The impact of Communication skill of the manager on the Motivation, and Work performance of the employees - A Research study

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Abstract

Effective communication means that you act in ways suitable to the norms and expectations of the context, receiver and situation in which you find yourself. Effective communication means you are able to achieve the most desirable objectives or outcomes in the context. The objective of this study is to examine the role of effective communication to motivate employees and also study impact of effective communication of the managers over the teambuilding and better work performance. The sample size of this study consists of 527 managers of various public and private sector organizations at Lucknow in India. Both men and women managers belonging to different levels Organization the hierarchy are asked to give their answers. The Respondents were asked to give their opinion on the role of effective communication in motivating the employee and how much does this motivation influence over their work performance. The results show that effective communication is one of factor for motivation but employee motivation demands for high salary, recognitions, job security, responsibility good interpersonal relationship, personal growth and many more. Motivation is required better performance but study shows a mild correlation is found between motivation and performance. Thus we can say that for better performance besides motivation one need's to be competent, skilled and properly equipped with required resources

Keywords:

Effective Communication Skill, Conflict Management, Team Building, Motivation

Introduction

Supervisors, top executives and managers spend most of their time communicating to others--from step-by-step tasks to overall company vision. The most effective communicators not only help workers carry out day-to-day tasks but inspire staff to challenge themselves and each other to outstanding performance. Another positive is that good solid organizational communication eliminates barriers and resolve problems, while at the same time building stronger workplace relationships for increased productivity. There are many potential problems that can be caused by poor communication skills like increased amount of employee turnover, high amounts of call outs, poor customer service skills, diminished productivity and the lack of focus. These are just to name a few.

Effective communication in the workplace plays a prominent role in developing long lasting employee motivation. One of many positive benefits

gained from well established organizational communication is improved relationships. Improving relationships between management and staff is quite important and is often overlooked. Things will go smoothly when everyone is on the same page, understanding of goals and the direction a company is going. The best process of communicating here is well thought out emails that follow the chain of command and face to face interactions. Communication skills are one of the most important skills in the modern workplace. Communication skills help us to interact more effectively with colleagues at all levels of the organization; this requires a complex mix of skill and style and an ability to adapt to different personality types. To establish and promote a particular view or idea, or to communicate an unpopular message, requires confidence and empathy.

All communications have a result. But was the result in this case the one desired by the manager who penned the memo? Business relationships, especially those between superiors and subordinates, are often rocky due to poor communication, a lack or misinterpretation of facts, pressurized environments, and a mutual commitment to success. As in sports and politics, many business errors are unforced. Mole hills become mountains, and mistakes become disasters due to emotions and overreactions.

Ways for Effective Communication - The Manager

There are a number of things a manager can do to improve his or her communication skills:

1. Consider the Situation Before Taking Any Action Our emotions tempt us to make quick decisions based upon superficial evidence which may not reflect the true nature of the problem. The manager assumed that the poor appearance of the store was due to the employees' lack of effort or attention. He failed to consider that several store employees had been terminated due to the financial situation, while the store's workload remained the same. Each assistant manager was responsible for more areas with fewer people to do the work.

Furthermore, each assistant had been required to take a pay reduction due to the loss of the large customer, and each was concerned that the customer loss would slow their own promotion to store manager. Though not intended, their effort probably suffered due to their own worries.

2. Gather and Confirm Information Before Making a Decision We have a tendency to confuse symptoms with disease, and consequently treat the symptom rather than the underlying illness. Technology enables us to capture massive amounts of data and slice and dice it to make it appear any way we want. But data is a representation of the problem, not the problem itself. Observing the work of the assistants and talking and listening to them about the aspects of their job might have led to a different conclusion than the one the manager reached.

3. Focus on Problems, Not Personalities

The manager's attacked the character of employee that they were lazy, derelict, or had betrayed him. The implications intensified the emotional context of the words, overshadowing its factual content and purpose.

