

Evaluating The Role of Written Communication in Enhancing HR Practices and Employee Outcomes in SMES

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Abstract

This research explores the impact of written communication on organizational effectiveness within SMEs. The study examines how written communication influences clarity, accountability, goal alignment, and overall workplace morale. Utilizing a structured questionnaire with 400 respondents, the research identifies that written communication significantly contributes to understanding company policies, maintaining transparency, and fostering a positive work environment. Results indicate that frequent and clear written communication enhances employee satisfaction and engagement, supports effective decision-making, and aids in goal alignment. The study highlights the necessity for effective written communication practices to ensure operational efficiency and employee retention. The findings emphasize that while written communication is generally effective, addressing challenges such as clarity and perceived time consumption is crucial for optimizing its impact.

Keywords: *Written Communication, Organizational Effectiveness, Employee Satisfaction*

INTRODUCTION

Communications play a critical in influencing the performance of human resource management (HRM) and organizational performance particularly in Small and Medium Enterprises (SMEs). Thus, written communication becomes an essential way of maintaining order, standard, productivity, and coherence in the dynamic and frequently limited scenarios of organizations' functioning as well as their HR practices and interactions with their employees. The use of written communication comes in many forms and includes emails, reports, memos, policy documents, as well as performance evaluation because they are means of closing the gap between organizational requirements and employees' performance.

It would be pertinent to note that written communication is extremely relevant within the contexts of SMEs. Unlike big conglomerates that are endowed with adequate capital and a clear-cut hierarchical communication system, the SMEs are known to be more centralized and are manned by a limited number of employees. This means that there is a need to work shift on writing in order to run daily activities, disseminate information and ensure that the working system is coherent. Indeed, it can be stated that the quality of written communication in the workplace defines the success of HR practices, the level of employee engagement, and the company's performance as a whole.

The human resource practices in small and medium-sized enterprises (SMEs) face distinct challenges due to their limited resources and the requirement for substantial operational flexibility. Effective resolution of these issues requires the standardization of procedures, recording of HR rules, and transparent communication of

instructions. Implementing written protocols enables employees to have a precise comprehension of their duties and anticipated outcomes, which is especially advantageous for the purposes of recruitment, onboarding, performance assessments, disciplinary measures, and mediation of conflicts. This methodical approach promotes a more effective and professional work atmosphere. Furthermore, the maintenance of clear and efficient written communication has a substantial influence on employee results by ensuring that perceived organizational goals are in line with individual responsibilities, thereby improving job satisfaction, motivation, and performance. A vital aspect of maintaining good work relationships is effective communication, which serves to avoid misunderstandings and confrontations that might result in employee discontent and turnover. Moreover, the combination of education and skillfully written communication enhances organizational transparency, accountability, and trust, thereby fostering a more robust and efficient workforce.

The purpose of this research will be to assess the impact of written communication for the improvement of HR practices and employees' performance in SMEs. This study aims at highlighting different aspects of written communication by analyzing its frequency, effectiveness and effect on the HR functions and employee satisfaction in different SMEs in a view to establish ways through which these organizations may enhance its efficacy so as to enhance its HR practices and organizational performance.

Objectives

1. To analyze the impact of written communication on HR practices and employee outcomes within SMEs, focusing on clarity, frequency, and effectiveness.
2. To identify challenges and propose strategies for improving written communication to enhance organizational efficiency, employee satisfaction, and overall HR management in SMEs.

LITERATURE REVIEW

The literature on HRM practices in SMEs discusses key elements of performance management, the EI, leadership and training and development. (Sardi et al., 2021).examine the contribution of HRM to performance measurement and management innovation in SMEs. Their study, which employed multiple case evidence, highlights how HRM influences improvements in performance systems; hence the calls for proper placed HRM procedures to address these issues confronting SMEs.

Cuéllar Molina, Déniz-Déniz, and García-Cabrera (2020) discussed the moderating role of emotional intelligence by the HR decision-makers on SME performance. From their studies, they provide evidence that shows that the level of emotional intelligence of these HR professionals affects decision making, thereby improving SME performance. This brings to light that emotional intelligence plays a crucial significance in working towards enhanced HRM and beneficial organizational results.

Cahyadi et al. (2022) also emphasize leadership behavior and HI-HRM in SMEs with the consideration of the digital economy. Their study show that IHRM practices and transformational/Participative leadership increase employee performance. This research underscores the call for dynamic leadership and active academic HRM to enhance organizational performance among SMEs.

Dixit et al (2021) have equally considered the use of training as an HRM instrument for employees within SMEs. Their work described in the context of the COVID-19 crisis, highlights the importance of the training processes in the development of employees as well as dealing with new conditions. The study also posits that for SMEs to remain relevant and foster employee training, and then there is a need to undertake strategic training interventions.

