacity for decision-making by encouraging the exchange of ideas and points of view that lead to creative answers by means of open dialogues with their teams (Isnaini et al., 2023; Schellenberg, 1996; Schneider et al., 2016). Together, this cooperative strategy enhances the team's togetherness as well as the acceptance and quality of managerial judgments.

In the field of employee relations, managerial communication performance is absolutely important. Workers who consider their managers to be good communicators are more likely to show higher commitment to the company and job satisfaction (Indrasari, 2017). The manager's skill in actively listening, providing consistent information, and showing empathy and understanding helps to create the positive impression. In order to create a friendly and inclusive work atmosphere, it is essential to have strong ties between managers and employees, which can be encouraged through effective communication (Monehin & Diers-Lawson, 2022; Northouse, 2018). In addition to this, it encourages a culture of constructive criticism, in which employees are encouraged to freely express their thoughts and concerns, which ultimately results in the organization creating an environment that is conducive to ongoing progress and creativity..

Furthermore, the impact of communication efficiency on managerial competences is particularly important in diverse and cosmopolitan environments, such as usually found in various Indonesian companies. Managers have to be skillful in managing cultural differences and various communication styles to guarantee that messages are effectively sent and

understood by every employee (Chin et al., 2017; Lang & Rybnikova, 2016; Lassoued, 2018). In such settings, good communication skills are absolutely vital to overcome cultural differences, promote inclusiveness, and guarantee that every employee feels respected and listened to. This capacity helps managers to be more efficient and fosters a consistent organizational culture that welcomes diversity as a good quality (Droege et al., 2011; Lang & Rybnikova, 2016; Tandoh & Duffour, 2023). The relationship between managerial skills and communication performance emphasizes the need of funding managers' communication training and development if we want to improve the organizational efficiency.

Employee Relations and Dynamic of Human Resource Management

The dynamics of human resource management (HRM) are significantly and intricately connected to employee interactions. The cultivation of a work environment that is characterized by positivism, efficiency, and unity is a favorable component of the development of an effective employee relations strategy. It is imperative to consider the needs of employees, effectively resolve any issues that may arise, and ensure that employees consistently feel valued and treated with kindness (Inuwa, 2016; Lassoued, 2018; Pradhan & Jena, 2017). Additionally, human resource management encompasses a diverse range of responsibilities, such as the procurement of talent, the supervision of performance, and the enforcement of labor statutes. Strong employee relations and good human resource management practices are crucial for the success of a corporation. The synergy between these two domains is crucial for the overall prosperity of the business.

The role of human resource management (HRM) in establishing and maintaining employee interactions is a vital component of this connection. The HRM strategies and policies introduced have a considerable impact on the viewpoint of workers towards their working environment and their relationship with the firm. Establishing a healthy work environment entails implementing many strategies, including promoting open and genuine communication regarding corporate policies, guaranteeing equitable and impartial treatment, and offering avenues for professional advancement. Adopting human resource management strategies that promote the welfare and involvement of employees can result in enhanced job contentment, less staff attrition, and increased loyalty. However, the neglect of employee relations can lead to disengagement, increased rates of absenteeism, and the development of a poor work culture. These issues can negatively affect the efficacy of human resource management strategies (Asmoro et al., 2020; Indrasari et al., 2018a).

In light of the dynamic nature of human resource management, it is crucial for it to continuously adapt to the changing demographics of the workforce, technological improvements, and the developing expectations of employees. To maintain excellent employee relations, it is critical to adapt and make the necessary changes. Given the growing popularity of flexible working arrangements and remote work situations, it is critical to examine cutting-edge employee relations strategies. Human resource management (HRM) must develop appropriate solutions to enhance employee engagement, effective communication, and a healthy work-life balance. Furthermore, given the growing relevance of diversity and inclusion, human resource management (HRM) must develop strategies that

promote a diverse and inclusive workplace. Creating an environment in which all employees are treated with respect and appreciation helps to cultivate positive employee relations.

