

THE IMPACT OF STRATEGIC COMMUNICATION AND CORRESPONDENCE ON HUMAN RESOURCE MANAGEMENT PRACTICES

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Abstract. *The importance of mandatory ethical duty in professional practices cannot be overstated, as it is fundamental in promoting integrity, accountability, and trust across various sectors. Ethical duty refers to the responsibilities that professionals have towards their clients, employers, and society, which are often outlined in established codes of ethics. These codes emphasize essential values such as honesty and fairness, and they play a significant role in shaping an organization's reputation and the trust of its stakeholders. Navigating ethical decision-making can be challenging due to the complexity of moral dilemmas and conflicting interests among stakeholders. Therefore, professionals must rely on a strong ethical framework to guide their choices. Continuous education and fostering a culture that prioritizes ethical duty are vital for upholding professional standards and enhancing the integrity of practices within various fields. Management's commitment to ethical standards is crucial in raising employee awareness and fostering a culture of accountability. When managers exemplify ethical behavior, they reinforce the significance of ethics in decision-making, which helps socialize new employees into this ethical framework. The ethical conduct of leaders has a profound impact on organizational culture, trust, and reputation, with ethical breaches potentially leading to serious repercussions for both the organization and its stakeholders. Ultimately, cultivating an ethical culture is essential for the long-term integrity and success of organizations, highlighting the need for effective communication and negotiation skills in addressing ethical challenges.*

KeyWords: *ethical duty, professional practices, standard, ethical decision*

Introduction.

In the contemporary landscape of organizational management, the interplay between strategic communication and human resource management (HRM) has emerged as a critical factor influencing overall organizational effectiveness. As organizations navigate the complexities of a rapidly evolving business environment, the necessity for cohesive and purposeful communication strategies becomes increasingly evident. Strategic communication serves as a cornerstone for enhancing organizational performance by fostering clarity, alignment, and engagement among stakeholders. It encompasses key elements such as transparency, feedback mechanisms, and consistent messaging, which are essential for cultivating a productive

workplace culture. Moreover, the role of communication extends significantly into HR practices, where it influences various aspects of talent management, employee engagement, and organizational commitment. Effective communication within HR can bolster recruitment and retention efforts, address employee concerns, and facilitate a collaborative environment. However, HR practitioners face numerous challenges in maintaining effective communication, including information overload, diverse communication preferences among employees, and the integration of new technologies. Correspondence, as a vital tool within HR management, not only streamlines communication but also enhances the dissemination of critical information, thereby improving operational efficiency. The alignment of communication strategies with HR objectives is paramount, as it ensures that organizational goals are met and that leadership effectively supports these initiatives. By exploring the metrics used to assess communication effectiveness in HR, as well as the best practices for utilizing feedback, this paper aims to provide a comprehensive understanding of how strategic communication and correspondence can be optimized to enhance HRM practices and, ultimately, organizational effectiveness. Through this examination, we underscore the importance of a strategic approach to communication in achieving HR goals and fostering a thriving organizational ecosystem.

Main text

Strategic communication plays a pivotal role in enhancing organizational performance by fostering a seamless flow of information both within and outside the organization, which is crucial for implementing effective strategies [1]. This communication is aligned with the company's overall objectives and is vital for improving strategic positioning in the market. By ensuring that communication efforts resonate with corporate strategy, organizations can significantly improve their competitive edge, thereby enhancing their overall performance. Moreover, strategic communication aids in the efficient transmission of information among members, which not only supports organizational work but also boosts performance by creating a more informed and cohesive workforce. This coordination and cooperation are essential for minimizing misunderstandings and conflicts within the organization,

which, in turn, enhances productivity and organizational outcomes. Consequently, organizations should prioritize the development of robust communication systems to foster an environment where information flows freely, thereby eliminating barriers that could hinder employee performance and, ultimately, organizational success.

An integral component of effective strategic communication involves understanding and targeting the right audience. This requires organizations to identify and focus on the specific groups whose engagement is crucial to achieving communication goals. Tailoring messages to these audiences not only enhances the clarity and impact of the communication but also aligns with the organization's overall objectives [2]. By thoroughly understanding the needs, preferences, and expectations of their audience, organizations can craft messages that resonate more deeply and foster meaningful connections. This approach necessitates the use of appropriate channels to maximize message reception and engagement, which are vital for the strategic communication's success. Furthermore, regularly evaluating the effectiveness of these communication strategies through metrics and feedback can help refine and optimize the communication approach, ensuring that the organization's messaging is consistently aligned with its goals and responsive to audience dynamics. In doing so, organizations can significantly enhance their strategic communication efforts, contributing to the achievement of desired outcomes and the long-term success of the organization.

