

Motivational Communication between Managers and Employees

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Abstract: The link between motivation and performance is a universal concern and is often talked about but many organizations do not make tangible efforts to study it in detail. One major concern of all organizations is to increase the performance of their employees, keeping their employee motivated and ready to work but fail to follow or understand the steps or rather what truly motivates employees to work and perform well in the organization. Kelli Burton (May 2012). Motivation and performance of the employees are essential tools for the success of any organization in the long run.

In today's planet, communication is an important element of organization activity. Because the global world has become widespread, most organizations need to meet their needs with a lower resource moral through communication. ASAMU Festus Femi ((Aug. 2014).

This study examines the significant relationship between communication and workers' performance. The product of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers are obligated to communicate with employees regularly to improve workers commitment and performance in the organization, for the well-being of the company's name and its customers.

Keywords: Effective communication, Organizational Motivation tools (HRM), Organizational productivity.

1. INTRODUCTION

Organizations these days are very challenging; the entire organizations want to be successful both in the internal and external environment even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, companies should create a strong and positive relationship with its employees and direct them towards task fulfilment. (Quratul-AinManzoor).

To accomplish the goal of keeping the employees motivated at the workplace and to stay profitable in the highly challenging and competitive global market economy, all factors of production, i.e. men, machine and materials, should be wisely managed. Mutuku, C. K. & Mathooko, P. (2014). Human Resource tools is one of the tools used in the organization today to keep the employees motivated and this tools are skilful handling of employee's thoughts, feelings and emotions to secure highest productivity.

Managers need to understand her employees, and create a strong relationship with her employees to keep their performance effective and efficient. The question is; how do we go about keeping the employees motivated? What are the right words or ways to go about it? How can we stay positive at work? What is the most excellent way to create the best relationship between managers and employees? Who is to motivate who?

These questions will lead us to the understanding of the employee's behaviours first, because each person has a different mixture and strength of needs, as some people are driven by achievement while others are focusing on security. If the managers are able to understand, predict and control employee behaviour, they should also know what the employees

want from their jobs. Therefore, it is essential for a manager to understand what really motivates employees, without making just an assumption. Organizations are suffering with employees who are unmotivated and overall work performance is failing. (Kelli Burton, May 2012). If managers were educated on how to motivate and manage her workers, her employees would be much happier and the company as a whole would benefit. This topic is relevant to all disciplines and has the potential to impact all different kinds of work from the highest career levels, to the entry level jobs.

Objectives of the study:

The purpose of this research is to;

1. Outline the key problems connected between managers and the employees in the organizational sector.
2. To emphasize on the key benefits managers and employees will gain if the organization is well managed in relation with the use of HRM.
3. And also to identify if there is a relationship between managers' management styles and employees' motivation. In order to acquire answers to the following questions: Does motivation influence the employees' productivity; does it make them to work more or less? If managers' motivation influences their productivity, to what extent does it affect it? **And lastly,**
4. To also advocate the best possible way in which managers and employees can be saved from the downfall of their organization and self image. **These are all the benefits one will obtain from this research paper.**

Therefore, this research aims to show the relationship between managers and employees and to explain the main motivational impact factors that affect employees in the organization.

2. LITERATURE REVIEW

Two way communications between managers and employees, individual happiness, and attitude have much to do with job satisfaction and the overall organizational culture, with most of the responsibility for improving employee job satisfaction resting on management. Employees are also responsible for improving their own attitudes and levels of happiness at their place of work and in their private lives. In this chapter, the importance of effective organizational communication matters, the cultivation of a positive attitude, and the development of individual happiness in support of improved job satisfaction and organizational success will be presented.

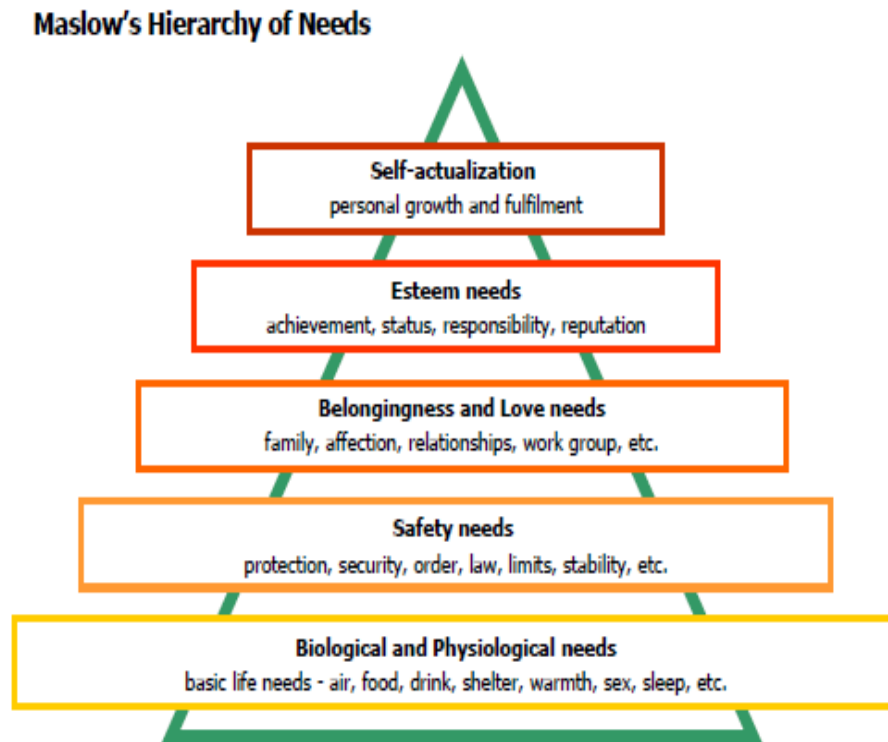
Studies confirm that when ten professional employees of an organization leave, that organization loses approximately one million dollars. Adding to the financial loss, they also suffer the loss of knowledge and experience the individual(s) may have, Kelli Burton (May 2012). This is one of the most respected employee assets. This cost could be avoided or lessened by motivating employees by keeping them involved and committed to the organization.

