

Open University of Cyprus

Business Administration

Master in Business Administration

Master's Thesis



Communicating and Motivating Effectively

Raphaelina Marti

Professor Alexia Panayiotou

May 2018

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The following master's thesis was created to fulfill the requirements of the studies for a Master's in Business Administration
Master's in Business Administration
From the department of Business Administration
Of the Open University of Cyprus.

May 2018

Summary

This analysis examines the effectiveness of different communication techniques in managing employees, and how managers can motivate their employees to perform at the best of their abilities. It begins by looking at the origin of communication, and what is involved in the process of communicating. Next, extrovert and introvert personalities are discussed. Employees must be open to all of the different personalities, and, also, people can change from being extrovert or introvert, depending on the situation. When using a careful choice of words, managers establish their position. However, they must also remember to listen to others, so that others can in turn listen to them as well. Then, feedback sessions are always being revised to keep up with company objectives, while also being considerate to whatever all of the employees have to say through open communication. Next, this analysis delves into the many workplace message options that managers have to choose from. To help managers choose the most effective message modes, they should consider which ones are their favourites because those are the ones that they can use the best. Yet, the most successful managers are also the ones who are accepting about knowing what message methods other employees prefer, and are flexible accordingly. This communication examination is taken further in the next section that talks about online platforms and websites in the professional setting. Managers need to properly learn how to use the company website, so that he or she can begin to guide the rest of the team on using it, resulting in communicating in a fast way through a modern online tool. This section ends by discovering options that managers have to deal with communicating with difficult personalities at work. When managers become acclimated to these fascinating communication points, collaboration, versatility, and open communication will be easier for the entire team to embrace.

The second section of this thesis focuses on the importance of constant motivational steps that managers can take. This is done by referring to past statistical figures taken that show the large affect that managers have on employee motivation. Managers can empower and encourage employees to work at their best. Then, examples of how managers can motivate employees, and

strides that companies have recently taken to motivate employees will be analysed. Employee well-being is crucial, because employees who are well taken care of will feel appreciated, and as if everyone's role in the organization matters. If managers use a positive attitude, then a sense of community, respect, and optimism is fostered at work. Moreover, employees deserve recognition, prizes, vacations, and celebrations, so that they can stay motivated.

The Brief Survey section describes the results derived from the survey and interview. The senior Reference Department Librarian at Massapequa Public Library named Steve was interviewed because he has been at his job for many years, even more years than the actual director, so he knows a lot about managing the Reference Department. Also, it was bizarre to conclude from the recent survey that the favourite channel of communication is speaking in person. Furthermore, the survey results show that the employees of the Reference Department at the Massapequa Public Library are motivated the most at work when they see connections between their jobs and their life goals.

Περίληψη

Αυτή η ανάλυση εξετάζει την αποτελεσματικότητα του τρόπου επικοινωνίας στη διαχείριση εργαζομένων μέσα από διαφορετικές τεχνικές επικοινωνίας, και με το πώς οι διαχειριστές (managers) μπορούν να παρακινήσουν τους υπαλλήλους τους να εργάζονται με τον καλύτερο δυνατό τρόπο.

Αρχικά εξετάζεται η προέλευση της επικοινωνίας και τι περιλαμβάνεται στη διαδικασία της επικοινωνίας. Μετά, γίνεται μια ανάλυση για τις εξωστρεφείς και εσωστρεφείς προσωπικότητες. Οι εργαζόμενοι πρέπει να κατανοούν όλες τις διαφορετικές προσωπικότητες και, επίσης, οι άνθρωποι μπορούν να αλλάξουν από το να είναι εξωστρεφής ή να είναι εσωστρεφείς, ανάλογα με την περίπτωση. Οι διαχειριστές εδραιώνουν την ηγεσία τους, όταν χρησιμοποιούν μια προσεκτική επιλογή λέξεων. Ωστόσο, πρέπει να θυμούνται να ακούνε τους άλλους, έτσι ώστε και οι άλλοι να τους ακούν. Η ανατροφοδότηση αναθεωρείται πάντοτε ώστε να συμβαδίζει με τους στόχους του οργανισμού, ενώ παράλληλα πρέπει να μελετώνται και οι απόψεις όλων των υπαλλήλων μέσω ανοικτής επικοινωνίας. Στη συνέχεια, αυτή η ανάλυση διερευνά τις πολλές επιλογές ανταλλαγής μηνυμάτων στο χώρο εργασίας, τις οποίες έχουν να επιλέξουν οι διαχειριστές. Για να βοηθηθούν οι διαχειριστές να επιλέξουν τον πιο αποτελεσματικό τρόπο ανταλλαγής μηνυμάτων, θα πρέπει πρώτα να αναγνωρίσουν οι ίδιοι ποιος είναι ο πιο κατάλληλος για αυτούς. Επειδή με αυτόν θα μπορούν να εκφράζονται καλύτερα. Ωστόσο, οι πιο επιτυχημένοι διαχειριστές είναι εκείνοι που αποδέχονται και γνωρίζουν τις μεθόδους μηνυμάτων που προτιμούν οι άλλοι εργαζόμενοι και γίνονται ευέλικτη ανάλογα. Επιπλέον, οι διαχειριστές πρέπει να μάθουν πως να χρησιμοποιούν σωστά τις ηλεκτρονικές πλατφόρμες και τις ιστοσελίδες στο επαγγελματικό χώρο μέσω ηλεκτρονικών συσκευών. Έτσι ώστε να μπορούν να καθοδηγούν την υπόλοιπη ομάδα τόσο ως προς την χρήση αυτών των εργαλείων αλλά και την αξιοποίηση της αποτελεσματικής και γρήγορης επικοινωνίας που μπορεί να επιτευχθεί. Παραπέρα

ανακαλύπτονται επιλογές που έχουν στην διάθεση τους οι διαχειριστές για να επικοινωνούν με δύσκολες προσωπικότητες στον εργασιακό τους χώρο. Όταν οι διευθυντές εγκλιματιστούν με αυτά τα ενδιαφέροντα σημεία της επικοινωνίας, η συνεργασία, η ευελιξία και η ανοικτή επικοινωνία θα είναι ευκολότερη και θα αγκαλιάσει όλη την ομάδα.

Το δεύτερο μέρος επικεντρώνεται στην σημασία των συνεχών κινήτρων που προωθούνται από τους διαχειριστές. Αυτό γίνεται με παραπομπή σε υπάρχον στατιστικούς δείκτες που δείχνουν την σημαντική επίδραση που έχουν οι διαχειριστές στο κίνητρο των εργαζομένων. Οι διαχειριστές μπορούν πραγματικά να ενδυναμώσουν και να ενθαρρύνουν τους εργαζόμενους να δουλεύουν με τον καλύτερο τρόπο. Αναλύονται κάποια παραδείγματα για το πώς οι διαχειριστές μπορούν να παρακινήσουν τους υπαλλήλους, και τα βήματα που έχουν λάβει πρόσφατα οι εταιρείες για να παρακινήσουν τους εργαζόμενους τους. Η ευημερία των εργαζομένων είναι σημαντική, διότι οι εργαζόμενοι που είναι καλά φροντισμένοι αισθάνονται ευπρόσδεκτοι, και αναγνωρίζεται η σημασία τους στον οργανισμό. Εάν οι διαχειριστές καθοδηγούν με θετική στάση, τότε δημιουργείται μια οικεία αίσθηση σεβασμού και αισιοδοξίας. Επιπλέον, οι εργαζόμενοι αξίζουν αναγνώριση, βραβεία, διακοπές και εορτασμούς για να παραμείνουν να έχουν κίνητρο.

Στην ενότητα Μεθοδολογία, περιγράφονται αποτελέσματα που προέκυψαν από έρευνα και συνέντευξη. Πραγματοποιήθηκε συνέντευξη στον Steve, ανώτερο βιβλιοθηκονόμο του Τμήματος Αναφορών της δημόσιας βιβλιοθήκης του Massapequa. Ο Steve δουλεύει στην βιβλιοθήκη εδώ και πολλά χρόνια, (περισσότερα χρόνια από τον πραγματικό διευθυντή), και έτσι πραγματοποιήθηκαν εύστοχες απαντήσεις στα ερωτήματα. Ένα ενδιαφέρον συμπέρασμα από την πρόσφατη έρευνα είναι ότι ο αγαπημένος τρόπος επικοινωνίας των εργαζομένων είναι να μιλούν αυτοπροσώπως. Επιπλέον, τα αποτελέσματα της έρευνας δείχνουν ότι οι υπάλληλοι του Τμήματος Αναφοράς της δημόσιας βιβλιοθήκης του Massapequa έχουν

περισσότερα κίνητρα στην δουλειά όταν βλέπουν τις συνδέσεις μεταξύ της δουλειάς τους και των στόχων της ζωής τους.

Thanks

I want to thank my grandmother, Tasoula Pastella Loucaidou, who was a beloved public and catechism school teacher in Limassol for over 40 years. She inspired people to have a good education and a good character. She was the one who was the happiest about my studies at the Open University of Cyprus, and she was always excited to say to everyone that I was following this program.

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Chapter 1

Introduction

1.1 The Direction of this Thesis

This master's thesis is looking at communication and motivation in the workplace. It consists of reading popular books for managers, because managers now prefer to read these books more than older academic journals.

1.2 Empirical View

To begin this master's thesis, research was done on prior research that business people have found related to the two subjects of communication and motivation in the workplace. This took place by reading popular books that were published related to the topic, and also by reading various articles that were also related to the topic. Any similarities and differences were also realized while reading these works.

1.3 The Purpose and Goal

This thesis seeks to study effective ways of communicating and motivating in the workplace, by looking at the ways managers communicate and motivate employees, and how that impacts others.

1.4 Findings

One of the unexpected results that they survey results showed was that employees prefer speaking face to face. Although email is fine, more face-to-face communication is needed, and managers tend to forget this. Employees are longing for more face-to-face communication, because it is even a way to motivate people. This is because employees want to actually see their managers. Also, another outcome based on the survey is that employees are most motivated when they see connections between their jobs and their life goals, because this fact will definitely impact how managers will give out job roles,

and fill out job descriptions, so that they can better match with employee life aspirations.

1.5 Boundaries and Restrictions

The boundaries and restrictions of the thesis are that we are only looking at a Public Library, which also only has a few employees. Since it's only a library, the survey and interview are only seeing the effects of communication and motivation in that field of work only.

1.6 Method

A review of popular books for managers in regards to communicating and motivating was done. Also, a brief informal survey was conducted that tested what was read about. This is because I wanted to test this out in an ideal workplace scenario, so I contacted my local library and they allowed me to conduct an interview and surveys.

1.7 Synopsis

A synopsis of the chapters and sections that follow is examining workplace communication, through stating how communication originated, and then analyzing what is involved in the process of communication. It is followed by a discussion of extrovert and introvert personality types.

Next, how managers can make communication clear and on point is discussed. This communication section also then talks about the integration of feedback sessions to present areas of needed improvement, while also remembering to give positive remarks, and to allow open dialogue so that every employee's voice can be heard. The many different workplace message options are then analyzed, followed by the use of online platforms to communicate within an organization. Furthermore, this communication section gives some pointers on how to collaborate with employees who have difficult personalities.