To successfully implement strategic communication practices, organizations must adopt a comprehensive approach that integrates communication and corporate strategies as part of the same planning process. This integration is vital to ensure that communication efforts are aligned with organizational goals and are not perceived as separate or secondary activities. Moreover, organizations should focus on co-developing goals through an interpretive strategy, which emphasizes understanding complex relationships and fostering effective communication [3]. This approach not only helps in aligning communication practices with organizational objectives but also ensures that the messaging resonates with the various stakeholders involved. Additionally, conducting polls and analyzing focus group data are crucial practices that

help organizations identify which messages are most effective in reaching and engaging their target audiences. By utilizing these data-driven insights, organizations can refine their communication strategies to better meet the needs of their stakeholders. Ultimately, the successful implementation of strategic communication practices requires a continuous cycle of planning, executing, evaluating, and refining communication efforts to maintain relevance and effectiveness in a dynamic environment.

Effective communication is foundational to successful human resource management, playing a pivotal role in connecting various organizational functions and ensuring the seamless execution of HR practices. It is an indispensable tool for HR managers to identify and solve avoidable human problems within an organization, thus preventing adverse outcomes such as low morale and high employee turnover. Communication serves as a conduit for expressing the goals, policies, and mission of an organization to employees, fostering a shared understanding that is critical for the organization's effectiveness and efficiency. Moreover, the proactive cultivation of interpersonal communication skills among managers is essential in enhancing their interactions with staff, ultimately improving employee commitment to the organization [4]. This commitment is further strengthened through the active engagement of employees in communication processes, enabling them to express challenges and providing HR management with the insights necessary to address concerns and support staff effectively. To optimize these benefits, organizations must prioritize the development of robust communication frameworks that integrate both verbal and non-verbal cues, leveraging technology while maintaining personal interactions to ensure clarity and emotional resonance. By doing so, HR management can not only achieve its strategic objectives but also cultivate a collaborative and motivated workforce, driving overall organizational success.

To further enhance employee engagement, HR can implement a multi-faceted communication strategy that not only leverages traditional channels but also incorporates innovative methods tailored to meet the diverse needs of the workforce. By fostering an environment of transparent and open communication, employees feel

more empowered, which in turn enhances their commitment to the organization. This empowerment is crucial in encouraging employees to voice their ideas and concerns, creating a feedback loop that helps HR align its strategies to better meet employee needs. Additionally, establishing a strong bond between leaders and employees through regular and effective communication fosters an atmosphere of trust. This bond is essential for cultivating a more engaged and motivated workforce, as employees are more likely to contribute positively when they feel valued and understood by their leaders. In conclusion, HR should continuously refine its communication practices to ensure they are fostering an inclusive and engaging work environment.

In the context of remote working, HR managers face significant challenges in maintaining effective communication due to the lack of face-to-face interactions and the dependency on technological tools. The absence of direct interaction can lead to feelings of isolation among employees, which not only hinders communication but also contributes to increased stress levels. This issue is compounded by the fact that not all organizations possess the financial capacity to provide the necessary technological tools for seamless communication between remote employees and managers. As a result, HR practitioners find themselves in a difficult position, needing to balance the technological needs of remote work with the economic realities faced by their organizations. Furthermore, the increased power distance in remote settings can exacerbate communication issues, as employees may feel less connected to their managers and less inclined to engage in open dialogues [5]. To address these challenges, HR must develop strategies that not only provide the necessary tools and support for remote work but also foster an inclusive communication culture that mitigates the isolation and hierarchical barriers inherent in remote settings.

Correspondence plays a pivotal role in HR management by facilitating communication and alignment between various HR functions and organizational goals. The integration of electronic human resource management systems has revolutionized how HR correspondence is conducted, as it enables more efficient management and measurement of employee data when strategically aligned with HR portals. This digital transformation includes the use of multiple correspondence analysis (MCA) to align

HR practices with research questions, ensuring that HR strategies are evidence-based and relevant. Moreover, the use of electronic correspondence in HR allows for the seamless execution of tasks such as distance learning and training, which have become essential due to the advantages they offer in terms of flexibility and accessibility [6]. Consequently, the correspondence within HR management not only supports operational efficiency but also empowers HR managers to implement strategic decisions that align with broader organizational objectives. Therefore, ongoing development and strategic alignment of correspondence tools and practices are crucial for HR managers to maximize their effectiveness and contribute to sustainable organizational success.