The employees, in response, reacted with emotion without stopping to consider the validity of the facts or attempting to give the manager any explanations. Whenever dealing with any issue that might have emotional content, the "24-Hour Rule" should be in effect: Don't send any email, message, letter, memo, or report to others until you've had a day to reflect upon its content and are sure it communicates the facts and the tone you wish.

4. Manage Individuals, Not Groups

The manager's words was directed to everyone and no one. The lack of specificity enabled each recipient to avoid personal responsibility, since each felt his own effort had met expectations. As a consequence, the words failed to get the desired result and aggravated an already touchy work environment. Group communications are perfect for providing general information, education, and praise; however, they should not be used for individual direction or criticism. Remember, praise in public and criticize in private.

5. Meet Subordinates Face-to-Face

The meaning and intent of written words without the context of a physical presence is often misunderstood, and can lead to confusion and conflict. There is no substitute for looking someone in the eye and seeing their reaction to your conversation to clarify content and assure comprehension and agreement.

Managers often hide behind memos and notes as if their subordinates were robots to be moved into place and programmed. However, successful leaders seek personable commitment and build bridges of trust, mutual respect, and shared experience. Be physically available and "walk the walk," and let your people know you are with them through the good and the bad.

6. Assign Tasks Directly and Clearly

People work best when they know what is expected of them. Good managers identify the goals and measures in simple, understandable terms, assign responsibility unequivocally, and confirm that the information is understood by those to whom it is directed. Good managers follow up and give corrective input to ensure that each of his subordinates is on the same page and working toward the same objective.

Managers should always remember that no employee takes a job with the expectation that he or she will be overlooked, ignored, or insignificant at work. Employees want to be liked and respected by their peers and proud of their employer. Management's challenge is to maintain and further develop this employee enthusiasm and commitment, even during times of stress.

Mistakes are part of growing, and falling short and correcting the course are regular occurrences in business and in life.

Management and leadership is a learned skill. Effective managers have experience on both sides of the spectrum, taking directions as well as giving them. And the success of a company is directly related to the skill of its managers and their ability to lead employees through difficult and testing times.

By analyzing and being thoughtful in the communications with both his subordinates and superiors, the manager can better learn how to lead in whatever position he has. In this way, he will not only secure his future prospects to rise up your company's ranks, but he will also create a more productive and better working environment for himself and his colleagues

Statement of the problem:

Employees are the asset of the organization. The enhanced importance of employees' contribution in increasing the productivity of the firm has provoked an interest in examining their utility. Employees whether working in organized or unorganized industries cannot give better productivity without proper motivation, satisfaction, team spirit and emotional stability. The manager of the modern times performs a complex task of unifying the labour and other resources so as to achieve the overall organizational goals. In this process, he has to deal with his superiors and subordinates and also with the factors affecting the external and the internal organizational environment. He has to make the best use of his position so that within the framework of managerial functions that he performs, he can so train his subordinates that organizational adaptability to environment increases and the organization is able to survive in his modern era of tough competition.

Thus, we see that managers who act as leaders of the organizations have to deal with various complexities, threats, stress and high competition for survival. This generates in them a sense of depression, nervousness, emotional instability, which ultimately hampers their efficiency, productivity and their communication skill. They lose the control over their words and anger. It has been felt that if the manager has control over his words and better communication skill then it may help in enhancing the motivational level of its subordinates, better performance and develop a feeling of "WE" spirit among its subordinates .Realizing the importance of communication skill it was thought that, do the communication skill does influence the motivation level of the subordinates? Does the higher motivation enhance the performance of the employees? Does the control over words develop a team spirit among the employees and help in conflict management ? Keeping this in view an attempt to conduct a study in this area was made to study the influence of communication skill of the manager on the motivation team spirit and performance of the employees.

Objectives Of the study

1. The objective of research was to examine the impact of communication skill of manager on the motivation level of the subordinates.

2. The research attempted to study the impact of communication skill of manager on the conflict management and team building.