The key reasons that employees should be motivated first, is to achieve their own personal goals and second, to achieve the organizational goals. (Nancy H. Shanks). The research presented will talk about the research and theories of motivation, then prove that there is a need for motivation in all workplaces and explain the most effective ways of motivating employees with financial and non-financial means.

THEORIES OF MOTIVATION:

Researchers have developed a number of different **theories to explain motivation but this research** will only focus on two theories that are most important in the relationship between managers and employees. Maslow's Need Hierarchy and Herzberg's Two-Factor Concept.

Abraham Maslow developed the Hierarchy of Needs model in 1940-50s USA, and the Hierarchy of Needs theory remains valid till today for the understanding of human motivation, management training, and personal development. Indeed, Maslow's ideas surrounding the Hierarchy of Needs concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfil their own unique potential (self-actualization) are today more relevant than ever. Fig.1. Shows the Maslow's Hierarchy of Needs.



According to Maslow, lower needs take priority. They must be fulfilled before the others are activated. There is some basic common sense here it's pointless to worry about whether a given color looks good on you when you are dying of starvation, or being threatened with your life.

Two Factor theory (Herzberg):

Frederick Herzberg was born in Massachusetts on April 18, 1923. Clinical psychologist and pioneer of 'job enrichment', is regarded as one of the great original thinkers in management and motivational theory. Fig. 2. Shows the Herzberg's Two-Factor Concept.



According to Herzberg, two kinds of factors affect motivation, and they do it in different ways;

Hygiene Factors. These are factors whose absence motivates, but whose presence has no perceived effect. They are things that when you take them away, people become dissatisfied and act to get them back.

Motivators. These are factors whose presence motivates. Their absence does not cause any particular dissatisfaction, it just fails to motivate.

So hygiene factors determine dissatisfaction, and motivators determine satisfaction. The two scales are independent, and you can be high on both.

3. RESEARCH METHODOLOGY

The goal of this research was to determine how two way communications affects the level of employees, and management job satisfaction, the commitment to a positive office culture, and how efforts to have a good attitude affect job satisfaction. Secondary data was reviewed initially through the university library using a variety of information sources, academic and commercial abstracts, bibliographic databases, and Internet search engines to support and validate the various assumptions and collected statements made on this paper. Secondary data encompasses of a data that have been already collected by and readily available from other sources.

To aid the search, a table of key terms will be constructed and the sources located will be correlated with this. A secondary cross-reference table will be developed so that data can be viewed from different perspectives.

4. FACTS AND FINDINGS

A. *Communication and Motivation:*

Employees can contribute more effectively when they understand how their work fits with the organization's mission and strategy. Many industrial disputes originate in a failure of communication.

Communication is the transmission of a message from sender to receiver, provided that the recipient of the sender's intended meaning of the message is created with the same meaning. Seyyedeh Fattaneh Moghimi, (Feb, 2013). Clear communication occurs when the message goes from sender to receiver and back to the sender. This flow of understanding is called the communication feedback loop. Communication is a two-way street, not just a way one communication. When managers and the employees are able to communicate, the productive of the company is guaranteed. Communication is also categorized into two: verbal and non-verbal. Verbal communication means the use of the spoken word when communicating, while nonverbal communication means using other mediums such as body signals, writing etc. You can either use both to communicate or one, but in the best appropriate way for an accurate understanding of your message to the other party.

While Motivation can be defined as those forces within an individual that push or propel her to satisfy basic needs or wants.

Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments.

When people (Employees) are treated with care, shown trust, listened to and encouraged to do better, they reciprocate by being responsible and productive. In linking human resource management with individual employee performance, Armstrong (2009) says that the factors that affect the level of individual performance are motivation, ability and opportunity to participate, everyone want to be listened to, not just sitting and listening to the boss speaking.

The relationship between the employer and the employee should be of mutual understanding with a view to facilitate the employee to identify himself with his work and with the business he is working for. Lack of motivation in return, affects productivity.

To motivate the employees, there must be a good and close relationship involving the managers and the employees to achieve an effective motivation that can make the employees more productive and to produce the desired effect of the aim of motivation itself.