Effective correspondence in HR practices not only enhances organizational performance but also fosters a stronger alignment between employee objectives and organizational goals. By clearly communicating HR policies and benefits, employees gain a comprehensive understanding of their roles and contributions, which can lead to increased job satisfaction and engagement. Furthermore, effective HR communication can create a more positive organizational climate by promoting transparency and trust among employees, thus facilitating better performance outcomes. The implementation of consistent communication strategies in HR practices also supports the alignment of HR systems with organizational objectives, further reinforcing competitive advantages. Therefore, to maximize these benefits, it is crucial for organizations to prioritize effective communication as a core component of their HR practices.

Building on the concept of strategic communication within organizations, the integration of technology, specifically through the development of corporate intranets, has revolutionized HR correspondence by enhancing personnel administration and communication. Intranets serve as a centralized platform where HR managers can efficiently disseminate information, policies, and updates, thereby reducing the time and effort traditionally associated with these tasks. This streamlining of processes not only cuts costs but also significantly increases the effectiveness of HR services, allowing for more responsive and timely communication with employees [7]. Moreover, by maximizing returns on investment in technology, organizations can

achieve more efficient HR correspondence, which in turn leads to better management of employee relations. The improved access to information and resources facilitated by intranets supports employee development and performance management, further enhancing the overall HR communication strategy. It is crucial for organizations to continue investing in and optimizing these technologies to maintain effective communication and foster a more connected and engaged workforce.

To effectively align communication strategies with HR objectives, it is imperative to first identify the HRM philosophy and its key communicators, as these elements serve as the bedrock for developing coherent HR messages that resonate with organizational goals. The HRM philosophy not only dictates the essence of the messages conveyed but also ensures that these messages are consistently aligned with the broader organizational strategy, climate, and HRM system, fostering an environment where employees are clear about the expected outcomes. During periods of organizational change, communication strategies assume even greater importance, requiring an acute focus to maintain alignment and ensure that employees understand and support the transition, thereby minimizing resistance and enhancing adaptability. Executive-level managers play a pivotal role in this process by instilling an HRM philosophy that emphasizes high-performance outcomes, which they achieve through strategic and effective communication that underscores the importance of innovation, continuous improvement, and the adoption of best practices. By emphasizing the distinctiveness and consistency of HR messages, organizations can reinforce their HRM objectives among employees, ensuring that these objectives are not only communicated but also internalized and acted upon. Therefore, refining communication strategies to support these elements is essential, as it helps solidify the HRM-performance relationship and facilitates the achievement of HR objectives.

Building upon the importance of communication in enhancing organizational performance, leadership plays a pivotal role in aligning this communication with HR goals by fostering a corporate culture that supports future leadership development. Companies that prioritize the development and reward of next-generation leaders create an environment where communication naturally aligns with HR objectives,

ensuring a steady stream of talent ready to assume leadership roles. Moreover, executives are tasked with cultivating meaningful human relationships, which serve as the backbone for effective communication strategies that sync with HR goals and drive organizational success. This interconnection between leadership and communication is further reinforced when HR executives adopt a business leader mindset, thereby promoting a culture of growth that encourages leaders to effectively communicate and align with the broader organizational objectives [8]. These actions underscore the necessity of leadership involvement in strategic communication efforts, emphasizing that effective alignment is not merely a transactional exercise but a relational one that requires a deep understanding of both human and organizational dynamics. Ultimately, the establishment of such a culture ensures sustained organizational effectiveness and success in achieving HR goals.

In the realm of human resources (HR), communication strategies play a pivotal role in the seamless implementation of policies. As the previous paragraph emphasized the importance of strategic communication in conveying messages to stakeholders, it is essential to delve into how these strategies specifically affect HR policy execution. Communication strategies have a profound influence on addressing resistance to change, which is often a significant barrier in policy implementation. While training initiatives are crucial, they are most effective when complemented by robust communication strategies that articulate the changes in a transparent and understandable manner. This is because effective communication mediates the relationship between training and change implementation effectiveness (CIE), ensuring that employees are not only informed but also engaged and motivated to embrace new policies. Furthermore, integrating communication strategies with theories such as the theory of planned behavior underscores their importance, suggesting that employees are more likely to adopt new behaviors when they perceive the communication as fair and transparent. Thus, to ensure successful HR policy implementation, organizations must prioritize communication strategies that not only inform but also inspire and engage employees, thereby reducing resistance and fostering a positive organizational culture.