3. The research attempted to study the relationship between the motivation and the work performance.

4. **Research Design**

   For the research study the Descriptive Research Design was selected .The techniques used in descriptive research design are: a) Primary data b) Secondary data. For collecting the primary data a structured questionnaire was made consisting of close ended questions and Likert scale based questions.

Sampling Design

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design may as well lay down the number of items to be included in the sample i.e. the size of the sample.

Population: The first step in developing any sample design is to clearly define the set of objects i.e. from where the respondents will be taken.

For the proposed study, the employees of various types of the organizations (private and public) shall constitute the population.

Sampling Unit: *The sampling unit for the proposed study is the manager*. A manager can be defined as a person who is giving instructions to more than two subordinates

Sample size: The total number of units in a sample. The sample size proposed for the study is 527.

Research Area: The area of Lucknow Nigam has been considered as researcher area.

In this study 527 employees have been treated as study population. A sample of 527 employees was selected in this study through simple random sampling method.

S. No	Category of Employee	No. of employees
1	Private	233
2	Public	294

Hypothesis Testing: In this research study we have formulated certain hypothesis and sub hypotheses which are as follows:
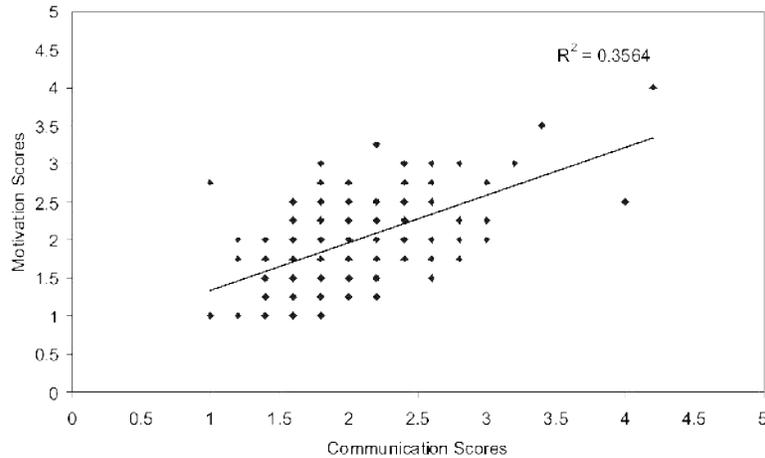
Hypothesis 1: There is a relationship between Communication and Motivation

Testing: The communication and motivation scores were correlated using Pearson's bivariate correlation coefficient.

Critical "r" > 0.7 – Strong correlation

Table 1: Correlation between Communication and Motivation (Bivariate Correlation)

"r" (Pearson's Correlation coefficient)	"p"
0.597	<0.001

A moderate correlation exists between communication and motivation (r= 0.597; r^2=0.356).

Inference: The calculated "r"-value was below critical "r"-value, hence the hypothesis#1 was rejected.

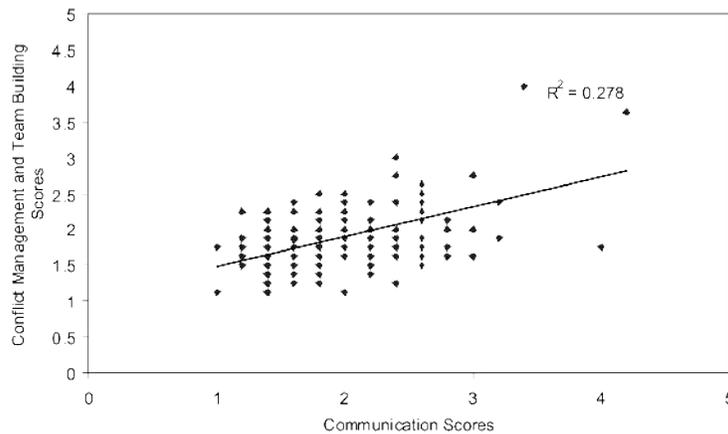*Hypothesis 2: There is a relationship between Communication and Conflict Management and Team Building*

Testing: The communication and Conflict Management and Team Building scores were correlated using Pearson's bivariate correlation coefficient.

