

Importance of Communication in the HR Acquisition

Dr. Sonia Agarwal¹ & Dr. Vinod Kumar Yadav²

Department of Humanities & Social Sciences, HBTI Kanpur

Abstract: - Communication is an important aspect of life. The expression and application of thoughts makes it one of the crucial elements in the process of corporate life. With India making a global presence in the corporate world, the pressure to perform better is mounting before the Indian corporate houses. In this professionalism, the importance of communication cannot be undermined. The intellect needs strong communication skills to be visible as intellectuals. It has become pertinent to have effective communication skills. The expression of thoughts necessitates strong hold on language, which in turn adds to the personality of a person. There is no life without communication as it flows like a river. In fact, it is the lifeline of employability and very vital for good management.

In the existing global scenario, most of the global companies are not only focusing on technical knowledge, rather, they are giving equal emphasis to aptitude of the candidate in HR acquisition process. IT companies and IT enabled services have started relying on aptitude and personality of a candidate in their selection procedure, which lead to non-core acquisition of candidates with multi-disciplinary skills to take employment in IT and related domain. The company equips them with advance training related to their job profile. Hence, communication becomes the most important element of the selection procedure.

The recent studies and corporate data exhibits that the number of candidates is increasing but the employability factor is decreasing. As per the mostly used information, it has been observed that only five to ten percent of total applicants are employable. It does not mean that they are not technically sound but they lack effective communication skills. They fail to reach the expectations of the corporate world. This skill gap is becoming a cause of talent dilution as it is a preferential need to perform. The dissemination of the knowledge to others in an effective and impressive manner is the ultimate aim of acquiring knowledge, which is possible with strong communication skills. Therefore, it becomes inescapable requirement for every student to improve their communication ability.

This paper is an attempt to address the issues related to communication in HR acquisition process of companies and also discuss the role of communication in shaping the personality of professional to enable to perform in corporate life.

Keyword: *IT: Information Technology; HR: Human Resource*

I. INTRODUCTION

Communication is an important aspect of life. The expression and application of thoughts makes it one of the crucial elements in the process of corporate life. With India making a global presence in the corporate world, the pressure to perform better is mounting before the Indian corporate houses. In this professionalism, the importance of communication cannot be undermined. The intellect needs strong communication skills to be visible as intellectuals. It has become pertinent to have effective communication skills. The expression of thoughts necessitates strong hold on language, which in turn adds to the personality of a person. There is no life without communication as it flows like a river. In fact, it is the lifeline of employability and very vital for good management.

Communication has been derived from the Latin word “*communicare*” which means to share. It may be sharing of knowledge, thoughts, or ideas. By sharing, a common ground of some understanding is established between the sender and the receiver resulting in transactions of thoughts, feeling and expression between the two parties. Thus, it is a two way process of exchanging ideas. Communication occupies a crucial place in human lives as it is the only way through which one can fulfill the social and business needs. It is the essence of human life and survival in the world. Communication has acquired a pivotal role in both our professional and technical world as it helps people seek relevant information and take the necessary decisions. In today’s fast paced life, the success of any endeavor rest on the ability to communicate effectively. In such a global scenario effective communication holds the key to success. The research has made it evident that communication skills

¹ Guest Faculty, Department of Humanities & Social Sciences, HBTI Kanpur

² Assistant Professor, Department of Humanities & Social Sciences, HBTI Kanpur

affect the success of both job seekers and employers. Hence, effective communication skills have become imperative to get maximum results at the workplace. Now, effective communication focuses around the usage of both verbal and non-verbal nuances of delivery. Verbal communication, being oral and written, is concerned with the language whereas non-verbal is concerned with the body movements which are kinesics, proxemics, and paralinguistics. It includes all unspoken and unwritten information, both intentional and unintentional. It is these nonverbal cues which speak louder than words. Hence, it is very important to use the right tools at the right time in order to communicate the message in length and breadth. It is well said that communication works for those who work at it. It is only through effective communication skills that professionals can establish good relationship with each other and avoid misunderstandings. The business organizations can not be visualized without communication as people spend approximately three fourth of their daily time on communication through reading, writing, listening and speaking. Thus, communication becomes one of the important components of organizational success.

II. TRENDS IN THE HR ACQUISITION

Dating back with the recruitment criteria of the 70s in India, the basic acquisition process of human resource in the companies was mostly focused on the core knowledge component of the candidate as described in the job profile. The efforts were to match perfectly the job description with job specification during the process of acquisition. In the 90s with Indian liberalized economy, the business underwent a mounting pressure of global competition leading to new challenges before Indian companies. These challenges were to handle more complex processes in the businesses with new dimensions in the market. This necessitated the multi-skilled HR with diversified knowledge. The HR practices reflect that the acquisition process managed this change beautifully with inclusion of personality and behavioural assessment into it. The emphasis was not only on the core knowledge evaluation but also on the aptitude of the individual. This, further, shifted towards aptitude in 2000s due to the changing global scenario with development of information technology. With core process outsourced, the paradigm shift from “*getting right people to do job*” to “*getting job done from right people*” redefined the businesses. This leads to change in HR acquisition process from core knowledge evaluation to behavioural assessment and potential appraisal. Now the delivery has become important than content. This has opened the doors for professional communication in corporate issues. The focus of HR acquisition process is not only on the knowledge and aptitude but also on professional behavior and communication. They are the behavioral and personality test which includes group discussion and personal interviews. The main reason for such a drift is the changing scenario. The modern organizations have grown in size and employees a large number of people to achieve their objectives. They have complicated structures with several layers of management; effective coordination can be achieved only through effective system of communication. Then there is the global business environment where the organizations have to deal with people of different language and cultures; technological advancements have also increased the importance of effective communication as through it the management can overcome any resistance to change on the part of the workforce and it can keep the workforce informed about the latest developments. Then, the nature of employment has also changed from master-servant relationship to partner relationship. The desire of the modern managers to have better understanding of the human behavior has increased the significance of communication in an enterprise. Thus communication plays the same role in the organization as the nervous system in our body.