Guerrero, Cayrat, and Cossette (2022) examining the human capital of human resource of SME. They emphasize that the amount of human and social capital among the professionals of HR can influence small firms much. The study has highlighted the competencies and connections of HR professionals to contribute to the SMEs' improvement and organizational outcomes (Guerrero et al. 2022).

METHODOLOGY

The research employs a quantitative approach with a structured questionnaire incorporating a Likert scale to gather data from employees within SMEs. The questionnaire is designed to assess various aspects of written communication, including its frequency, clarity, effectiveness, and impact on HR practices. A non-probabilistic sampling technique targets a sample size of 400 respondents, ensuring a representative cross-section of different roles and tenures within the organizations.

The Likert scale used in the questionnaire ranges from 1 (Strongly Disagree) to 5 (Strongly Agree), allowing respondents to express their level of agreement or disagreement with statements related to written communication. This scale facilitates nuanced insights into employees' perceptions and experiences. Data analysis involves statistical methods to identify patterns and correlations between written communication practices and employee outcomes. This methodology provides a comprehensive evaluation of how written communication influences organizational efficiency and employee satisfaction, offering actionable insights for enhancing communication practices within SMEs.

RESULT AND DISCUSSION

Question	1	2	3	4	5	Total Responses
1. Written communication is clear and easy to understand in my organization.	20	30	50	120	180	400
2. I frequently receive written communication from my supervisors that helps in understanding my tasks.	25	35	60	110	170	400
3. Effective written communication contributes to a positive work environment in my organization.	15	25	55	130	175	400
4. Written communication from my organization helps in aligning my personal goals with organizational goals.	18	28	50	125	179	400
5. I find written communication to be a valuable tool for ensuring accountability in my workplace.	12	22	60	130	176	400

From the analysis, it is evident that employees have got a highly positive attitude towards written communication in their workplace. In particular, 180 respondents (45%) stated the following: strong agree on the statement that written documents produced in the organization are clear and easy to understand, which imply that written document do facilitate the delivery of information in the organization. This is quite important especially when giving employees guidance or policies of the organization to follow.

Also, 170 respondents (42.5%) strongly agree on the statement that frequent written communication from supervisors assist in enhancing understanding of tasks hence frequent write up and feedbacks via written communication are helpful. This may be helpful in frequent communication because this would not only improve upon the overall performance of the employees but also help in giving clear expectations and directions to the employees.

It is also pleasing to note that written forms of communication have beneficial effects on the work setting. In a very large extent 175 respondents (43.75%) strongly agree that the understanding and writing of positive communication enhances the work environment to be positive. Also, 179 respondents deemed to strongly agree with the statement, regarding the written communication as important in the achievement of goals and objectives of an organization thus indicating a high level of goal-setting.

Taken together, these results imply that written communication is an integral and influential business component that helps to increase clarity and task-related comprehension along with improving morale, aligning plans and goals, and providing accountability. The positive response on writing on the different aspects of

communication reinstates the need for effective writing to enhance operations flow and harmonious workplace. More attention should be paid to sustaining and enhancing the effectiveness of written forms of communication as the further practice in order to preserve such positive effects.

CONCLUSION

The study in fact underlines the importance of written communication in organizations and supports its importance in a range of organizational operations. These results reveal that writing is mainly perceived as being unambiguous, and necessary in the understanding of tasks, policies, and goals within an organization, as most participants acknowledged. Such clarity is critical so that the employees could perform their tasks well and are always in sync with the organizational goals.

Furthermore, it is emerged that written followed by oral communication helps in creating positive environment at work place. The rationale is that it adds to the employees' job satisfaction because they understand organizational expectations and standards. It is equally important for clear communication and quick eradication of misunderstanding especially regarding task execution and employee satisfaction as evidenced by the frequent communications from supervisors through the written channel.

The study also highlights how the utilization of written communication assists with issues of goal congruence and performance expectations. To some extent, it is used in achievement of organizational objectives where subscribers have an understanding of the goals that are in line with their employer's. Further, it has a significant responsibility within the framework of accountability since recorded data form the backbone of the organizational performance appraisal process.

However, it is worth mentioning that the writing serves as an essential tool in facilitating good management in organizations. It helps me to communicate effectively, maintains workplace relationship, aligns subordinates with organizational goals, and standardization of communication. The respondents' positive response calls for the need to sustain effective written communication policies. More future research should be directed towards improving these practices if there is any difficulty encountered and to progress on the utilization of written communication awareness as a management tool in the organization.

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