The next section of this thesis is centered on the topic of motivation in the workplace. It begins with a general explanation of previous theories about motivation, and how a manager or a leader can have a great impact on employee motivation. Briefly mentioned

is also the difference between the domineering Type A personalities, and the calmer Type B personalities, and how each of their characteristics can change employee motivation. Next, this thesis analyzes how crucial it is to encourage and empower employees. The differences between the different kinds of praises are then discussed, followed by a discussion of the need to avoid demotivating employees. Next, this analysis points to the benefits of being positive in the workplace, and then to be aware of recent strides that modern day companies are taking to improve motivation for their team mates. Lastly, employees require rewards and celebrations, because incentives and events like these will boost employee morale.

This thesis then ends with a section that describes the survey and interview, and the main results. The conclusion also offers future research that can be done.

Chapter 2

Communication at Work

Communication has a large role to play in human interaction. Its roots can be traced back to when early humans began to communicate through hand gestures and painting pictures on stone walls (Ewing 2013). Through time, verbal communication was beginning to take shape (Ewing 2013). Eventually, cuneiform was invented in Mesopotamia, hieroglyphics in Egypt, and alphabets were being formed in the Mediterranean (Ewing 2013). Communication has vastly improved since then, expanding into electronic forms of communication as well. Scholars and business professionals have studied the subject, because proper communication at work is beneficial for a company's success. Thus, managers must take the time to realize the need to communicate effectively at work.

2.1 Components of Communication

Communication is a crucial subject for all fields, because it deals with interactions that take place both in personal situations, and in the workplace (Ewing 2013). In fact, communication is one of the most widely studied disciplines because it has the power to affect people's opinions, thoughts, and actions (Ewing 2013). Communication is made up of the person sending the message, the message itself, and the one who is receiving the message (Ewing 2013). The person who is sending the message has a purpose behind it, whether it be to persuade others, to teach others, to engage others, to motivate others, or to promote an idea or a product (Ewing 2013). However, managers tend to forget that they must carefully choose how they communicate at work because all messages are open to interpretation (Ewing 2013). A manager or any other employee may intend to convey a certain idea, but everyone else does not interpret it that way.

Communication can be verbal or non-verbal (Ewing 2013). Examples of verbal communication include speaking, emailing, electronic communication, books, and online web pages (Ewing 2013). Non-verbal communication, on the other hand, is made up of the facial expressions, hand gestures, and postures that people exhibit (Ewing 2013). This gives non-verbal communication an advantage because it is useful during face-to-face conversations (Ewing 2013).

Since it is open to interpretation, communication is constantly continuing to be developed and improved. First, difficulties can arise because there are many channels of communication that can be used (Ewing 2013). Then, there are also varying types of emotional, psychological, or environmental contexts that can exist (Ewing 2013). In other words, all of the people involved in the circumstance may have different personalities, moods, or beliefs (Ewing 2013). The environmental context refers to where the communication takes place, because the sounds and climate may hinder communication (Ewing 2013). There are also linguistic and cultural contexts that affect communication (Ewing 2013). In the United States, for example, since there are so many cultures blended together, people tend to be more open-minded (Ewing 2013). Any of these factors may have the power to change how every individual perceives a message. This is why managers should remember the impact of contexts on conversations, and plan their messages, speeches, and meetings to make sure that as many employees as possible will understand what is being said.

Ewing found that since people have so many ways to communicate, especially now through electronic channels and the Internet, that more and more classes are being developed to teach people of how they can properly use modern technology to communicate (Ewing 2013). This occurrence is both a blessing and a burden in modern times, because although there are benefits to having a lot of information, it is all open to interpretation (Ewing 2013). People will still continue to discuss how communication can be used, and how it can be improved.

2.2 Introverts and Extroverts

The terms “introvert” and “extrovert” were studied by the psychiatrist Carl Jung, because he was focusing on personality theory (Weber 2014: 9). Extroverts prefer to be speaking and communicating outwards, whereas introverts prefer to think about ideas

that are on the inside (Weber 2014: 9). Although some seem to be more extroverted than others, or vice versa, this is always subject to change. Researchers have been finding in the more recent years that everyone is actually more likely to be ambivert, because there is a mixture of extrovert and introvert traits (Weber 2014: 9). What this means is that even though certain people are comfortable enough to speak during a meeting, they still enjoy setting aside some time to think and organize their ideas on their own (Weber 2014: 9).

Some of the distinct differences that Carl Jung noticed between extroverts and introverts are illustrated in the table below:

Figure 1: Carl Jung’s Main Points About Extroverts and Introverts

Extrovert preferences:	Introvert preferences:
Talk out loud to sort through their ideas.	Think things through before speaking.
Communicate freely with anyone about themselves.	Openly talk about themselves with people they know and trust.
Visibly gregarious.	Visibly stay in the background.
Prefer communicating on the telephone or in-person.	Prefer to communicate in writing including e-mail exchange.
Usually prefer getting input from as many people as possible.	Prefer one-to-one conversations over meetings.

Figure 1: Weber, Patricia. 2014. *Communication Toolkit for Introverts*. Birmingham, UK: Impact Publishing. eBook Academic Collection (EBSCOhost). EBSCOhost. [viewed 13 April 2018] Pp. 9.

Extroverts are inspired by what they see and hear on the outside, but introverts are inspired by what they are reflecting about on the inside (Weber 2014: 10). Weber suggests that people understand the differences of how extroverts communicate, and how introverts communicate (Weber 2014: 10). Furthermore, extroverts and introverts

just have different ways of how they derive their energy, thus any misinterpretations during communication are a result of misunderstanding about the communication styles of others (Weber 2014: 12). For example, misunderstandings might happen if an extrovert fails to think before he or she speaks (Weber 2014: 12). To avoid miscommunication, Weber suggests that people try to understand the communication preferences of everyone else, to communicate with clarity, to be accepting that everyone is different, and to realize that everyone changes from extrovert, to introvert, to ambivert traits all day (Weber 2014: 14). There is no right or wrong way when it comes to being an extrovert, and introvert, and an ambivert, but a good understanding about these personalities will lead to better communication.

A manager who is actually an introvert still has chances of being an excellent manager, because he or she is willing to be open to hearing new ideas from the other team members. In fact, it may be excellent to end up with a manager who is introverted because they can prove to be more patient during company discussions, give more strategically planned replies to the team, don't make a final decision until they have heard everyone's opinion and they've seen all of the facts first, they take the time to listen and think while others are speaking, and they avoid choosing an option that has high risk involved (Lipman 2015). What's more, employees often follow and trust the guidance of managers who are introverts because everyone knows that whatever that manager has to say is reliable. If introverted managers are up to the challenge to get up and speak in front of the group, and step in during difficult times, then the rest of the members of the team will also be encouraged to share their ideas. Whether a manager is more outgoing, or is more introverted, they can still be successful if they are open to new ideas.

2.3 Communicating with credibility

Managers have to choose their words with caution, to portray the right message, while showing that they understand the audience and are even willing to listen to others. Managers should use a careful choice of words, because they can set the mood among employees, whether it is "excitement," "confusion," or "frustration" (Pollak 2014: 120). A crucial point from the communication tips found in the *Communicate with Confidence* book is that in order for managers to actually begin communicating effectively in the workplace, there needs to be a sense of credibility (Booher 2012). That being said, the

first point that managers can make sure to make is to find common grounds with others to work off of, including common experiences, goals, or hobbies. These commonalities will help to start with because they will build trust between colleagues. This way, managers will know how to make the environment a wonderful place to work. Pollak also agrees with this point because she suggests that leaders should not fall into the false idea that the conversation is only about them (Pollak 2014). She offers leaders a great suggestion to improve their choice of words when communicating to employees, because she suggests that they can avoid the pronoun “I” at the beginning of the sentence, or even better, to avoid words like “I believe” at the beginning of the sentence, and just continue the sentence without those words (Pollak 2014: 120). Although the word “I” could be avoided in a leader’s speech in an effort to avoid feelings of belittlement, choosing to use the word “we” instead will make all employees feel welcomed (Pollak 2014: 120). This way, the group moral will never be forgotten. After all, leaders are members of the team, just like everyone else is part of the team. Howell and Rowe also agree with Pollak that managers should use language that drives employees to achieve goals (Howell and Rowe 2014: 6). They suggest that managers use words that allow others to sense the vision that is being discussed. They go on to give examples of a few phrases that managers can use, and all of these phrases include words such as “we,” “achieve,” “our team,” and “collaborate” (Howell and Rowe 2014: 7). Howell and Rowe warn managers not to fool their co-workers by using priming words (Howell and Rowe 2014: 7). Instead, they should use the inspirational words to convince others to trust the common vision or objective of success.

Next, managers will be able to communicate successfully with employees by showing that they have good intentions by showing others that they take everyone into consideration, and not just themselves. They should understand other people’s words or behaviours. Managers should make sure to say correct points and admit it if they don’t know something, and avoid saying things that are over the top. In her book, Pollak describes this as “knowing the audience” (Pollak 2014: 122). In other words, despite the busy responsibilities that managers are facing every day, it is very important for them to be adaptable and considerate of all of the different people they are working with. Instead of thinking how they originally wanted to say the message, managers must consider how employees are expecting to receive the information (Pollak 2014: 122). When managers reply to their fellow employees, they can try to use language and

vocabulary, and critical points that were similar to the words used by other employees (Pollak 2014: 122). This proves to the other team members in the room that they are being listened too. Listening is equally as important as speaking because every employee's needs to feel that they are always being considered in team discussions. Also, managers need to think of how the audience is expecting to take in the information presented to them, and consider the audience's perspective. Pollak explains that an example of this is for a manager to use statistical facts and charts if they will be giving a presentation for the members of the finance department (Pollak 2014: 122). If employees from all of the departments will be present at the meeting, then maybe it's best if the manager gives a presentation using PowerPoint slides, or hand out visual examples of key points on printed paper (Pollak 2014: 122). These are ways that managers can show to their employees that they are being considerate of presenting what they are expecting to hear from the manager.

If managers want to seem firm, it's fine, but they must also be open to change. Employees are comfortable with the communication styles from their specific generations, Pollak points out, because all employees have different ages (Pollak 2014: 123). For instance, Pollak noticed that employees who are considered millennials often ask the question "why?" during a meeting, whereas people from older generations don't raise questions as much (Pollak 2014: 123). A great way to avoid confusion from this is for managers to make sure they are explaining why each topic is presented the way it is, to make sure that millennials will have at least most of their questions answered as soon as possible. Also, leaders can use humour when appropriate, but avoid touching because it's inappropriate. For people who are not as fluent in the language, managers must speak slower for them. They should also keep in mind that they should understand if someone's kindness is genuine or a cover for other feelings. It will be very beneficial if leaders try to guess and understand the emotional state of their audience, and craft their speech in a way that will be understood by everyone (Pollak 2014: 123). There is also the risk that the employees may become upset or excited by something that they hear. A wonderful method that helped Pollak at the beginning of every time she had to speak to her employees was to ask them what was the reason they went to the meeting (Pollak 2014: 123). If the employees answer in a positive way, then the manager knows that everyone has a happy mood. If the answer is very indifferent or even negative, then the manager knows that he or she must choose more positive words to engage the audience,

and ultimately dive into the discussion successfully. A final point is for managers to use eye contact so that people can better understand what is being said, and use handshakes when appropriate (Pollak 2014: 123). All of these points will help to create a sense of credibility and understanding in the company.

