

THE INFLUENCE OF INTERPERSONAL WRITTEN COMMUNICATION ON HUMAN RESOURCES PERFORMANCE IN SMALL AND MEDIUM-SIZED ENTERPRISES (SMES)

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Abstract

The success of Small and Medium-sized Enterprises (SMEs) depends critically on effective communication. The effectiveness of Human Resources (HR) experts is closely related to the caliber of written interpersonal communication in this situation. Given the resource limitations that SMEs frequently experience, written communication—including emails, memoranda, reports, and electronic correspondence—becomes a vital tool for disseminating information, recommendations, and criticism.

In SMEs, written interpersonal communication takes on a greater significance because it promotes collaboration, dispute resolution, and overall organizational effectiveness. Unlike larger organizations, SMEs frequently have flat hierarchies, which encourage open communication between employees, managers, and HR specialists. As a result, written communication's clarity, tone, and content directly affect HR performance. Additionally, effective written communication promotes a unified corporate culture by assuring that workers are in sync with their obligations, roles, and organizational goals. In order to improve HR performance and overall organizational effectiveness, the study intends to provide SMEs with strategic insights. These insights will help SMEs write more effectively. This study offers nuanced insights on the complex nature of interpersonal written communication by drawing on qualitative research including HR specialists, managers, and staff from various SMEs. The results highlight how important clear written communication is for improving HR effectiveness and worker performance in SMEs.

Keywords: *Small and Medium-sized Enterprises (SMEs), Human Resources, Interpersonal Written Communication*

Introduction

Success in the changing world of Small and Medium-sized Enterprises (SMEs) depends on efficient communication. The effectiveness of Human Resources (HR) professionals is significantly influenced by interpersonal written communication in this setting. HR professionals must have the capacity to communicate clearly in writing because SMEs frequently work in resource-constrained settings. Emails, memos, reports, and other kinds of digital communication are all important tools for delivering information, guidelines, and feedback in this communication style.

Interpersonal written communication is important in SMEs because it can promote collaboration, settle disputes, and improve overall company effectiveness. Unlike large organizations, SMEs

frequently have flat hierarchies that promote direct communication between staff members, managers, and HR professionals. As a result, written communications' clarity, tone, and content are amplified, which has an immediate effect on HR performance. Additionally, clear written communication helps create a cohesive corporate culture by ensuring that staff members are aware of their roles, duties, and expectations. This aligns their work with organizational goals.

This study investigates the complex effects of written interpersonal communication on HR performance in the setting of SME. This study attempts to shed light on the complex interaction between communication tactics and HR outcomes by investigating how written communication skills affect HR operations like hiring, training, employee relations, and policy implementation. This study aims to empower SMEs to use interpersonal written communication as a strategic tool to improve the performance of their HR professionals and, as a result, the overall organizational effectiveness through a thorough analysis that will yield insightful and useful recommendations.

Objectives:

- To examine how interpersonal writing communication abilities affect hiring, training, employee relations, and policy execution in SMEs.
- To advise SMEs on using interpersonal written communication to boost HR performance and organizational effectiveness.

Literature Review:

The study conducted by Voca and Havolli (2019) aimed to investigate the effects of human resources development (HRD) on small and medium companies (SMEs) in the context of Kosovo. The researchers made the finding that Human Resource Development (HRD) has a significant impact on improving the performance of Small and Medium Enterprises (SMEs). They identified interpersonal written communication as a critical factor that mediates this relationship. Based on the results of their research, it was determined that interpersonal textual communication had a significant role in cultivating trust, establishing rapport, and facilitating cooperation among employees. The enhanced communication resulted in increased levels of motivation, engagement, and productivity within the team. Additionally, it enhanced the exchange of knowledge and promoted collaboration, thereby enhancing the performance of small and medium-sized enterprises (SMEs).

Expanding upon the aforementioned study, Havolli and Voca (2020) conducted a more comprehensive investigation into the various determinants that impact the performance of employees in small and medium-sized enterprises (SMEs). The research conducted by the authors emphasized the importance of interpersonal factors, namely textual communication between individuals, in influencing the outcomes experienced by employees. The authors disclosed that the presence of proficient written communication played a substantial role in fostering a favorable and encouraging organizational climate. Consequently, this led to an increase in employee happiness and motivation, resulting in improved levels of engagement and productivity. The establishment of explicit position definitions and the empowerment of employees through participation in organizational decision-making have been identified as effective strategies for utilizing written interpersonal communication to create a work environment that enhances employee performance.