Furthermore, positive employee relationships can significantly contribute to the overall strategic goals of human resource management. Maintaining strong employee relations is critical in the field of human resource management (HRM) since it has a significant impact on developing a positive company culture. By fostering a positive culture, the organization can increase its efficiency in meeting its goals. This is because a positive culture encourages collaboration, creativity, and efficiency. Furthermore, when employees have a positive relationship with management and believe their opinions are valued, they are more likely to actively participate in organizational objectives, provide suggestions, and support efforts to facilitate transformation.

The synchronization of employee relations and human resource management not only enhances operational efficiency, but also enhances the probability of long-term success for the organization. The partnership between human resource management and employee relations is crucial for establishing a favorable, dynamic, and productive work environment.

Through a thorough analysis of the literature on employee relations and the dynamics of human resource management (HRM), numerous important themes and findings emerge, emphasizing the interconnectedness of these two areas. Successfully managing one area improves the effectiveness of the other, ultimately contributing to organizational positive organizational climate. Strong ties among staff members have been found in studies to produce a variety of advantages, including higher job satisfaction, more employee engagement, and lower turnover rates. Research by Armstrong (2016) indicates that businesses with well-defined employee relations policies typically have lower absenteeism rates and higher levels of productivity. This can be ascribed to the heightened sense of trust and mutual respect between employees and management, which serves as a fundamental component of good Human Resource Management (HRM).

Moreover, the research highlights the flexible nature of HRM as it adjusts to different internal and external influences. Human Resource Management (HRM) needs to be flexible and responsive in order to effectively address the evolving workforce composition, advancements in technology, and changing regulatory environments. According to Ulrich and Dulebohn (2015), HRM techniques must continuously adjust to reflect these advances in order to preserve good employee interactions among changing circumstances. This encompasses the use of innovative communication technology, the establishment of adaptable work schedules, and the formulation of inclusive policies that address the needs of a diverse workforce. HRM's dynamic characteristics empower firms to foster strong employee relations while successfully adapting to intricate and evolving situations.

Meanwhile, the research highlights the crucial significance of incorporating employee interactions within the wider framework of HRM. Implementing efficient human resource management (HRM) strategies that give priority to fostering positive employee relations can result in long-term competitive advantages that can be sustained over time. For instance, a study conducted by Guest (2017) discovered that companies that synchronize their HRM strategies with employee relations practices likely to have superior results in terms of

innovation, customer happiness, and financial success. This alignment guarantees that personnel are motivated, dedicated, and in harmony with the organization's objectives, resulting in a synergistic impact that propels organizational triumph. Overall, the literature emphasizes the need of recognizing the interconnectedness and fluidity between employee relations and HRM. Successfully managing one area improves the effectiveness of the other, ultimately contributing to organizational success.

Communication Studies: Intersecting Management Science and Employee Relations

With its interdisciplinary nature, communication studies offers a distinct perspective on the connections between management science and employee relations. Studying communication can provide valuable insights for enhancing managerial practices and cultivating positive relationships with employees. It requires a thorough examination of how information flows within a company organizational received, and how it is understood. Applying communication theories and principles to management science can result in greater leadership effectiveness, improved team dynamics, and a more robust organizational culture. This approach emphasizes the significance of effective communication in achieving organizational goals and keeping employees motivated.

The emphasis on the significance of feedback is a valuable contribution of communication studies to management science. It is essential to have feedback mechanisms that are effective in order to continuously improve and develop employees. Studies on effective communication emphasize the significance of establishing a culture of open communication and fostering trust by providing timely, accurate, and encouraging feedback. This instrument can be employed by managers to identify areas that require improvement, acknowledge employee accomplishments, and resolve issues before they escalate into more severe issues. Managers can improve their capacity to advise and support their staff by integrating these feedback concepts into their methodologies, which will ultimately result in improved job satisfaction and performance.

Furthermore, communication research offers practical strategies for the effective management of organizational change, a critical component of management Science. The implementation of change management frequently necessitates substantial modifications to organizational cultures, structures, and processes, which may occasionally encounter employee resistance. The significance of intentional and transparent communication in successfully adapting to these changes is underscored by communication experts. The explicit articulation of the rationale for the change, the advantages it will provide, and the sequential process of its implementation are essential components of effective change communication strategies. By encouraging employees to participate in the change process through transparent communication, it is possible to mitigate resistance and enhance their acceptance. Managers can efficiently navigate organizational transformations by employing strategies that are founded in the field of communication studies.