2.4 Effective Meetings

Managers should plan out their speeches and conversations, making sure that they begin exactly on time, and neither too early, nor too late. When a manager is going to begin a meeting, they set the atmosphere from the first moment of the discussion. He or she also has to make sure that everyone is on track. Victor Lipman suggests that managers begin meetings on time and do not wait for people who walk in late (Lipman 2015: 74). He then goes on to say that managers understand the objective of the meeting clearly themselves before the meeting even begins, select who will attend the meeting carefully, schedule the meeting for half of the time it was originally expected to last (for example, holding a meeting for a half hour even though an hour was originally though sufficient), and decide to use stand-up meetings if it's appropriate enough for the specific objective (because solutions are usually reached faster during meetings where the employees are standing) (Lipman 2015: 74). Spending the time to plan out a meeting from beforehand is a smart investment of time for managers, because employees prefer meetings that are short and to the point.

Improving communication causes managers to increase the team moral (Pollak 2014). All employees want to view their managers as people who can lead them and motivate them (Booher 2012). From the beginning, the manager needs to symbolize a sense of authority, but without looking too menacing. To prepare for the meeting, the manager needs to think of how much of the conversation they will allow the other employees to form the discussion, how they will prevent stronger characters from over speaking over more soft spoken employees, and if there will be some kind of a vote during the meeting. Pollak suggests that managers can create little surveys through *Google* or through *SurveyMonkey.com* to give out to employees during group meetings (Pollak 2014: 124). Further, to avoid distractions during the meeting, the manager can ask all employees to turn off their electronic devices, and if they still have to take care of something before the meeting, to quickly do so. This is because in today's busy society, most people are checking their emails and mobile phones, but this causes a distraction when employees

will want to communicate with one another. If the meeting's purpose is to create new ideas for a company project, rather than just inform others of a company policy, then the manager should build a more active conversation so that as many members as possible will have the chance to participate. A great way to encourage others to speak up and give ideas is to perhaps address some colleagues by name so as to get their attention and give an input of an idea if they have one. Managers need to remember that some employees are not as interested as others may be in the discussion and they require more motivation.

If the manager is not certain about a decision that they have made and want to hear other opinions about it, they have to say so at the beginning of the meeting. One such way to get everyone's attention is for the manager to state a decision they have made, but ask everyone to please give their opinions about it. However, if the manager knows that a certain decision is not sitting well with a specific employee, then holding a meeting with the entire group is not the best solution, because meetings are not great places for disputes. A manager needs to determine if a meeting is even necessary in the first place (Lipman 2015). There are situations where the discussion can just be done through a quick email instead, and thus saving valuable work time. Employee meetings should be places where employees can give worthwhile comments, and use the time to fairly collaborate together. In fact, if there is ever an issue or problem that can lead to difficult disputes, then managers can create surveys instead, because that can save any awkwardness that may arise during meetings about the issue.

Successful meetings are ones that are as quick as possible and to the point. If at some point, a meeting with employees needs someone to lead the discussion on, the manager has to intervene, just to keep things rolling. The meeting will never reach a solution if someone isn't there to summarize the main points as the discussion moves along to the next point. If there is a moment of silence or confusion, the manager can ask if anyone else can suggest a solution.

2.5 Ways managers can improve communication

Harvard Business School Professor John P. Kotter offers seven tips for managers to follow in order to improve workplace communication in his 1996 book called *Leading Change* (Kotter 1996). Kotter found that usually managers who have more intellectual

personalities may fall into the habit of not communicating clearly with their employees, because they believe that since they are the managers, they should be able to simply give tasks and work goals, without offering some kind of guidance or conversation (Kotter 1996). This is very frustrating for employees, because they will find themselves confused and disrespected by management. He also found that if a vision is portrayed to employees, there's only about .58 per cent of the change vision communicated, and approximately 99.42 per cent of other communication (Kotter 1996: 89). Kotter shows his findings in the following figure:

Figure 2: Vision Communication

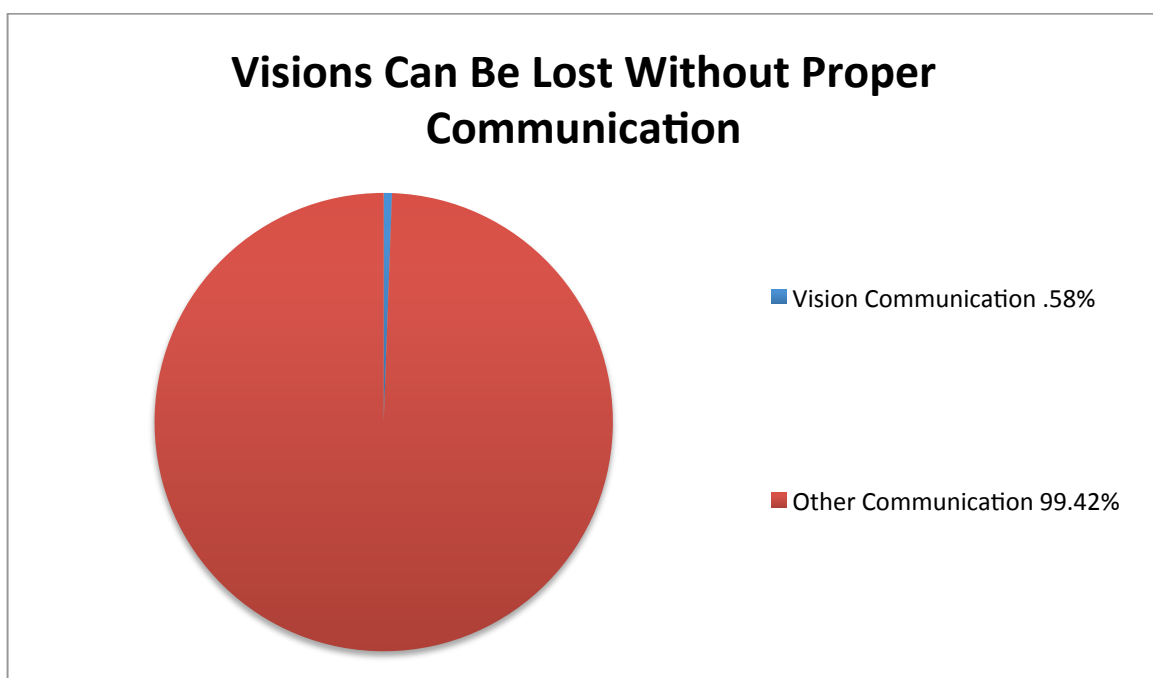


Figure 2: Kotter, John P. *Leading Change*. Harvard Business School Press. 1996. Pp. 89.

He found these statistics by seeing how normally, it takes about three months to communicate 2,300,000 words to an employee (Kotter 1996: 89). Then, to communicate a work vision, about 13,400 words are communicated in approximately three months (Kotter 1996: 89). Thus, 13,400 divided by 2,300,000 equals .0058, so the change vision only makes up about .58 of the total work communication (Kotter 1996: 89). Due to these statistics, it's evident that clear communication is very critical at work.

The first step, according to Kotter, for managers to improve communication, is to keep communication short and simple (Kotter 1996: 90). Stating work objective with lots of

difficult to understand words will only cause employees to alienate and be confused. Instead, if employees carefully form their phrases to be easy to understand, and as short as possible, then everyone will be on the same page. Secondly, effective business language uses metaphors, imagery, and creative words (Kotter 1996: 91). Colourful words help to make a difficult phrase or idea easier to understand. A beautifully worded statement can make a longer lasting impression on employees, over a regular dull message. Third, Kotter thinks that managers should opt to use many different forms of communication, so that the chances of people hearing and understanding an idea are increased (Kotter 1996: 93). For example, managers should take advantage of all the many channels of communication, including meetings, emails, and memos (Kotter 1996: 93). This way, critical ideas will reach as many people as possible. The fourth point is to always use changes to repeat messages (Kotter 1996: 94). If an idea is repeated again and again, then employees will be more likely to notice it and remember it. What's more, if there are any possible questions about the idea, then there will be many changes to start worthwhile conversations about them. The fifth step is for managers to actually change their behaviours in positive ways, so that the employees can also follow the example, and will want to make the positive work change themselves (Kotter 1996: 95). An example of a manager leading by example is when a customer complains about the customer service of a certain store, so the manager decides to improve his or her behaviour by being more respectful and considerate to customers, and as a result, the other employees will also want to follow the manager's positive example of change. The sixth point is for managers to seek ways to fix any inconsistencies at work (Kotter 1996: 97). An example of a workplace inconsistency is when there are major cuts happening in the company- for example, office parties are being cancelled, but managers still hold parties for the management department, thus making the other employees feel left out (Kotter 1996: 98). As mentioned earlier, employees want to feel that their company is credible and honest. Employees will put more trust in their managers if the managers recognize the need to avoid and eliminate any inconsistencies. Finally, the last point is to keep vision communication a two-way conversation (Kotter 1996: 99). A manager must not state a vision or an idea, not pay attention to what anyone else has to say, and then expect employees to listen and follow along. If managers want others to listen to them, then they too must always be willing to listen to others. Any type of transformation needs the cooperation of everyone in the team.

2.6 Communicating Objectives through Feedback

Employees need help from their managers from time to time in order to improve their performance, thus opening the need for thoughtful and loyal feedback sessions. These ratings prove that the feedback sessions are fine, but have areas for improvement. Although some want to argue that workplace feedback is time consuming, if managers can make it quick and to the point, it will be very beneficial (Marthouret and Sigvardsson 2016). Managers can make feedback short and it can be used as a great method of communication. In order for a feedback session to be most affective, managers must follow a quick process. Victor Lipman found that performance evaluation sessions can be very stressful if not planned carefully, but can be positively constructive if planned correctly (Lipman 2015: 55). What managers can do is to first state what basic goals the employee has before him/herself. Then, the manager can praise the colleague on something that they did excellently. The manager then has the chance to state what the employee did incorrectly, but he or she must remember to say to the employee that they are valued and appreciated. This process is effective because employees need to first feel confidence to be motivated about their work, and then hear some criticism of what they can improve on.

A task in the workplace is two-fold: both a goal is needed and feedback is needed (Kouzes and Posner 2012: 282). The findings from the research done from the Figure 3 show how goals and feedback go hand in hand. The vertical axis represents Motivation, and the horizontal axis represents goals and feedback, and so on.

