

EFFECTIVE COMMUNICATION: A TOOL FOR EMPLOYEE PERFORMANCE & MOTIVATION

Shilpi Sarna*

Aparna Singh**

Abstract

Organizational Communication has become an important factor for overall organizational functioning and success. It is the way that organization communicates with its employees is reflected in morale, motivation and Job performance of the employees. Communication is a major challenge for managers because they are responsible for providing information, which results in efficient and effective performance in organizations. The objective of the present paper is to explore the relationship between Effective Communication and Employee Performance & Motivation. This study was conducted at large logistic company Fedex Ltd, Based at South Delhi to support the hypothesis taken. It also enumerates the results of the study and critically analyzed the result on the employee performance & Motivation with the help of effective communication.

Keywords: Effective Communication, Employee Motivation, Employee Performance

* Asst Prof - Institute of Management Studies, Ghaziabad

PhD.(Pur), MBA (Labor Welfare), LLB

** Asst Prof - Institute of Management Studies, Ghaziabad

UGC NET, PGDBM (H.R.)

Introduction

Communication is widely used in running almost all organizations effectively. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction. Communication can be defined as the “exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individuals involved (Bowditch et al, 1997). Analysis of this exchange reveals that communication is a two way process consisting of consecutively linked elements. Managers who understand this process can analyze their own communication patterns as well as design communication programs that fit organizational needs (Kinicki & Kreitner, 2006).

The key, therefore, to a good business communication lies on the effectiveness of the managers. Managers have the power to effect the needed motivation that results to high performance. In effect, whatever output employees produce is a direct result of how their managers communicate with them. There are several indicators of an ineffective manager, namely high employee turnover, disengagement to their work and low productivity.

An effective communication is felt by the employees when their ideas are solicited. Some companies provide open communication, such as suggestion mediums, where they can relay their opinions on certain operational issues. As an added booster, any employee suggestion that management adapts may be given a corresponding credit either through official announcements and/or monetary. The employee will definitely feel elated to be a contributor in the business direction of his company which will lead to motivation and higher output.

Information technology is a big help for management in providing their managers the much needed tool to help them achieve effective communication. There are software packages available that may help measure employees’ attitudes and motivation levels. They may even produce reports on how employees see their managers, their job functions and the company as a whole. These tools, available in the market, may provide companies with an insight into the opinions of employees up to the extent of how their work affects their lives and their personal needs in relation to their jobs.

Review of Literature

A review of the literature with respect to organizational communication reveals a central, shared emphasis on the issues of control and coordination through proper communication. Organisational communication research has evolved considerably from the early conceptions of communication and its role in the organisation. Recognition for the importance of communication to the management process can be attributed largely to the work of Chester Barnard (1938) who maintained that communication was the very “heart” of the management process. In modern days, we understand ‘communication’ as one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al., 2004). Communication helps individuals and groups coordinate activities to achieve goals, and it’s vital in socialization, decision-making, problem-solving and change-management processes. Internal communication also provides employees with important information about their jobs, organization, environment and each other. 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. Communication is the basis for individuals and groups to make sense of their organization, what it is and what it means. D’Aprix (1996) has given the hierarchy of employees’ communication needs which reflects the above mentioned points. We can quote *Lukazewski* who says “The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a *communication problem*; so now what?” (Jim *Lukazewski*, 2006) The Communication delivery from leaders to employees must fit the organization and employees to be successful. The focus on human influences in organizations was reflected most noticeably by the integration of Abraham Maslow's "hierarchy of human needs" into organization theory. Maslow's theories introduced two important implications into organization theory. The first was that people have different needs and therefore need to be motivated by different incentives to achieve organizational objectives. The second of Maslow's theories held that people's needs change over

time, meaning that as the needs of people lower in the hierarchy are met, new needs arise. (Gale 2012) Effective communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement (Avolio, Lado, Boyd & Wright, 1992; Rowe, 2001). Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. Constituents will become willingly involved to the extent that they believe in those sponsoring the change (Kouzes & Posner, 2003).