Finally, through digital communication tools and platforms, communication studies provide novel ideas on improving employee relations. In the modern workplace, where remote work and virtual teams are becoming more common, good digital communication is very vital. Researchers in communication examine how different digital tools affect company culture,

staff involvement, and team performance. The knowledge acquired from these research allows managers to apply effective plans for using digital communication technology. Through direction and encouragement, people may help to build close relationships with their teams, encourage teamwork, and give equality for all employees first priority—regardless of their distance.

Communication studies, management science, and employee relations taken together present interesting chances to improve organizational performance. Including communication theories and ideas into their management strategies helps managers to enhance feedback systems, negotiate organizational transformation, and build closer relationships among staff members. Besides, they might make use of digital communication channels for this aim. With its multidisciplinary approach, this study offers workable answers for present problems and establishes communication studies as a pioneering discipline with great consequences for the direction of management and organizational success.

Integration and Theoretical Implications

The intersection of communication studies with management science and employee relations carries substantial theoretical ramifications, augmenting our comprehension of organizational dynamics and expanding the theoretical frameworks in both domains. At first, this integration poses a challenge to the conventional management belief that frequently prioritizes top-down communication and hierarchical organizations. These concepts can be adapted to more effectively integrate communication studies, thereby acknowledging the significance of employee involvement and input in the decision-making process. This would enable a more courteous and comprehensive approach to horizontal and bottom-up communication channels. This alteration promotes a managerial approach that cultivates involvement and democracy, potentially stimulating more inventive and flexible organizational techniques.

Furthermore, the multidisciplinary approach underscores the importance of effective communication in the development of organizational culture and identity. In the field of communication studies, there are a variety of theories that illuminate the role of communication in the formation and preservation of cultural norms and values within organizations. Organizational culture theory and symbolic interactionism are two such theories. These theories offer valuable insights into the influence of managerial communication styles on employee engagement, morale, and behavior when they are applied to management science. It is possible to develop management theories that are more effectively aligned with the relational and cultural aspects of organizational life by comprehending these dynamics, which leads to the development of more comprehensive and successful management strategies.

The integration of digital communication tools and platforms into management theories and communication studies creates new opportunities for theoretical development and research. The rise of remote work and virtual teams necessitates a reevaluation of conventional communication and management theories in order to effectively integrate digital interactions. It is crucial for theoretical models to evolve in order to address challenges such as the effectiveness of digital communication, the influence of virtual settings on team

cohesion, and strategies for preserving organizational culture in a digital environment. By incorporating concepts from communication studies and management theories, it is possible to effectively navigate the complexities of modern work environments and offer managers valuable and actionable advice. The significance of ongoing multidisciplinary collaboration to advance both disciplines is underscored by this advancement in theoretical knowledge.

CONCLUSION

Ultimately, combining communication studies with management science and employee relations provides a fresh perspective on comprehending and improving organizational effectiveness. In order to promote organizational effective communication in shaping managerial practices and fostering positive employee relations, this interdisciplinary perspective challenges conventional management theories and promotes a more inclusive and adaptable approach. Insights from communication studies, including feedback mechanisms, change management strategies, and digital communication efficacy, offer practical solutions for modern organizational challenges. These insights help managers effectively navigate complex and dynamic work environments. Furthermore, the theoretical implications of this integration emphasize the significance of continuous collaboration between communication scholars and management scientists. Organizations can develop comprehensive and efficient strategies by incorporating communication theories into their management frameworks, which take into account cultural and relationship dynamics. This multidisciplinary approach not only improves the theoretical comprehension of organizational behavior, but also equips managers with the essential resources to foster a more committed, motivated, and united staff. In order to promote organizational success and encourage innovation, it is crucial to seamlessly integrate communication studies and management science as the workplace continues to grow.

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