Figure 3: Goals, Feedback, and Motivation

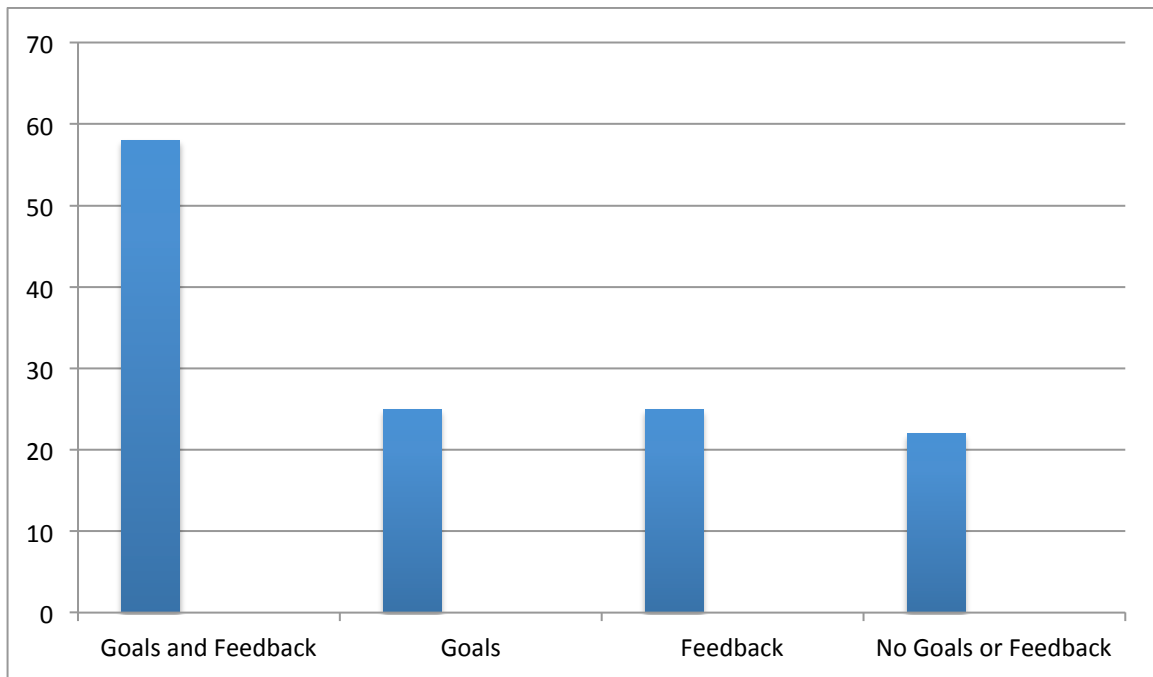


Figure 3: Bandura, A. and Cervone, D., *Self-Evaluative and Self-Efficacy Mechanism Governing Motivational Effects of Goal Systems*, *Journal of Personality and Social Psychology* 45 (1983): 1017-1028. From: Kouzes, James M. and Posner, Barry Z. 2012. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. Jossey- Bass San Francisco Pp. 283.

Stating an idea that employees have to follow is only stating a purpose, because people need to know how their progress is doing. Employees will only be able to adjust their work to fit the team's goals correctly if they are given ample explanations about their progress (Kouzes and Posner 2012: 283). Feedback is great for improving a company's organizational culture because employees will realize which team members they need help from, or vice-versa, which team members they can offer their own assistance to. Providing no feedback at all is horrible, because it will only cause more stress and confusion (Kouzes and Posner 2012: 283). Managers and employees should encourage one another during feedback discussions so that the entire organization can grow.

Providing feedback is a great communication tool, but if managers don't know how to use it or if they are not willing to constantly make improvements to it, it can seem fruitless (Lipman 2015: 55). Feedback that is unsuccessful evaluates the employees based on what they are doing wrong. This negative type of feedback is not very productive because it is highly critical. Managers with more aggressive personalities have higher chances of falling into the mistake of preferring negative feedback sessions (Lipman 2015: 56). Managers who have calm personalities mainly choose to talk about

what employees are doing correctly during feedback conversations. The best feedback sessions are the ones that have a balance of both critical and positive comments (Lipman 2015: 56). A helpful tip that managers should follow is to be firm but generous when needed during feedback discussions. Managers should also make sure that their comments make sense, so that the employees will understand when and why they did something wrong, or something right (Lipman 2015: 57). Another great way to make feedback meaningful is to continuously find opportunities to communicate with employees, even outside of feedback sessions. Managers can even call in certain employees, such as new employees, for quick meetings if they realize that something can be discussed (Lipman 2015: 57). A new employee, for instance, may require more feedback than a senior employee. There is no set rule of how many meetings are the best number of meetings that need to be held, but managers can decide this based on the personalities and abilities of each and every employee. Christine Comaford, a contributor to *Forbes*, suggests that managers avoid out-dated feedback methods where employees were given a specific score based on their performance, but to keep the topic of motivation on going, and to allow employees from every department to collaborate (Comaford 2018). Employees will trust managers more, because feedback sessions will have purpose and not be boring. Also, managers should not be speaking only in monologue, because feedback discussions should be dialogues (Lipman 2015: 58). Both the manager and the employees must discuss what was done wrongly and correctly during feedback sessions, and what can be done to improve should be included as well. Then, the discussion can end with talking about what the employee has planned for the future, what new skills he or she wants to learn, and what goals he or she seeks to reach (Lipman 2015: 58). This way, the team's sense of loyalty is strengthened because the manager is taking the time to show interest in the entire organization. Managers who do not care to resolve issues that happen throughout the year will notice the catastrophe that they can cause during feedback discussions (Lipman 2015: 59). This is why it's so crucial for managers to remember the power of communication all year long.

Managers must discuss objectives with the employees so as to make sure that these goals are logical, attainable, and agreed upon. When a feedback discussion begins, the reason of the conversation needs to be clarified from the start to avoid any conflict or confusion (Lipman 2015: 60). The objectives should be ones that can be measured and can be completely understood. A goal should involve the teamwork of the manager

cooperating with the employees, so that employees can remain motivated throughout the completion of the objective (Lipman 2015: 61). There's a positive effect if employees are given the chance to help formulate their objectives with their managers because they are taking an active part in setting their goals. Setting these objectives deserves spending time holding dialogues between managers and employees, to make sure that the goals are beneficial to the entire company (Lipman 2015: 61). Furthermore, the objectives need to be attainable, and not too high or too low. Victor Lipman found that spending time to improve discussions about employee objectives is time well spent, because it brings positive increases in work performance (Lipman 2015: 65).

2.7 Workplace Message Options

Communication can be anywhere from being very simple, to extremely large and complex. Messages are either verbalized, non-spoken, written down, or in the form of an image (Eunson 2007: 15). Examples of messages are when people greet each other, when people smile at others, when letters are sent, and when a manager is speaking at a meeting (Eunson 2007: 15). The effect of messages is evident through several factors, including the choice of words, if the audience is listening intently, if the speaker used any spaces in the speech, if the speaker used good manners, and if the speaker was trying to persuade the audience about an objective (Eunson 2007: 16). Some messages go through editing stages before they are even transmitted, and some are not (Eunson 2007: 17). If editing on the message will be done depends on every situation. For instance, there are certain situations where a more authentic message is expected, thus editing is not really needed. Everyday interpersonal conversations, such as conversations between family members, use little to no editing for their messages (Eunson 2007: 17). It is more common to encounter messages that are edited at a university, in the media, or at a corporation.

If managers don't know the most effective ways to communicate a message to their employees, because employees have various ages and come from different generations, then the manager can "pause and observe" (Pollak 2014: 127). A manager can observe to try to decide if an employee is a millennial, for example, so then a message can best get to them through technology and email. Millennials are more open to collaborating with others and want to continue developing themselves, but employees from Generation Z are more independent workers who are thinking about their salaries and

seek fast feedback (Comaford 2018). What they both want are constant conversations, and not just annual meetings. What is for sure is that if managers are wondering what kind of mode of messaging they want to use in every unique situation, it will be helpful to consider the strongest tool to get the message to the specific audience (Eunson 2007: 31). Figure 4 illustrates how managers can visualize the message mode selection process:

Figure 4: Message Mode Selection

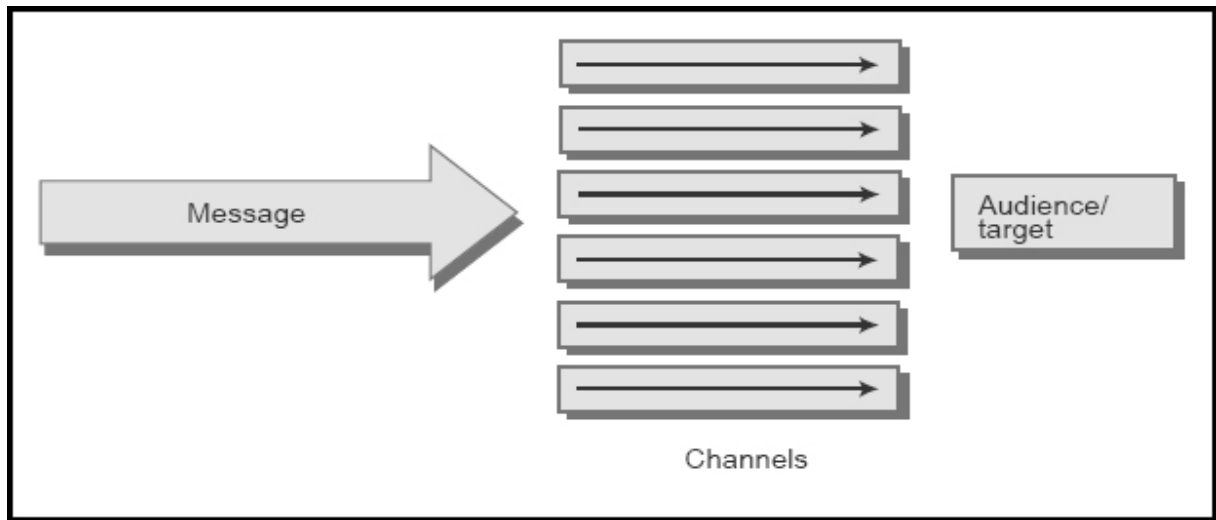


Figure 4: Eunson, Baden. 2007. *Communication In The Workplace*, Milton, Qld: Wrightbooks, eBook Academic Collection (EBSCOhost), EBSCOhost, viewed 7 February 2018. Chapter 2: How Communication Works, and How it Breaks Down- a Model Communication- a Model: Matching Strategies, Messages, Channels and Audiences. Pp. 31.

Eunson suggests that managers also choose more than one method of communicating a message at a time, to increase the chances of getting the message across, but he also urges managers to choose communication modes that they feel the most comfortable using (Eunson 2007). If a manager uses a communication channel that he or she is the best at using, then it is more likely that the message will get across successfully. Thus, the channel of communication depends largely on the context of the situation.

If a manager notices that an individual prefers to give a telephone call or simply walk to where the manager's office is to relay a message, then the traditional ways of communicating are the best with that specific member of the team (Pollak 2014: 127).

Even though it's annoying that a manager has to be observant about the communication styles of every employee, it's important because people will only respond if they are only communicated with in their preferred method (Pollak 2014: 127). After all, managers can't fulfil their goals if they are not able to first receive responses and attention from the other team members.

When a message that is very emotional, very positive, or very negative, then it's best to convey the message face to face. Face to face is the best method for these types of situations, or situations where an employee has to be reprimanded for something they did, because it can help to avoid conflicts (Pollak 2014: 128). If the discussion will get emotional, the leader will remember to use eye contact, and will try to keep the conversation calm and professional. If this type of distressful message were to be sent by email, it might cause more confusion than if it were said face to face (Pollak 2014: 128). Pollak believes that the face to face method of communication allows an employee, and especially a young employee, to prove that he or she is mature enough to solve a problem head on, while also remembering to stay calm and professional at all times (Pollak 2014: 128). Fortunately, a face-to-face message is a happy occurrence if the message is a positive one.

Sending an email as a form of communication is a very widely used choice, according to Pollak, although not very successful in its purpose (Pollak 2014: 129). This is because it's difficult to tell when the email was received, or even if it was successfully sent at all (Pollak 2014: 129). Acknowledging this, Pollak thinks that emails are the best forms of communication of employees to use when the message is really short, or if it's very long (Pollak 2014: 129). An email is a great tool because it gives the team member a chance to think about what they want to say, based on the situation at hand, and carefully choose the right language to use for every different situation. Emails also can keep record of the discussions, and managers should give employees time to read the emails and respond to them when they will find time to do so (Pollak 2014: 129). If meeting the other person is not needed, emails are great to use, because calling the person or seeing them might not be necessary (Pollak 2014: 129). Simply put, emails are a great tool to send a defined message quickly.