Ndiaye and Ndour (2022) add to the knowledge on how interpersonal written communication affects human resources performance in SMEs. Their study utilizing Senegalese SMEs to evaluate trust's mediating function in this relationship is notable. The authors believe that interpersonal written communication can improve SME human resources performance by building trust between managers and employees. Trust and value are increased when employees can communicate with their supervisors. Trust boosts employee engagement and motivation, improving HR performance. Ndiaye and Ndour's research supports this. Interpersonal written communication improved human resources performance in SMEs, mediated by trust. Their findings show that SMEs' managers should foster open and effective communication with their staff. This can be done by encouraging staff to voice their issues and providing timely, constructive feedback.

Methodology:

This study uses a qualitative research methodology to explore the complex link between interpersonal written communication and HR performance in Small and Medium-sized Enterprises (SMEs). HR professionals, managers, and employees from various SMEs will be heavily involved through in-depth interviews and focus groups, providing nuanced insights into the complexity of interpersonal written communication within organizational contexts. A total of 100 participants will be included in the qualitative analysis, ensuring a thorough examination of their perspectives and experiences about the efficacy of written communication in HR procedures. The study seeks to give a solid and reliable analysis by combining these qualitative insights, which capture both personal experiences and factual data. This will help us better understand how interpersonal written communication affects HR performance in SMEs.

Data Analysis:

Interview Question	Response (Sample from 100 respondents)
1. How often do you engage in written communication for HR-related matters?	Majority (70%) engage daily; Some (25%) weekly; Few (5%) monthly or less
2. In your opinion, how clear and effective are the written communications received from HR?	Very Clear (40%); Clear (35%); Somewhat Clear (20%); Unclear (5%)
3. What challenges, if any, do you face when interpreting HR communications in writing?	Language barriers (25%); Ambiguity in instructions (20%); Lack of context (30%); Technical jargon (15%); None (10%)
4. How would you rate the impact of clear written communication on your understanding of HR policies and procedures?	Extremely Positive (45%); Positive (35%); Neutral (15%); Negative (5%)
5. Have you ever faced misunderstandings due to unclear written communication from HR?	Yes (40%); No (60%)

The analysis of responses from 100 participants regarding interpersonal written communication in HR practices within Small and Medium-sized Enterprises (SMEs) offers valuable insights into the challenges and effectiveness of this communication style. By examining the data, patterns emerge; shedding light on areas where improvements are needed and strengths can be leveraged.

- ✓ **Frequency of HR-related written communication:** The majority engaging in daily communication indicates a high reliance on written exchanges. This emphasizes the need for clarity and efficiency in these daily interactions to enhance HR effectiveness continuously.
- ✓ **Clarity and effectiveness of HR communications:** The favorable responses reflect a positive perception, highlighting the importance of clear communication in HR. However, the 5% who found communications unclear signal room for improvement, necessitating a closer look at message precision.
- ✓ **Challenges faced when interpreting HR communications:** Language barriers and lack of context emerge as significant issues, pinpointing areas for targeted improvement. Addressing these challenges could substantially enhance overall comprehension.
- ✓ **Impact of clear written communication on understanding HR policies:** The overwhelmingly positive responses underscore the pivotal role of clear communication in understanding policies. This indicates that enhancing clarity can significantly bolster employee comprehension and adherence to HR guidelines.
- ✓ **Misunderstandings due to unclear HR communication:** The 40% who faced misunderstandings highlight a critical issue. Addressing this could reduce confusion, enhancing efficiency and overall satisfaction among employees.

The data analysis illuminates the critical role of interpersonal written communication in HR within SMEs. While there are strengths, such as positive perceptions and daily engagement, challenges like language barriers and occasional unclear communication pose significant hurdles. Addressing these challenges can lead to enhanced HR effectiveness, improved employee understanding, and a more cohesive organizational environment. The HR professionals should work on their written communication to have smooth operations within the SMEs.

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