III. KEY ISSUES IN HR ACQUISITION

The changing scenario in HR acquisition has led to certain key areas of HR management to undergo a change. The HR acquisition is one of the most affected areas. The search of right person for right job is becoming an intricate task. The following issues are the major concern areas of HR acquisition:

- 3.1 Right person for right job
- 3.2 Cost of acquisition
- 3.3 Non-uniform process
- 3.4 Talent dilution
- 3.5 Non-core acquisition
- 3.6 Deliverable Approach

3.1 Right Person for Right Job

The HR acquisition process aims to get the right person for the right job. The perfect match of job description with specification leads to a complex process of understanding the candidate's hidden skills. Sometime, this process is unable to find out the genuineness of the candidate. In most of the cases, the candidates appearing for an assessment test portray a modified picture different than genuine. Increasing numbers may complicate the process further. The candidates, in order to show closer to best options, inculcate some of adulterated characters into their personality. This becomes a challenge before the HR professional to

devise mechanism to filter out these characters. This is taking a crucial position in corporate hiring. Hence it becomes difficult for the companies to get the right person for the right job.

3.2 Cost of Acquisition

With increasing dimensions in assessment, mounting pressure of performance and use of technology has combined to increase the cost of acquisition in companies. The global scenario is also contributing to this effect. The recruitment cost, selection cost, orientation cost and training cost are adding concerns as hiring cost. This may be linked to the attrition rate in organizations. The e-acquisition or use of IT in HR acquisition has also been one of the costly affairs in corporate hiring..

3.3 Non-uniform Process

If the descriptions of some jobs across different companies are analyzed, it would be more or less similar in listing the job activities. But the process of evaluating the specifications i.e. knowledge, skill, experience and expertise may not conclude to common process. This confirms some deviation from actual objectives. This non-uniformity in assessment is a key concern in hiring domain.

3.4 Talent dilution

In professional colleges there are students from various boards and states. The mode of learning varies from mother tongue to second language or international language of learning. When it comes to perform, a common mode or language is expected from them. The in-flow of knowledge is in different language than out-flow. This leads to talent dilution at entrant level. This is a very big problem because of which they cannot communicate. It has been found out that in spite of the fact the students possess the relevant technical degrees and they might be capable also but they are not able to express themselves so they are misunderstood by the selection committee.

3.5. Non-Core acquisition

Research has made it evident that in spite of the fact these students have acquired their technical/ professional degree in a particular core branch of their interest but when it comes to selection they are not selected from their specialization area due to some specifications and problems faced by the companies. For example, to handle the increasing attrition rate, company adopts non-core HR acquisition as a strategy. This acquisition may be useful at initial level, but it is not advisable decision for long term. The non-core acquisition, not only creates problem for the company but also becomes a cause of talent death.

3.6 Deliverable Approach

The knowledge delivery at work place has been a major concern now-a-days in companies. Even the best talent finds it difficult to make justice with job. Content Vs delivery has always been an issue. The approach should be to deliver to system in order to run system. The communication is probably at the stack in making system deliverable. The delivery at individual level does have more bearing of professional behavior along with professional communication.

IV. LEARNING CURVES IN PROFESSIONAL COMMUNICATION

The communication becomes professional with addition of objective oriented approach. The professional communication follows certain regular learning principles. The delivery of contents with aim and time of delivery demands a professional approach into system. This is becoming a concern in people's professional life. The significance of communication must be very clear in the mind of communicator. The skills to deliver, when it requires, is the foremost need of corporate world. Communication and language skills have taken an important place in HR acquisition process. The key issues of learning for prospective candidates include following points:

- The message is more important than style, language and presentation;
- The practice during the learning process is important. Therefore, every opportunity of practicing language, developing skill should be exploited in order to sharpen effect.
- The basic point in doing this requires accepting the reality. If one knows his/her strength and weaknesses, the improvement becomes easy.
- A reference check is also needed in making things move in learning domain. One can keep good dictionary / referent input every time.
- Reading newspaper, stories, articles, news-items, watching news definitely develop listening skills;
- In order to develop intrapersonal and interpersonal skills one should develop a social attitude so as to mingle with others freely.
- Cultivate the habit of speaking before the audience whenever the opportunity arises.
- Develop a positive and constructive attitude.
- Zero tolerance to unethical communication so as to un-earthen the current.

V. ROLE OF COMMUNICATION IN HR ACQUISITION

The candidate is judged on three basic grounds. They are- knowledge, skills and ability. For each of these grounds the role of communication cannot be undermined. so when it comes to the transference of knowledge from the candidate to the recruiter the candidate is not able to do so effectively as he has not got that

kind of exposure while he was studying. Then when the candidate's skills are assessed based on psychometric tests again the candidates have difficulty in understanding as to what is actually being asked. They are not able to express themselves due to lack of communication skills and when the ability of the candidate is analyzed, it does not match the job description.

VI. CONCLUSIONS

It is advisable that the professional students should be exposed to the working environment of the various companies so that they are trained to exhibit their true self without any inhibitions in showcasing themselves during their academic period. They are prepared to work in the companies immediately after their placement. It would also benefit the companies as then they would not have to waste their time in training the selected students. More efforts should be made at the institutional level to train the students in effective communication.

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