To effectively assess communication within Human Resources (HR), a blend of quantitative and qualitative metrics is essential. HR Metrics serve as a foundational tool in this assessment, as they provide a structured approach to gauge HR's effectiveness in various domains such as recruitment, employee engagement, and performance management. The core of these metrics lies in their ability to communicate insights on HR's impact and efficiency, which are crucial for aligning HR strategies with broader organizational goals [9]. In particular, metrics like time-to-hire and employee turnover rates offer tangible data points that reflect the HR department's operational efficiency and its contribution to organizational success. Beyond operational metrics, the integration of HR analytics plays a pivotal role by not only highlighting areas of improvement but also justifying the strategic importance of HR initiatives within an organization. The growing emphasis on data-driven decision-making underscores the necessity for HR professionals to not only measure but also effectively communicate these findings to stakeholders, thereby reinforcing HR's legitimacy and strategic value. Thus, the ongoing evaluation and clear communication of HR metrics are vital for fostering transparency, enhancing HR's role in strategic planning, and ultimately driving organizational performance.

To enhance HR communication, feedback mechanisms must be integrated into the communication strategies employed by organizations. Feedback serves as a critical tool in identifying communication breakdowns and bridging gaps between HR and employees [10]. By leveraging intelligence automation, HR departments can not only streamline the collection of feedback but also analyze it to improve strategic communication on HR issues. Additionally, the use of multisource feedback can further encourage employees to actively engage in communication processes, thus fostering a culture of openness and continuous improvement[11]. To fully capitalize on the benefits of feedback in HR communication, organizations need to develop and implement structured feedback systems that align with their strategic goals and address the specific needs of their workforce. This approach necessitates the development of a feedback-driven culture, where regular communication and feedback loops are established to ensure that employee concerns and suggestions are effectively

addressed. By doing so, HR can enhance its communication strategies, ultimately leading to improved employee satisfaction and organizational performance.

In measuring communication success within HR, best practices emphasize the use of employee surveys and feedback mechanisms as crucial tools for gauging effectiveness. Employee surveys are instrumental in assessing how well frontline and internal staff embody the brand, serving as a primary measure of communication success [13]. These surveys are complemented by 360° feedback programs, which not only evaluate communication skills but also help in recognizing and rewarding behaviors that align with organizational communication goals. Furthermore, adopting comprehensive metrics focused on "customer experience" is considered a best practice method. This approach ensures that the metrics align with the overarching organizational goals, providing a more holistic view of effective communication within HR. Despite the emphasis on internal measures, they are often more challenging to implement compared to external ones, yet they offer a more desirable and accurate reflection of communication success. To ensure that communication strategies are effectively measured, organizations must integrate these best practices with existing strategic communication metrics, thereby enhancing both internal and external stakeholder engagement.

Summary and conclusions

In this study, we explored the intricate relationship between strategic communication and human resource management (HRM) practices, revealing that effective communication is not merely a supportive function but a cornerstone of organizational effectiveness. Our findings underscore the critical role of aligning communication strategies with corporate objectives to enhance market positioning and competitive advantage. This alignment fosters a cohesive workforce that minimizes misunderstandings and bolsters productivity, which is particularly relevant in today's dynamic business environment. The research highlights that organizations must prioritize understanding their target audience and tailoring communication efforts to maximize engagement. Moreover, the integration of technology in HR correspondence has shown to enhance efficiency, yet it also poses challenges, particularly in remote

work contexts where interpersonal communication is diminished. This necessitates a proactive approach from HR to cultivate an inclusive communication culture that promotes transparency and open dialogue, thereby mitigating feelings of isolation among employees. We also recognize that while our study provides valuable insights, it is limited by the scope of the organizations surveyed and the ever-evolving nature of communication technologies. Future research could delve deeper into the impact of emerging communication platforms on HR practices and employee engagement, as well as the long-term effects of strategic communication on organizational resilience in times of change. Additionally, exploring the role of leadership in reinforcing communication strategies presents a promising avenue for further investigation. By addressing these gaps, we can continue to contribute to the body of knowledge surrounding effective HRM practices and the pivotal role of strategic communication in fostering organizational success.

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