Research Objective

- Develop strong understanding of employee motivation with the help of effective communication.
- Learn critical motivation tips, tools, techniques and strategies that work to improve job performance.
- Understand the various factors of organizational communications which helps in employee performance and motivation

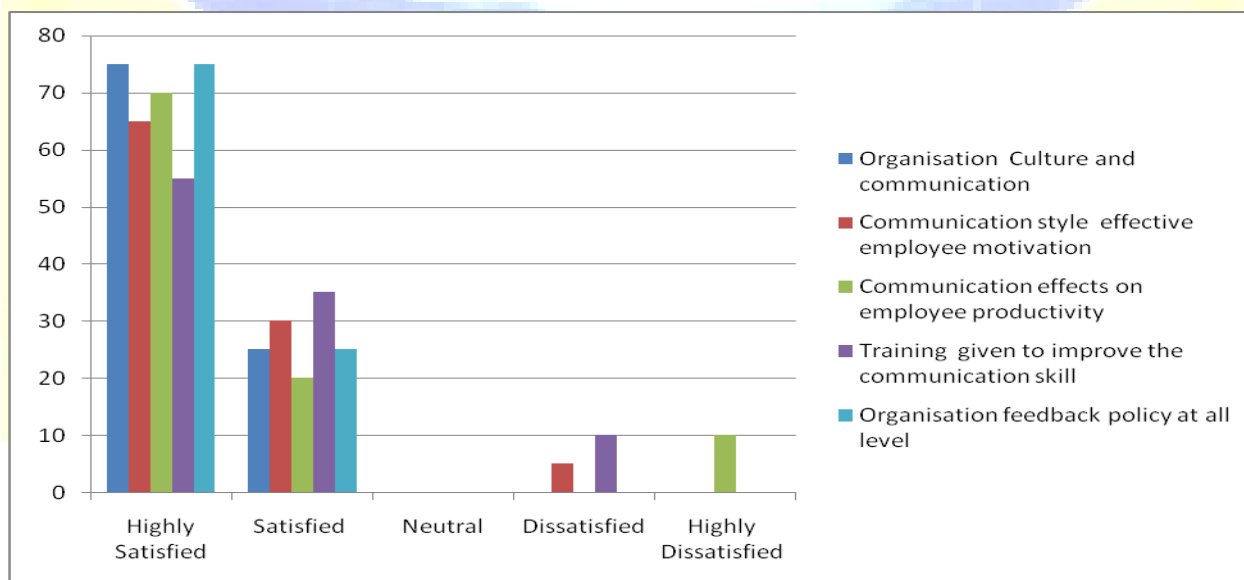
Research Methodology

In this study the primary data was used, which is being collected through different methods like, personal interview and questionnaires. The five-level Likert survey questionnaire was completed by 10 percent of the company (Fedex Ltd.) population, randomly selected according to each department's population base. The questions were centered on Effective communication for motivation and Job performance. The Likert scale, created by Rensis Likert, is commonly used in research. It measures respondents' response by asking the extent to which they Satisfied or dissatisfied with a particular question. The scale is a widely-used approach to scaling responses in survey studies. This study also shows the positive correlation between various factors of Effective organizational communication and Employees Job performance & Motivation.

Data Analysis and Interpretation

Factors	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Organization Culture and communication	75	25	0	0	0
Communication style effective employee motivation	65	30	0	5	0
Communication effects on employee productivity	70	20	0	0	10
Training given to improve the communication skill	55	35	0	10	0
Organization feedback policy at all level	75	25	0	0	0
Average	68	27	0	3	2