A phone call is a more traditional way of communicating, but is a better choice if the message needs to get across as soon as possible. If for example, Pollak points out, if a

company printer is suddenly not working, then it would be best for the employee to give a phone call in order to try to find a solution to the problem (Pollak 2014: 130). Phone calling is also the best communication choice if a written record of the conversation is not wanted, or if an answer to an issue is needed immediately. In these situations, waiting for email responses are not worth the time needed (Pollak 2014: 130). It will be a less common communication method of choice for millennial employees, because they are more accustomed to using email on a daily basis. If a millennial employee will decide to use a phone call to give a message to a manager or another employee, that millennial will seem very impressive because it's not as expected from them to happen (Pollak 2014: 130). Even though people are turning more and more to electronic forms of communication, the phone call option should not be forgotten because it can be a very fast and successful way to relay a message at times.

Typing a text message is also becoming an option to use to communicate with others in the workplace, but it's not very professional, and it's not commonly used for professional situations as of yet. Lindsey Pollak saw many mistakes happen when employees chose to give a workplace message through text, and that's why it's not the best choice to select for professional communication (Pollak 2014: 131). Sending a text message may seem rude, compared to giving a phone call. Pollak points out that the only few instances where it would be acceptable to send a text message in the workplace is when the two employees have sent text messages to each other before, and she also thinks that if the other employee has never received a text message from the employee in question before, then the employee must state his or her name at the beginning of the message for identification purposes (Pollak 2014: 131). It's also best not to text a message to a manager and a higher-level employee, because texting is more common among people who are already acquainted with one another.

Managers can also let others know what communication methods they prefer best. There's nothing wrong with a manager having a conversation with employees about favourite communication styles, and managers can hint to this when they are introducing themselves to others (Pollak 2014: 133). Eunson also believes that managers who are flexible enough to become aware of and become masters of a variety of communication options, will seem versatile to employees (Eunson 2007: 36). Thus, a flexible manager is also a successful communicator of company messages.

2.8 Using online social platform tools to communicate at work

Getting co-workers to collaborate together can sometimes be hard, but luckily in this modern age, managers can learn how to use technology to try to synchronize everyone's conversations. A contributor to the business section of the website called *The Sociable*, named Boris Dzhingarov, points that about 31 hours per month are wasted on meetings, when this time could be saved through communicating online instead (Dzhingarov 2018). He suggests that instead, there should be an online platform where members of the same project can add input and collaborate together to complete the task. This way, every employee can be located at different places, and still be able to communicate about the same conversation. If the team members are able to complete a video chat through Skype or Viber, or other such applications, then they will be able to speak with one another, even though they are not located at the same area (Dzhingarov 2018). Having meetings through video calls still gives employees the chance to complete feedback sessions, or offer new ideas if they'd like. Dzhingarov also found that many companies and organizations are choosing to have social intranets at the disposal of their employees, so that everyone can post comments, ideas, pictures, and even communication with their teammates (Dzhingarov 2018). Social intranets help employees to communicate faster, and strengthen the sense of teamwork in the company. Using social platforms correctly and effectively, Dzhingarov argues, will help to avoid workplace conflict, and will make communication a breeze.

Although an online company website has its advantages, it also has disadvantages. Baden Eunson agrees with Dzhingarov that it's very simple for employees to access the company platform, and exchange ideas quickly, thus any new company changes in objectives can be updated quickly as well (Eunson 2007: 29). The set back about using a company website is that the necessary tools to even set up this platform must be available. Plus, any company issues or accomplishments may easily be overlooked or ignored whenever they are posted to the website (Eunson 2007: 29). This is why it's important for employees to learn how to properly use their company's online platforms, and to keep the discourse professional at all times.

2.9 Communicating flexibly with difficult personalities

Some employees are very smart, but they're hard to work with. With these kinds of employees, managers can try to clearly state what is expected from the employees, and let them know that gossip and work of low quality are not favoured (Lipman 2015: 89). Also, holding feedback sessions and creating yearly work objectives are great performance communication and evaluation methods used by managers. Managers should take any opportunity to provide feedback, and not wait until the yearly feedback sessions, because there's nothing wrong with explaining to an employee how they went wrong, or even praise them on how they did something right. Secondly, managers should not avoid bringing up an issue that needs to be identified (Lipman 2015: 89). They need to clearly state what problem is happening at work, so that they can then also discuss what can be done to solve it. Next, managers should keep emotions out of the work place, to set a good example for employees to follow (Lipman 2015: 90). If employees will see an angry and dramatic manager communicating with them at a meeting, then the company will not seem very professional. The manager is supposed to symbolize leadership, so employees expect to see a highly moral manager. Also, managers will find it very useful if they remember to write down quick notes about employee problems to document these issues (Lipman 2015: 90). These notes can be quick and precise, and they will be helpful when it comes time to write yearly employee performance forms.

Managers should be flexible enough to be understanding of other people's opinions. If an employee is not agreeing with a manager's style, maybe there is some truth to the employee's assumptions (Lipman 2015: 90). Managers are only human, like everyone else, so they should reflect on what is going on at work and realize that they are not always necessarily following a correct management regiment. They should be open to change, and they must be willing to listen to the team members' opinions. However, if a manager notices that a specific employee is not improving for the better, and an employee problem that was discussed again and again is not getting resolved, then the manager has to decide when it's time to let that employee go from the company (Lipman 2015: 91). Managers should understand when toleration towards a specific employee is leading to nowhere, and thus the necessary measures to terminate the employee need to

be taken. To help with these situations, management should collaborate with the Human Resources Department.

Learning how to communicate with creative and artistic employees is also challenging, because these kinds of individuals seek to be managed lightly. In other words, it's best if managers state to creative employees what needs to be done, but then do not say how to specifically get the project done (Lipman 2015: 93). Creative workers do not want to be pestered by a manager who is too controlling. What's beautiful to see is that as a result to being stated a problem, creative individuals then craft a necessary plan for a solution themselves. They may in fact prove to be excellent business workers because of their creativity and imagination. These kinds of employees enjoy receiving praise, and welcome thoughtful and patient feedback (Lipman 2015: 94). They are attentive when listening to suggestions, but they want to feel that their ideas are being respected at work. However, even though it's great to give these employees a lot of idea room, it needs to be pulled in if a task is going off track. Moreover, managers who listen to ideas from creative employees and are flexible to understanding other ideas will see the company profiting (Lipman 2015: 96). This is because a manager's idea is not always the best idea; someone who has a more creative mind-set might have a better option to offer in certain circumstances.

Chapter 3

Motivating Employees

Employees need to stay motivated at work. The truth is, managers have a great impact on employee motivation. Managers can understand how to use praise and rewards productively to encourage employees to perform at their very best. Without motivation, employees will not be able to complete work objectives, and will not be able to improve their skills as best as possible.

3.1 The origins of motivation

Each and every individual human being has a different personality. People's variety of dreams and daily objectives has a profound effect on what motivates them. Usually, people who are considered introverts prefer to receive quiet recognition from their managers, or are able to motivate themselves more than extroverts can (Bertelsen 2012: 7). As mentioned more in depth before, extroverts are the opposite of introverts, because extroverts enjoy being around a large crowd, and enjoy getting public recognition from their managers in front of everyone (Bertelsen 2012: 7). Managers still must get to know their employees to learn about their personalities and what kinds of motivations they all seek, because there are also people who have characteristics of both introverts and extroverts, or there are some people who do not want to be labelled as being either an introvert or an extrovert. According to Abraham Maslow's Hierarchy of Needs, humans first have personal needs, and then also have other more complex needs (Judge and Robbins 2009 from Bertelsen 2012: 8). Maslow's hierarchy of needs is very relatable to the workplace, because an employee is seeking to fulfil his or her personal and creative needs, and then also wants to fulfil the needs and objectives of the entire organization. The Herzberg theory is even more strongly related to the corporate world, because the Herzberg theory states that employees are motivated by looking forward to receiving recognitions, having opportunities for promotions, reaching work objectives,

and enjoying being at work (Judge and Robbins 2009 from Bertelsen 2012: 8). McGregor's Theory is based on the manager's role in employee motivation (Judge and Robbins 2009 from Bertelsen 2012: 8). This theory basically is saying that a positive manager who believes in his or her employees will result in having successful and motivated employees, whereas a negative manager who does not have faith in employee abilities will see negative productivity results in the company.

Beth Bertelsen agrees with Pollak and Comaford in that since all employees come from different generations and have different ages, what motivates them will also be different. Both Comaford and Bertelsen noticed that young millennials are still thinking of developing themselves and want opportunities to travel. However, there is a point where Comaford and Bertelsen do not exactly agree: Comaford believes that older workers are thinking about getting their pay checks, whereas Bertelsen believes that millennials are obsessed with making money (Bertelsen 2012: 8). Perhaps what Comaford means to say that older aged employees are so set on their paychecks because they have been used to it for many years, and Bertelsen thinks that millennials are focused on making lots of money because she's viewing it from a developmental lens. Millennials are looking to make more and more money in a sense that they always want their salaries to be growing and developing, just like themselves. Bertelsen also believes that young employees who also started to have children of their own are focused on finding opportunities for music lessons, sports groups, and other such activities for their small children (Bertelsen 2012: 9). Older employees are able to give more time to helping their communities, are willing to train younger employees, and are less likely to look out for advancement opportunities at work because most of them have reached the highest levels they have dreamed of reaching at their jobs (Bertelsen 2012: 9). Bertelsen goes on to suggest that employees will be more motivated in a job if there is more variety in job tasks, schedules, challenges, and procedures (Bertelsen 2012: 11). Employees will also be motivated if they can see how a project or a product looks like from start to finish, so that they can actually see the end result. Job roles that are philanthropic in nature are also more motivating, in comparison to monotonous factory jobs (Bertelsen 2012: 11). Other factors such as matching the job with life goals, ample benefits, learning opportunities, and enjoying being part of the team are all contributors to motivation in the workplace (Bertelsen 2012: 13). Moreover, employees want to see a

variety of work schedules, educational opportunities, job responsibilities, and chances to work with the rest of the team in order to stay motivated.

3.2 Manager's Role in Motivation

When managers actually have fun at their jobs, they set the tone for their employees to be passionate about their work. This fun and productive work effect is referred to as “subjective well-being” (Kouzes and Posner 2012: 314). Managers need to represent a sense of excitement and optimism at work for others. As managers are beginning to understand their employees, they find out what motivates them. After all, just as a musical conductor would make sure everyone is in tune to move on to another song, if a manager wants to move on to another page, it's important to be in sync with everyone else (Crupi 2016). Managers can observe their colleagues behaviours, distribute surveys, or even have conversations with them to get to know what motivates them (Belker, McCormick, and Topchick 2012: 109). Bertelsen also agrees that managers should get to know what motivates their employees, and she also agrees that they can even give out a survey to find this out, if they feel it is necessary (Bertelsen 2012: 15). The best kinds of managers are the ones who can work with all different types of personalities. They have the talent and capability to encourage everyone to work towards the company's common goals (Lipman 2015: 42). Extrinsic motivation is recognition from the manager, the company reward system, and other such external motivations present in the corporate environment (Bertelsen 2012: 9). Despite any differences or difficulties, successful managers are able to keep everyone positive and on-task. They can always think of ways to build the team, and keep employees motivated.