There are **barriers to effective business communications**. Removing those barriers will improve your ability to motivate your employee. Managers must Understand and be able to recognize barriers that hurt the communication process. Kirti Rajhans (2012).

Here are some of the barriers to effective business communication in the organization;

Not Listening:

One of the most common barriers to communication is poor listening skills. When managers fails to listen to her employees it creates an opportunity whereby the employee feels less important in the organization. Managers need to hear the opinions of her workers and not speaking and making demands only, everyone want to be listened to, and not only listening.

Body language:

A non verbal signal has the potential to block effective communication in the workplace. In some cultures a Negative body language like waving of your hands, raising your arms in dialogue and even shaking your head will send negative messages. It is all about interpretation and knowing your workers. The impacts of these traits can affect workplace relationships and your willingness to take part in communicating. The best action a leader can take is to understand her own body language.

Emotional Distractions:

Emotions play a big role in how we approach and accomplish things. Outside factors like a death or illness or a relationship breakup. Bringing these breakdowns in to the workplace can keep your mind out of focus. Sometimes a listener may interpret a communicator as angry. This in turn will make the listener react in a negative light.

Perception:

There has always been one consistent with communication in the workplace. That one consistent is called perceptual barriers. The main problem with perception is that we all look at the world differently. One way to avoid perceptual barriers is to remember there are other views points and opinions. Also keep your mind open to new ideas and approaches from these view points. You never know when there is a good idea on the prospect.

Language:

Differences in languages that are spoken in the workplace can affect your ability to communicate. Managers need to know her employees, how to communicate with them and be able to understand them and be understood. For example, the way you communicate with a Christian may not be the same way you will interact with a Muslim. Words can be misunderstood and misconstrued that in turn can cause negative communication barriers.

We as humans have different qualities and abilities, so likewise in the organization. Managers and Employees are both two different people with verities of wisdom and approach. The relationship between managers and employees is a human relationship. Each party has needs, both internal and external. Both of them integrate factors from each other. For example, nowadays young generation of employees have knowledge of new technology that managers might never have learned. On the other hand, managers have experiences and management strategies that employees probably know nothing about. Both of them can create a better future together, and that is by understanding and motivating each other in different ways, which in turn help the organization and individual to grow.

B. Ways to motivate an employee:

Most employees need rewards to stay positive and work effectively. Rewards can be in two aspects, it can be either Intrinsic/Internal rewards or Extrinsic/external rewards.

Intrinsic/Internal Rewards are derived from within the individual, they are often less tangible. It is basically how an individual perceive or feel about work and its value. E.g. . Providing a meaningful work for the employees. Allowing the employees to make choices of their own, and giving them a path to monitor their Progress. Etc.

For the **Extrinsic Reward**: Is an award that is tangible or physically given to you for accomplishing something. It is a tangible recognition of one's endeavour. **E.g., Money (Salary, bonuses, stock options etc), Benefits** (health insurance, sick leave, retirement accounts, even vacation). And promoting the employees from lower level to a higher level.

C. Benefits of motivating your employees:

Motivation is very essential simply because it allows you as a leader/manager to meet and even exceed your own organizational goals and keep your workers happy and satisfied.

There will be higher levels of productivity in the organization, Lower levels of absenteeism as the employees are comfortable / contented with their working lives, There will be more innovation and creativity among the employees, Motivated employees will not only work faster, but they will use their creativity to recommend process improvements that can lead to millions of dollars of saving for your organization. Higher profits, when the workers are happy / satisfied with their job, they tend to be more productive and active at work whereby making sure the organization have a higher profits Lower levels of staff turnover (i.e. the number of employees leaving the business). This can lead to lower training and

recruitment costs A better reputation among both potential employees and suppliers, a satisfied worker give the firm a good reputation as an employer so making it easier to recruit the best workers.

As a manager how you react towards your employee have a great impact in their ability to perform well in the organization. Positive emotions brings, joy, gratitude, serenity, pride, hope, interest, Awe, amusement, inspiration, and love. While Negative emotions cause you to narrow your focus and a positive emotion causes you to broaden your thinking, it causes you to have a stronger social relationships, stronger bodies, and original thinking.

5. CONCLUSION AND RECOMMENDATIONS

In this paper it was revealed that employee contribution and employer communication with her workers can be used as alternative motivating factors. By channelling communication effectively within the organization, managers and employees are not being shunned by the communication barriers such as emotion or structural problem, thus, lead to stronger bonds and co-operation. This will allow manager to interact more with her employees and be attentive to them. As this happen, employees will feel respected by their manager and felt more motivated to do work. In addition, managers who want to motivate her employee have to have confidence and be friendly. They must be able to communicate to their employee with confidence and comfort, creating a close feeling between him and his employees while also draw out important inspirational messages.

Motivation is a combination of various factors that encourage people to perform certain actions. Without employee motivation, it cannot be expected that outstanding results and excellent work performance will be achieved.

In today's world, professionalism is very important in workplace, but ensure that workers are motivated to work is much more important as it will create the desire to aim for success and result in higher productivity and outcomes. That's why communication should be practice effectively.

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