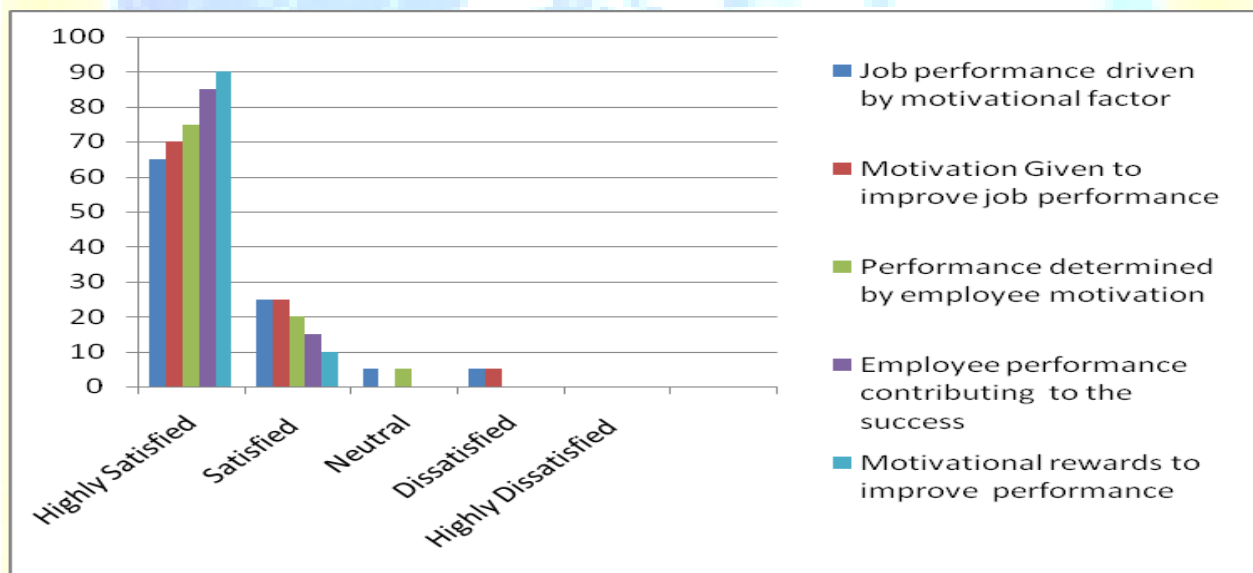
Communication and Employee performance



Interpretation: The survey pool highly satisfied that the effective communication helps in employee performance.

Motivation and Job Performance

Factors	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Job performance driven by motivational factor	65	25	5	5	0
Motivation to each department to improve job performance	70	25	0	5	0
Motivation determine Performance level of employee	75	20	5	0	0
Employee job performance contributes to the Success of organization	85	15	0	0	0
Motivational rewards to improve the job performance	90	10	0	0	0



Interpretation: The survey pool highly satisfied that the motivation improves the employee performance.

Hypothesis Testing: For identifying relation between Employee Communication and Motivation & Job Performance, by applying Correlation Analysis for Communication and each factor of motivation and job performance.

1. For Job performance driven by motivational factor

	Communication	Job Performance & Motivational Factor
Highly Satisfied	68	65
Satisfied	27	25
Neutral	0	5
Dissatisfied	3	5
Highly Dissatisfied	2	0

H0: There is no strong relation between Job performances driven by motivational factor and organization communication

H1: There is strong relation between Job performances driven by motivational factor and organization communication

	Communication (X)	Job Performance & Motivation factor (Y)
Communication	1	0.995
Job Performance & Motivation factor	0.995	1

Interpretation: The value of R is 0.99. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa). The null hypothesis gets rejected and thus it is proved that there is a positive relation between effective communication and job performance & motivation.

2. For Motivation to each department to improve job performance

	Communication	Motivation to each department
Highly Satisfied	68	70
Satisfied	27	25
Neutral	0	0
Dissatisfied	3	5
Highly Dissatisfied	2	0

H0: There is no strong relation between Motivation given to each department and organization communication

H1: There is strong relation between Motivation given to each department and organization communication

	Communication (X)	Motivation to each department (Y)
Communication	1	0.998
Motivation to each department	0.998	1

Interpretation: The value of R is 0.99. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa). The null hypothesis gets rejected and thus it is proved that there is a positive relation between effective communication and Motivation given to each department.

3. For Motivation determine Performance level of employee

	Communication	Motivation to each employee
Highly Satisfied	68	75
Satisfied	27	20
Neutral	0	5
Dissatisfied	3	0
Highly Dissatisfied	2	0

H0: There is no strong relation between Motivation given to individual and organization communication

H1: There is strong relation between Motivation given to individual and organization communication

	Communication (X)	Motivation to each employee (Y)
Communication	1	0.984
Motivation to each employee	0.984	1

Interpretation: The value of R is 0.98. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa). The null hypothesis gets rejected and thus it is proved that there is a positive relation between effective communication and Motivation given to each employee.

4. Success of organization

	Communication	Success of Organization
Highly Satisfied	68	85
Satisfied	27	15
Neutral	0	0
Dissatisfied	3	0
Highly Dissatisfied	2	0

H0: There is no strong relation between Success of Organization and organization communication

H1: There is strong relation between Success of Organization and organization communication

	Communication (X)	Success of Organization (Y)
Communication	1	0.977
Success of Organization	0.977	1

Interpretation: The value of R is 0.98. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa). The null hypothesis gets rejected and thus it is proved that there is a positive relation between effective communication and success of organization

5. Motivational rewards to improve job performance

	Communication	Motivational Rewards
Highly Satisfied	68	90
Satisfied	27	10
Neutral	0	0
Dissatisfied	3	0
Highly Dissatisfied	2	0

H0: There is no strong relation between Motivational Rewards and organization communication

H1: There is strong relation between Motivational Rewards and organization communication

	Communication (X)	Motivational Rewards (Y)
Communication	1	0.960
Motivational Rewards	0.960	1

Interpretation: The value of R is 0.96. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa). The null hypothesis gets rejected and thus it is proved that there is a positive relation between effective communication and Motivational Rewards

Conclusion

It is a self-evident fact that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing, increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility. Employee communications have a crucial role to play in the management effort to reorient employees perplexed by changes, or inform and motivate those who adapt more readily. Within this general need to communicate there exists the specialized requirement for effective communication as an outcome of managing employee relation in the organization.

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