Critical "r" > 0.7 – Strong correlation

Table 2: Correlation between Communication and Conflict Management (Bivariate Correlation)

"r" (Pearson's Correlation coefficient)	"p"
0.526	<0.001

A moderate correlation exists between communication and conflict management and team building (r= 0.526; r^2=0.278).

Inference: The calculated "r"-value was below critical "r"-value, hence the hypothesis#2 was rejected.

*Hypothesis 3: There is a relationship between Motivation and*

Work Performance

Testing: The Motivation and Work Performance scores were correlated using Pearson's bivariate correlation coefficient.

Critical "r" > 0.7 – Strong correlation

Table 3: Correlation between Motivation and work performance (Bivariate Correlation)

"r" (Pearson's Correlation coefficient)	"p"
0.457	<0.001
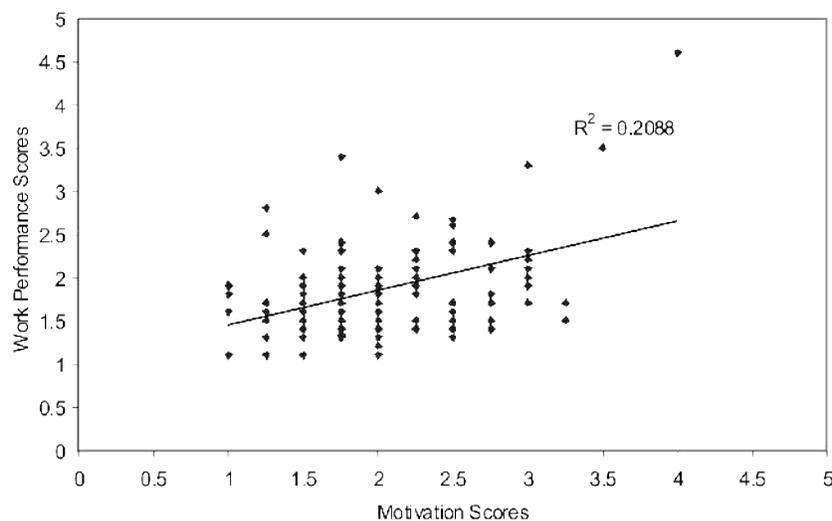
A mild correlation exists between motivation and work performance (r= 0.457; r^2=0.209).

Inference: The calculated "r"-value was below critical "r"-value, hence the hypothesis#3 was rejected.

Conclusion

It is believed that better communication skill and control over anger words helps to enhance the level of motivation of the subordinates immensely, but result of data analysis shows that a moderate correlation exist between communication and motivation. A manager having a better communication skill is able to enhance the motivational level of employee but not a very large extent. As stated by Herzberg in his two Two Factor theory that for high motivation the employees need hygiene factors like better remuneration, job security, good working conditions ,quality interpersonal relations and also they require the motivational factors like recognition, responsibility, better opportunities , personal growth in the job and many other factors. Thus we can say that employees need above stated factors for high motivation rather than the sweet and effective communication skill.

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes which will help in increasing the performance of group outcomes. The testing of hypothesis 2 state that control over abusive words, calm and effective communication does not generate new conflict but it does not help in resolving the conflict arisen and enhancing the teambuilding. For resolving the conflict you need not only clear communication, but also a good listener, focusing on actionable solutions and being open. Thus we can say that clear communication play a moderate effect on conflict management but not completely eliminate or resolve the conflict.

Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Motivation can be intrinsic, such as satisfaction and feelings of achievement; or extrinsic, such as rewards, punishment, and goal obtainment. Not all people are motivated by the same thing and over time their motivations might changes. The testing of hypothesis 3 state that a mild correlation exist between the motivation and work performance which state that for a better work performance besides having the motivation, the employees need the ability, skill, resources required, clear communication, clarity of role and

responsibility and proper working environment . Thus we can conclude that for better work performance, employees need not only to be motivated but they should also be equipped with proper personal, job and organizational factors.

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