Self-motivation is the most powerful kind of motivation because even though all members have common goals for the entire company, their individual goals motivate them the most. The opposite of extrinsic motivation is intrinsic motivation, which is the type of motivation that an employee has in mind based on personal goals and it comes from within (Bertelsen 2012: 9). Knowing this, managers can work to match employee self-interests with company interests. Employees will work their hardest if they also enjoy working with their fellow team members (Kouzes and Posner 2012: 313). However, it's also important to note that since everyone has different personalities, they will react differently to different things. Some workers are most motivated by the possibility of getting a promotion, but others are looking for a salary increase. In his line

of work, Crupi realized that the most motivated employees are the ones who have goals beyond themselves (Crupi 2016). These employees don't see work as just work, and are driven for what they do. Others want to look up to these kinds of people.

Research done a few years ago through a university in Portugal has found that employee performance does not necessarily depend on factors like how many hours of work are given out, even though this factor may have had a greater effect on employee performance in the past (Hoekstra 2014). Theory shows that it seems to be the case that employees are affected by motivational factors to a large degree. Corporations will aim at keeping everyone at work motivated. Of course, it is important to keep in mind that the company's rules and regulations must be followed. These Portuguese researchers have stated that "...the underlying principle of this work is that both the worker and the team manager negotiate to find the most suited combination of tasks/rewards to improve their employment relationship and, above all, the satisfaction, motivation and commitment of the worker" (Hoekstra 2014: 93). When everyone is motivated, tasks become completed in a timely manner, and the organization's image becomes more impressive. The researchers at this university in Portugal who have pointed out this connection between worker and management cooperation suggest planning out a "*Motivation Profile*" to display this mechanism (Hoekstra 2014: 91). A worker's *Motivational Profile* must include motivating factors in a hierarchical selection, and another section where the motivational factors are listed more specifically according to how important they are and how much they weigh in the worker's opinion (Hoekstra 2014: 91). According to the scholars who wrote this paper, examples of motivational factors are: incentives, fear of punishments, achievement and recognition, growth and education, power, and social activities (Hoekstra 2014: 91). Every person is different and so each of these factors will affect people in different ways at work.

Employees want to be understood as people, not just as objects for labour. Managers need to find ways to understand their employees, because they want to be appreciated for what they do. This way, if a manager ever has to stand up to the plate and show authority, the employees will be more understanding and respectful. In fact, everyone has different expectations about motivational factors. This opens a big challenge for managers, because it means that they really have to get to know their employees to try to figure out what motivates each of them at work. Crupi suggests that managers

actually go out of their way to show employees that they care, by, for example, leaving nutritional snacks in the break room so that employees can feel appreciated (Crupi 2016). Thus, it is proven that leaders actually do care about the wellbeing of their colleagues.

Guy Day, the manager of a recruiting company called Ambition Group, introduced a visitor named Jade Lui to all of his employees when she visited the company (Kouzes and Posner 2012: 273). Every higher-level superior employee was actively helping other employees to become accustomed to the values of the company. They would write the new names of the new employees and consultants on boards placed on the walls, and everyone would clap and cheer when the new names, accomplishments, and company solutions were announced (Kouzes and Posner 2012: 273). Guy would encourage employees to speak up and share their accomplishments with the rest of the team during meetings, and he would explain himself in what ways these mile stones aligned with the company's culture (Kouzes and Posner 2012: 273). The meetings and company parties made the employee feel as if they were welcomed in the community. These company events also connected employees from every department and level, and no one felt left out or forgotten. As a result of Guy Day's optimistic involvement in his employee's motivation, job satisfaction increased and even the entire company productivity benefited.

3.3 Type A and Type B Managers

All managers have different management styles, based on their own personalities, and on what they observe in their employees. Data was collected by Dr. Meyer Friedman and Dr. Ray Rosenman during the 1950s so they could study the chances of people developing heart disease (Lipman 2015: 6). This study lead them to divide human personality into two categories: Type A and Type B personality. Type A people are competitive, always want to win, and have increased stress (Lipman 2015: 7). Type B people are slower, relaxed, and have decreased stress (Lipman 2015: 7). Friedman and Rosenman's study found that Type A individuals had higher risks of developing heart disease, and thus employees under this category have higher chances of becoming obsessed with their work. These findings are very relatable to workplace personalities, and very useful for managers. Most managers are in the Type A personality category, but being forceful or superior can lead to detachment from the team (Lipman 2015: 8). Type

A managers can find themselves isolated from their co-workers, or cause a division among the team, if they are not careful to control their authority.

Managers can try to solve the workplace disengagement problem by choosing to implement Type B leadership qualities. People find managers who are calm, patient, and considerate easier to complete tasks with (Lipman 2015: 9). If managers will be better listeners and communicators, then the disengagement statistic of about 60 per cent will be able to improve (Lipman 2015: 9). The best managers are the ones who can find a balance between Type A personality characteristics and Type B characteristics, and it all depends on different personalities as well.

3.4 Empowering Employees Increases the Organization's Performance

The management department has a lot of power to encourage and empower employees to be better workers, and this will result in an improvement in the company's performance. John P. Kotter points out that managers should realize the importance of using this power to encourage their co-workers, because disempowered employees will not have the ability to achieve goals at work (Kotter 1996: 101). Kotter put together the following figure to visually show key obstacles to empowering employees:

Figure 5: Obstacles For Empowerment

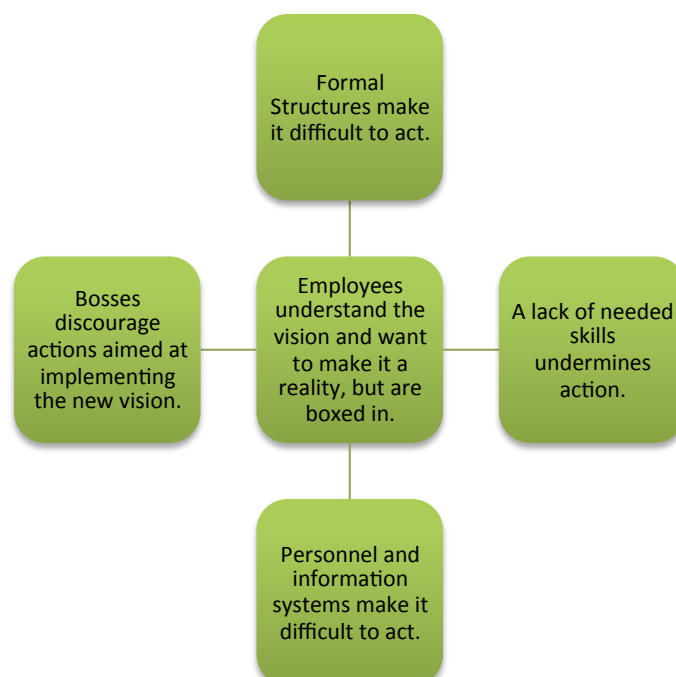


Figure 5: Kotter, John P. *Leading Change*. Harvard Business School Press. 1996. Print. Pp. 102.

Obstacles that managers must sort through include the structure, needed skills, company systems, and the management department (Kotter 1996: 102). These obstacles will be greater if a manager does not have an open and change oriented mind-set. When a manager has a change vision, he or she needs to empower and encourage employees to take part in the process. In situations where employees do not want to make change to their company's organizational culture in order to conform to the demands of their new work services, tasks, and products, disempowered employees will say that they cannot change the organizational structure, because either they think it's not worth the effort or it's simply not possible (Kotter 1996: 104). Employees may be caught up in the feeling of disempowerment if they are stuck in long work hours, and they see change as something that is too difficult to do. An example of an organizational structure barrier is when the employees of an electricity company want to take on more responsibilities in order to improve the company's customer service, but since there are many other departments in the company, managers are complaining that other problems will arise if such changes were attempted to be made (Kotter 1996: 106). When managers neglect to fix structural barriers, then employees become discouraged and give up on any hope to make any changes (Kotter 1996: 106). Even if a manager will try to adjust the organization's design, it will be too late because the employees will be too frustrated to follow a work vision or goal. To combat this issue, Kotter suggests that managers offer skills training, and even attitude training (Kotter 1996: 109). To make work training effective, managers should craft training opportunities to enrich employees behaviourally, motivationally, and occupationally. Training needs to allow employees to improve their professions, while also giving them the tools they need to be more motivated at work. Furthermore, the management team must be willing to change the company structure systems so that they can better serve the ever-changing visions at work (Kotter 1996: 111). This means that managers should revise a hiring process if it's out dated, make improvements to the training routine of the company, and revising the Human Resources system. If the company's systems are too bureaucratic and non-conforming to the modern age, then the employees will be left to feel disempowered (Kotter 1996: 111). Members of the management team need to be understanding of the needs, abilities, and concerns of all of the other employees, and use these facts to make organizational changes to the

company's structure. However, there is also the difficult supervisor obstacle to consider, because employees may feel afraid to have a discussion with a supervisor who is difficult to talk to and is unwilling to change (Kotter 1996: 112). Employees who notice that a supervisor is difficult to deal with will often not speak up about it, because they are afraid that the supervisor has too much power, so nothing will be gained from trying to communicate with the individual. Ignoring this problem will only lead to disempowerment, and the employee must find the courage to communicate with supervisors, even if they have difficult personalities (Kotter 1996: 114). This positive attitude to face teamwork problems respectfully head on will be a rewarding experience, because it will make the employees feel more motivated and empowered.

3.5 Performance Praise vs. Character Praise

There is a difference between the way a manager should give praise for something an employee accomplished related to performance, versus a character accomplishment. In other words, if an employee performed well at a task, the manager should make it clear that they are receiving praise for how they solved that task, so that the employee will correlate the job well done with how they handled the task (Booher 2012: 358). The employee will realize that they received praise for the action that they did. However, if an employee deserves praise for the attitude that they had when facing an issue, or having a positive attitude, then the manager must tell the employee that they are praised for the excellent judgment that they represented. To make praise affective, managers should explain which moments deserved the praise. Take the Guy Day accomplishment board, for example: by allowing employees to write praiseworthy milestones on the boards, Guy was able to boast about employee performance, and congratulate them for what specifically they did right (Kouzes and Posner 2012: 274). In this way, Guy is actively involved in recognizing the need to encourage employees. It would be a pity if employees felt they were ignored and not taken into consideration by their managers (Kouzes and Posner 2012: 275). An orchestral group needs to take pauses from time to time to check to see if any instrument needs tuning, and a workplace group also similarly needs to remember to stop and regroup to get emotional fuel.

3.6 Avoid Demotivating Employees

A manager can instantly demotivate employees, even if he or she didn't intend to do so. If a manager is late for meetings again and again, if he or she bypasses employee messages, if co-worker inputs are not taken into consideration, then the employees will be led to believe that they are not taken into account at work (Lipman 2015: 17). If a manager never remembers to give recognition for accomplishments, then the employees will feel as if they don't matter. If a manager loses his or her temper easily, employees will feel belittled (Lipman 2015: 18). If the manager is too distant, and never tries to motivate employees, then the employees will think they are being ignored. Even a simple "thank you," or a quick recognition during a company meeting, can go a long way, and if managers forget about their team members, then the organization's productivity will suffer greatly (Lipman 2015: 18).

Managers who are too caught up in their busy schedules and do not make time for employee development need to make sure to make employee talent a priority. In a 2012 *Harvard Business Review* study done about employee development, it was found that failing to give employees more training and job opportunities lead to a decrease in employee retention (Cao, Hamori, and Koyuncu 2012 from Lipman 2015: 79). It's detrimental to employee motivation for managers to focus too much on what needs to be done at the moment, instead of looking at longer term goals (Lipman 2015: 79). Managers should never believe that there isn't enough time for employee development, because all they have to do is to prioritize their tasks. It's also useless if managers hold out-dated activities that were supposedly meant for employee development, but were not meeting their purpose effectively (Lipman 2015: 80). These time wasting activities don't fully help with employee development, and they are in serious need of restructuring.

In her recent *Forbes* article, Christine Comaford also looked at the findings from a *Gallup* poll, and was shocked by the effect that insufficient managerial involvement had on workplace motivation (Comaford 2018). According to the *Gallup* poll results, only 2 from every 10 people at work believed that they are being managed in a motivational fashion (Comaford 2018). Only 30 per cent of employees believed that their manager motivated them to follow common goals, only 14 per cent of employees think that performance reviews motivate them to change, and only 26 per cent of employees think that feedback

is actually even helpful for them (Comaford 2018). Due to these statistical facts, *Gallup* believes that around \$960 billion to \$1.2 trillion per year are being lost because employees are not engaged and motivated enough by their managers at work (Comaford 2018). These results are glaring proof that it's crucial for managers to strive to motivate their employees, because work performance will also be improved. Employees need to be optimistic about the organizations and companies that they work for, and they need to look forward to completing their responsibilities at their jobs. In fact, Bertelsen and Comaford also both looked back at the employee engagement poles from *Gallup* (Bertelsen 2012: 11). Bertelsen also agrees that increasing employee engagement and motivation at work will solve the problem that the findings in the *Gallup* poles found.

3.7 The Pay-Off Of Being Positive

Fostering positive organizational culture builds employee faith in their abilities, and leads to greater company results. Pygmalion was a sculptor from Ancient Greece who built a statue of a beautiful woman. He loved the statue so much, that Aphrodite became impressed, and she brought the statute into real life as a beautiful woman (Kouzes and Posner 2012: 276). Managers also encourage their constituents to perform their jobs to the best of their abilities. Pygmalion believed in his love for the beautiful woman he imagined, and in return, Aphrodite was humbled and brought the statue to life, and so employees are inspired when their managers believe in them, and in turn are confident enough in achieving company goals. It's safe to say that a failing attitude brings failing results, and a positive attitude yields positive results (Kouzes and Posner 2012: 277). Employees seek to have freedom and pride in the kind of work they can contribute to the team.

Research shows that positivity is a critical component of successful work performance. Dr. Barbara Fredrickson from the University of Northern California studied the importance of positivity at work, and she concluded that there is a ratio of 3 to 1 when it comes to being positive in the workplace (Howell and Rowe 2014: 1). This ratio means that humans need three positive feelings for every one negative feeling in order to function positively in life. Dr. Fredrickson also agrees with other business professionals that positivity associates with feelings of glory, happiness, thankfulness, honour, gratification, and other such joyful words.

Howell and Rowe believe that there are essentially four main points that managers can keep in mind in order to increase job performance through motivating employees and caring for employee well-being. The first point is to appreciate former accomplishments (Howell and Rowe 2014: 2). Employees can remember and discuss what was successful about past accomplishments, and what they learned from these experiences. The second point is to plan future accomplishments (Howell and Rowe 2014: 2). The team can think of what outcomes they were most proud of, and then brainstorm what they are planning to succeed with in the future. The third point is to set a goal and to actually follow the goal from start to finish (Howell and Rowe 2014: 2). Past studies in organizational psychology have found that employees are the most motivated by how they solved a project successfully along the way (Howell and Rowe 2014: 2). In fact, employees are more proud of the excellent steps they took to complete a goal, even more than they are happy about the positive final outcome of the task. The fourth point is to think about any strengths, and continue to grow upon them (Howell and Rowe 2014: 2). Companies who remembered to identify all of their strengths, and then thought of ways to use those strengths or even allow them to grow more, saw an increase in workplace positivity (Howell and Rowe 2014: 2).

3.8 Recent strides taken by modern day companies to keep employees motivated

Companies and organizations must reward and motivate employees so that a company can continue to see productive results. IOL Reporter included an article about Lyndy van den Barselaar, who works in workforce solutions for the company called *Manpower South Africa*, and she decided to figure out for herself how management and human resources departments can keep their employees motivated during the busy holiday season (Anon 2015). She found that indeed management plays a huge role in keeping its employees motivated during the end of the year. Victor Lipman also believes that managers hold a lot of power in a company, and are a main source to keep employees engaged in their work (Lipman 2015: 4). Being a manager is a challenging responsibility, because they have to address motivation problems and find ways to increase the organization's productivity. The motivation problem is so significant, that data shows that around 60 percent of employees are not fully engaged in their work (Lipman 2015: 4). A wonderful way for managers to motivate their employees, Lipman goes on to say, is

to offer employees opportunities to grow (Lipman 2015: 19). There will be a positive effect if employees are given opportunities to learn a new skill, chances to network with co-workers, respect for work-life balance, and options to receive salary raises as a result of good work (Lipman 2015: 19). It can even become easy for employees to lose focus or motivation with too many festivities distracting them from their work. Van Den Barselaar realized that it should not be very difficult for management to find ways to motivate the employees (Anon 2015). A great idea that she suggested is to perhaps plan a meeting during the month of December, in which to discuss to employees what is needed from them before the end of the year. That way, employees can feel as if they have better guidance in what is expected of them for the month, and they can further feel more focused when the New Year begins. It feels good to know that the goals and tasks of the year have been finished. What management can also consider doing is to host a holiday event. This way, employees will have the chance to bond more with one another, and they do not have to feel left out or hostile at work. During this holiday event, if management chooses to give thanks to a specific employee, or to a few employees, then everyone will feel as if great work is being appreciated. Moreover, Van Den Barselaar also suggests that employees arrange to take some time off during the month of December, and to discuss this with one another so that they can make sure that there will be enough staff in the organization every day (Anon 2015). Events and relaxing holiday time like these motivate employees by strengthening the meaning of teamwork at the organization.

A company in New York named *Glimpse Group* has a cooperating subsidiary, called *Immersive Sanctuary*, that creates online applications that give employees relaxing life like breaks from their stressful work schedules (Prafder 2018). If managers want to purchase this application from *Immersive Sanctuary*, it costs anywhere from \$3,000 to \$5,000 a month, but employees seem to appreciate it (Prafder 2018). The smart application includes headsets, and software that configure to electronic devices in the corporate setting. One of the founders of *Immersive Sanctuary*, Lyron Bentovim, believes that this application will give employees a healthier and more enjoyable work break than going outside to smoke cigarettes (Prafder 2018). With this application, employees will feel as if they are taking a relaxing break to the beach, right in their cubicle at work. As a result, employees will be more motivated at work, will want to stay with the

company, and will require to spend less money on doctor visits (Prafder 2018). Healthy and happy employees will also yield positive results in the company performance.

Another huge company in New York, called *Shutterstock*, has also recently implemented some great employee perks to promote wellness and motivation. About twice a week, employees at *Shutterstock* are allowed to have relaxing massages (Prafder 2018). They are also given reduced prices at gyms, yoga, dancing courses, occasional free healthy drinks or snacks (just like Crupi suggested), and language courses, to name a few more (Crupi 2016 and Prafder 2018). The management team there is careful to watch out for new trends in workplace perks, and to use any ideas that they find interesting at their company as well.

Namely, a company that focuses on human resources, allows employees to take work sabbaticals, but the time of these vacations all depend on the amount of time that the employees were at the company (Prafder 2018). According to Matthew Monahan, a member of the *Namely* team, being respectful to the emotional well-being of the employees is a great investment for the company, because happier and healthier employees will be less likely to skip days of work (Prafder 2018). Although *Namely* does not put as many restrictions on vacation days as other companies do, Monahan noticed that the employees at *Namely* do not seem to be taking advantage of this perk (Prafder 2018).

There are even new online applications that partner with companies to promote financial wellness for employees. *SmartDollar* has an online financial platform that guides employees and gives them an outline of how to care for their financial expenses (Prafder 2018). This platform even includes short motivational videos that encourage employees to manage their finances (Prafder 2018). Employees enjoy this financial platform because they are being cared for, and it's private because no one is singled out. Brian Hamilton, the vice president of *SmartDollar*, noticed that from around \$5,000 upwards to \$25,000 are either being debts resolved, or money saved, just for one employee (Prafder 2018). This is great because employees will have the power to solve any financial issues they may have, and not have to worry about while they are trying to concentrate on their tasks at work. Employees using a financial platform like this will feel motivated to work harder, because they will feel appreciated at work.

3.9 Employees deserve recognition and prizes

Managers should craft recognition and make it personal, or else employees will become bored of the routine. Every workplace praise needs to be a right fit, based on the employee's personality, so that they employee can feel as if he or she is understood and accepted (Kouzes and Posner 2012: 286). A helpful tip for managers is to first think in their own minds what they would want others to do in order to recognize their work, and use this idea as inspiration to recognize other co-workers (Kouzes and Posner 2012: 286). Remembering to thank other employees and recognizing them and rewarding them for a job well done causes all of the team members to feel accepted. When managers actually take the time to understand what employees like and dislike, and form rewards and recognition based on these assumptions, there is a positive effect on company performance (Kouzes and Posner 2012: 287).

Managers need to come up with creative incentives and prizes for employees. The work promotions and salary raise systems at organizations are just not enough to motivate employees, and these standard rewards are boring (Kouzes and Posner 2012: 292). Managers must always think of new ways to improve company incentives, and thus increase employee motivation. Patrick Hull also notes how setting a positive example motivates employees, just as Van Den Barselaar points out (Hull 2013). However, Hull also gives examples of what incentives can drive employee motivation. He believes it's great to motivate employees, but the key is to also keep them happy. The five main examples of incentives that he gives in an article he wrote for *Forbes* magazine are: "bonuses," "perks," "amenities," "education," and "positive recognition" (Hull 2013). These include arranging parties at work and days off to help motivate employees to focus on their work and complete their projects, and recognizing people for achievements, all which Van Den Barselaar also refers to in her article (Anon 2015 and Hull 2013). What Hull also mentions is the opportunity for an organization to pay all or a portion of the tuition for employees to further their education (Hull 2013). This is a wonderful idea because once employees grow their skills and knowledge, they will be more motivated and loyal at work. Unexpected rewards also make employees happy, because they are new and different. Managers can try to make these rewards personal, by observing employee behavior, and choosing to deliver a reward to an employee right at the time that an achievement is made, or congratulate the employee during a

company meeting so that everyone can see the employee be rewarded for his or her great accomplishment (Kouzes and Posner 2012: 293). It's best if an employee is rewarded as soon as the accomplishment is made, so that the employee will match the positive work with the reward (Kouzes and Posner 2012: 293). It can seem a bit useless if a reward comes months after an accomplishment, because then employees will not make correlations between great work and positive results.

3.10 Company celebrations

Company celebrations allow employees to get together and show a sense of community and teamwork. Managers play a huge role in company celebrations because when they show gratitude to the other employees, then a sense of dedication to the company's organizational culture is amplified (Kouzes and Posner 2012: 304). Humans are supposed to complete tasks together, and they are not supposed to be left to work all alone. People must always communicate with one another, and ceremonies and celebrations are wonderful ways to strengthen the human connection (Kouzes and Posner 2012: 304). The most successful organizations are the ones who promote socializing and team spirit through company celebrations. Managers can use the time during celebrations to continue to communicate the company's values and the achievements that the organization is most thankful for (Kouzes and Posner 2012: 304). Company gatherings are useful, whether the reason for the event is happy or sad, because the feeling of unity is spread amongst the group. Celebrations even offer the opportunity for employees to support one another if it's needed, and employees can show that they do care about one another (Kouzes and Posner 2012: 311). A manager will improve his or her skills, while increasing the sense of commitment amongst employees at work events, and work place performance is improved. Company celebrations cause employees to visually see that they matter to all of the other team members, everyone in the company is following the same goals, and amazing things can happen when the employees can count on each other (Kouzes and Posner 2012: 312). Bertelsen suggests that organizations have casual Fridays, so that employees will be allowed to wear casual, but still work appropriate clothing on Fridays (Bertelsen 2012: 16). Casual Fridays will encourage employees to feel more comfortable and creative in their work roles. Bertelsen also believes that company celebrations or gatherings give employees the chance to find out more about their co-workers' work-life-balances

(Bertelsen 2012: 16). When workers are at their jobs for long hours every day, it's difficult to get to know about the people they work with. Bertelsen agrees with Kouzes and Posner that company events are important because they help employees get to know one another, and help everyone feel as if they are a part of a wonderful team (Bertelsen 2012 and Kouzes and Posner 2012).

Chapter 4

A Brief Survey

Unexpected conclusions about communication and motivation in the workplace were realized through the survey and interview that was given at the Massapequa Public Library. One of these findings was the need to communicate clearly with employees, while also being considerate to everyone's opinions. The senior librarian at Massapequa Public Library, named Steve, was interviewed to gain some insight on some of his opinions about communication and motivation in the workplace. He said that one of the most important qualities, that help him when he communicates with other newer employees in the reference department, is to have understandable ideas. Next, Steve has also said that he enjoys the fact that there are regular meetings at his job. He thinks that informal discussions are an excellent way to talk about any problems, and gives everyone the chance to talk about ways to solve those problems. Steve also thinks that leaders must understand their co-workers. Luckily, on a scale of 1 to 10, with 1 being the lowest and 10 being the highest, all of the Massapequa Public Library employees who were surveyed rated their manager's handling of meetings as either an 8, a 9, or a 10. This means that on average, the Massapequa Public Library employees are content with how their managers and senior employees handle meetings. When it comes to feedback sessions, the employees at Massapequa Library answered that the effectiveness of feedback sessions at their job is either a 7, and 8, or a 10. This finding should not cause too much worry because there are definitely ways that feedback sessions can be improved. Steve also believes that leaders and managers must have to be willing to listen to others during feedback sessions, and not act as if he or she knows everything (2018). During feedback sessions, Steve really tries to understand other viewpoints, and he thinks that this is very helpful. Both Victor Lipman and Steve think that although managers or senior employees have a higher level of authority than other employees, everyone at work is still an equal (Lipman 2015). Thus, everyone should have chances to

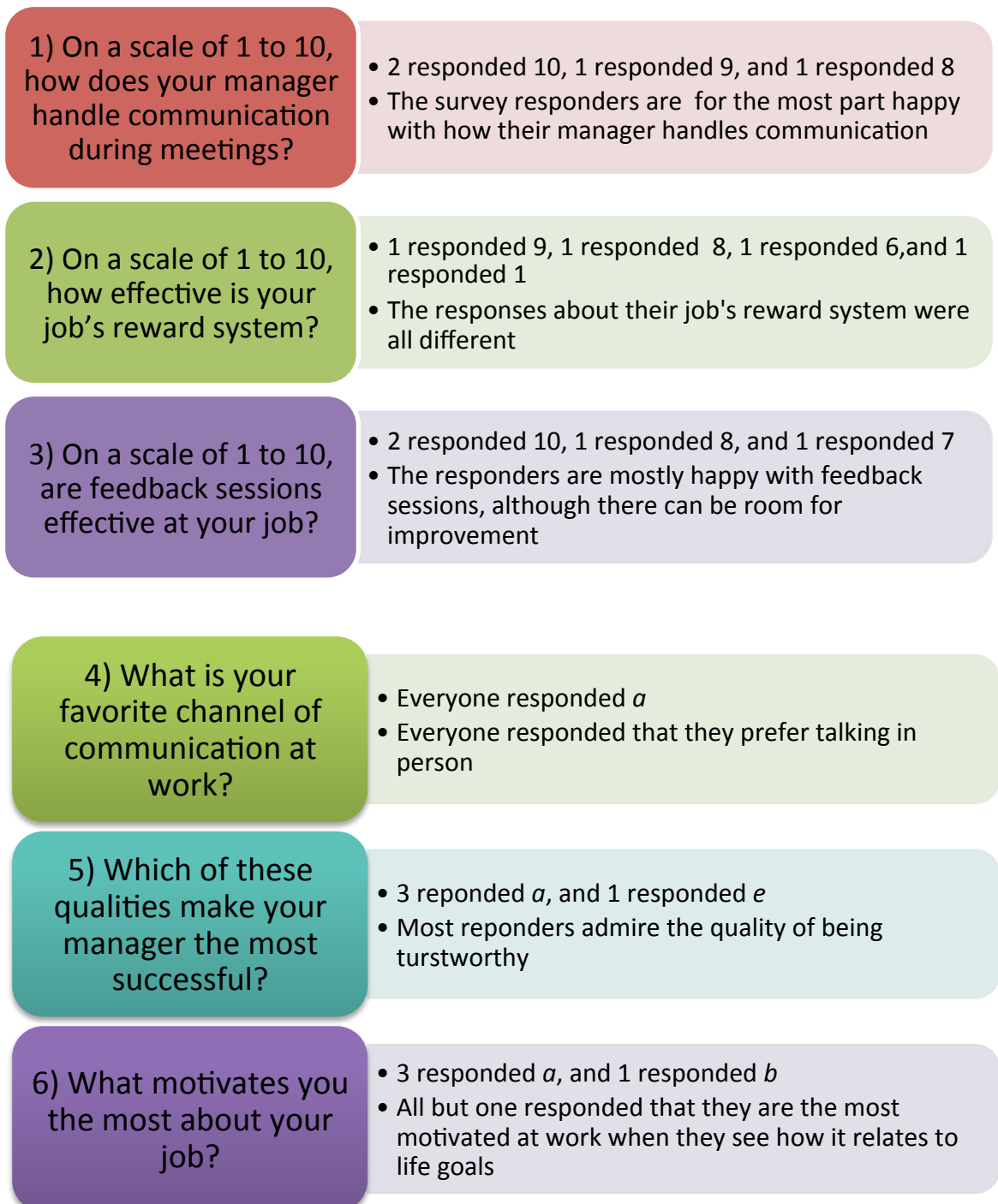
speak about their views during feedback sessions. Steve also mentioned something else similar to Lipman, during the 2018 interview (Lipman 2015). He said that all of the employees at Massapequa Public Library are spoken to kindly during discussions, and so everyone can give input and speak as comrades. In regards to message options, Steve from Massapequa Public Library prefers to use different channels of communication in different situations.

One of the most unexpected conclusions drawn from the survey results was the one how speaking face-to-face is the most preferred communication channel in the corporate setting. It is interesting to note that all of the employees from Massapequa Library who were surveyed answered that talking in person is their favourite option of communication at work. This finding proves that some people actually do prefer traditional ways of communicating, because it's easier to understand people that way. Even Steve said in the interview that he likes to speak with fellow employees face to face, because he believes that it's a great way to try to see what they are thinking or feeling. Just as Pollak explained in 2014 that emails are a great option to write messages electronically, Steve agrees because Steve likes to use emails in certain situations where a message that can be seen in print is needed (Pollak 2014). Thus, it is evident that message options really depend on each and every different situation, but it was still unexpected to see that people still prefer to speak to one another in a traditional way.

Prior research suggests that every employee has different motivational factors because everyone has a different personality, but it was unexpected to see that all but one of the employees surveyed at Massapequa Public Library answered that they are the most motivated at work when they see connections between their jobs and their life goals. This response means that the employees have clear connections between what they are dreaming of for their lives, and their chosen career. As far as work related events are concerned, Steve believes that the annual breakfast is an event where the administration department interacts kindly with the employees, making everyone feel appreciated. Steve thinks that he and all of the other employees have a chance to encourage one another during these events. The survey results also point to a sense that motivation is an area where their organization can work on more. This is due to the fact that on survey question 2, which asked about motivation, the answers were all different on a scale of 1 to 10. To improve workplace motivation, maybe the Massapequa Public

Library can look at examples of how other organizations are making modern strides to motivate and engage their employees more. There are lots of ideas that they can choose from, including arranging more events, meetings, celebrations, rewards, and etc.

Figure 6: Survey Results For All Four Reference Department Employees:



Chapter 5

Conclusions

In conclusion, although everyone has different communication styles, people still tend to prefer the most traditional channel of communication, which is face-to-face conversation. This conclusion justifies the notion that people are willing to continue to use old and accepted forms of communication that they can trust to work best for them, even though people are becoming more and more accustomed to more modern or technologically advanced forms of communication. It can also be concluded, in regards to motivation, that even though employees have different motivational factors that pertain to them due to the vast variety in personalities, it is safe to say that a strong motivational aspect is to see a clear connection between the job role and life goals. This conclusion about workplace motivation really highlights the impact of the harmony between what someone is following in the corporate realm, and what they aspire to accomplish in life as a whole. Thus, managers must arrange more meetings and events, where they can encourage conversations with their employees, and get to find out not only what the work objectives are, but also what the employees are planning and wishing for in the greater future in general. After all, it was further concluded that employees appreciate it when their managers are open communicators. Thus, if managers are willing to listen to employee concerns, and to accommodate to their goals and aspirations, then the sense of the company's team work is strengthened, and in return, productivity goes up.

There are many directions that can be taken for future studies related to this thesis. One is to give the survey and conduct the interview at another organization or company, so as to see other examples of how communication and motivation is dealt with elsewhere. Another option for a future study is to give the survey and interview to an organization with many employees. Yet another idea for future study is to study a company that is made up of only one employee, to learn his or her opinions about communication and motivation at a self-employed business.

Annex:

Questionnaire and Interview Questions

A.1 Survey

1) On a scale of 1 to 10, how does your manager handle communication during meetings?

1 2 3 4 5 6 7 8 9 10

2) On a scale of 1 to 10, how effective is your job's reward system?

1 2 3 4 5 6 7 8 9 10

3) On a scale of 1 to 10, are feedback sessions effective at your job?

1 2 3 4 5 6 7 8 9 10

4) What is your favorite channel of communication at work?

a) talk in person

b) online platform/website

c) telephone

d) email

e) texting

5) Which of these qualities make your manager the most successful?

a) trustworthy

b) angry

c) open-minded

d) creative

e) optimistic

6) What motivates you the most about your job?

a) further educational opportunities

b) advancement opportunities

c) salary

d) team work

e) it relates to life goals

A.2 Interview Given To The Senior Reference Department Employee

1) In what ways do you handle communication during meetings?

2) What points do you keep in mind to make feedback sessions effective?

3) What is your favorite mode of communication at work? Communicating by email, an online platform, via telephone, or in person? Why?

4) In your opinion, what are the most important qualities that a leader must have?

5) What are examples of ways that your company rewards employees?

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