

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Diploma Thesis**

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

## DIPLOMA THESIS ASSIGNMENT

Bc. Vismay Patel

Business Administration

Thesis Title

**Effective Internal Communication and its Impact on Employee Motivation**

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### **Objectives of the thesis**

The diploma thesis aims to analyze effects of internal communication and its impact on employee motivation.

### **Methodology**

The literature review is particularized based on relevant secondary synthesis and available literature on same lines. In addition, primary data gathered through the survey and online forms were coded and analyzed using different statistical tool like descriptive statistics and factor analysis and using SPSS software. Microsoft excel was also used widely to cross tabulate the data with the help of pivot table and graph generations.

Recommended structure:

1. Introduction
2. Goals and Methodology

3. Literature Review
4. Analysis
5. Results and Discussion
6. Conclusions
7. References
8. Appendices



### **The proposed extent of the thesis**

60-80 pages

### **Keywords**

Internal communication, Employee, Motivation, Satisfaction, Effectiveness

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### **Recommended information sources**

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## Declaration

I declare that I have worked on my diploma thesis titled "Effective Internal Communication and its Impact on Employee Motivation" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on \_\_\_\_\_ 29/03/19 \_\_\_\_\_

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First, university has been a tremendous support system. The resource in terms of knowledge, exposure as well as the ambience gave me wonderful insight to delve into the topic.

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The largest and most effective contributor came in terms of the books available in library, which helped me quotes terms, issues, strategies, and case studies which were most apt to the relevant topic discussed. The internet, Google proved itself just next to god again. I thank my search engine to help me optimize research and study.

Last but not the least, I would like to thank my family and 'Hemisha Patel' who have always believed in me and have been always there for me.

Thank you all.

## **Effective Internal Communication and its Impact on Employee Motivation**

### ***Abstract:***

*The present thesis aims at analyzing organizational communication and focuses on the aspects of internal communication and leadership culture within respective organizations. Starting with the problems of employees being overly stressed due to overflow of emails thereafter giving description of the general characteristics, channels, barriers of internal communication. The study sets out to explain these phenomena in the context of culture of an organization. For this purpose, the authors seek to identify the type of communication and motivation levels, which is more pronounced in case of certain leadership styles. Concerning the methodology, the study is based on a quantitative research. Therefore, a questionnaire was compiled and applied to a representative sample of 50 respondents from various backgrounds in terms of gender, age, length of their engagement with their company. In accordance with the obtained results, the first conclusion to be drawn is that leadership style has a great impact on internal communication and thereby the motivation levels and pay a greater attention to external communication. The second conclusion is that receiving appreciation from management keeps the morale of the employee high and thereby lesser employee turnover rate.*

**Keywords:** organizational communication, internal communication, culture of an organization, leadership qualities, motivation level, employee, satisfaction, effectiveness

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# **Efektivní interní komunikace a její dopad na motivaci zaměstnanců**

## *Abstraktní:*

*Cílem této práce je analyzovat organizační komunikaci a zaměřit se na aspekty interní komunikace a kultury vedení v rámci příslušných organizací. Počínaje problémy s nadměrným zdůrazňováním zaměstnanců v důsledku přetečení e-mailů, které následně popisují obecné charakteristiky, kanály, překážky vnitřní komunikace. Studie se snaží vysvětlit tyto jevy v kontextu kultury organizace. Za tímto účelem se autoři snaží identifikovat typ komunikačních a motivačních úrovní, což je výraznější v případě určitých stylů vedení. Pokud jde o metodiku, studie je založena na kvantitativním výzkumu. Proto byl sestaven dotazník a aplikován na reprezentativní vzorek 50 respondentů z různých prostředí z hlediska pohlaví, věku, délky jejich angažovanosti ve společnosti. V souladu se získanými výsledky je třeba vyvodit první závěr, že styl vedení má velký vliv na vnitřní komunikaci a tím i na úroveň motivace a věnuje větší pozornost vnější komunikaci. Druhým závěrem je, že získávání ocenění ze strany vedení udržuje morálku vysokého zaměstnance a tím i nižší fluktuaci zaměstnanců.*

*Klíčová slova: organizační komunikace, interní komunikace, kultura organizace, kvalita vedení, úroveň motivace, zaměstnanec, spokojenost, efektivita*



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## **Chapter-1**

### **Introduction**

In the UK alone, two million emails are sent every minute. Up to half of each working day of an average office staff is spent going through their inbox. This makes workers unproductive tired, and frustrated. One-third of staff suffer from email stress caused by the poor clarity of the language often used, by the unnecessary length of some of them and the number they receive. According to a recent study. Now firms are being forced to help office workers to deal with their avalanche of emails. Some firms hire email consultants to advise on best communication practice, while other companies now insist on an email-free day each week and have effective internal communication to uplift the morale of employees.

The methods used to communicate a message to a firm, or an individual is known as communication media. This includes both, external communication and internal communication. When a firm must communicate with its stakeholders that is people outside the business, employee, consumer, shareholders, managers, local communities and government. Internal communication is the function that is responsible for the effective communication amongst employees and other members within an organization. It is found in all types of businesses with consist of more than one worker.

The use of communication both verbal and non-verbal communication are used in any organization where information is passed on from a person to other. There are various types of networks depending on the structure of organization. Effective communication with the most

important stakeholders i.e. employers, employees, clients, suppliers, and customers. The most successful people have mastered the art of the communication.

All the factors of productions, i.e. man, machine and materials must be managed wisely to stay profitable in this highly competitive global market. To secure highest productivity, skillful handling of thoughts, feelings and emotions are required to effective employee management. Internal communication is just like marketing to employees. The more you cater to niche audience, the more effective it will be. Organization communication is a channel to flow information, resources and even policies.

Several studies back it up that effective internal communication can enhance employee performance and thereby organizational outcomes (Garnett, Marlowe, & Pandey, 2008). Mission oriented organizational cultures influences performance, as communication acts as a meta-mechanism for shaping and imparting culture. The analysis also supports that task orientation, feedback and upward communication have positive effects on perceived employee motivation and thereby organizational performance. Rule-oriented cultures have a negative effect on performance.

Mainly business management and communication field has conducted research in organizational communication however little knowledge about the organization communication and its roles and responsibilities have been provided by the researchers. The thesis suggests that to share information with members, to coordinate activities and to reduce unnecessary managerial burdens and rules communication is used as a managerial tool (Eunju Ph.D., 2009).

Communication and the interactions among the members of an organization is internal communication. Internal communication is broadly known as for internal members of an organization including the superiors, the collaborators and the subordinates targets the internal communication. It is an integral part of the process, based on which the staff exchanges information, forms relationships create an organizational culture, accords the activities and established a system of values (Berger, 2009).

A successful functioning of an organization requires thought out and targeted communication as a vital factor. Supporting mutual understanding between different departments leads to Prosperous internal communication contributing to business objectives (Wimmer & Dominick,

2010). Several management levels of company need to be developed information flow through, as this aspect is one of the main corner stones for effective communication in an organization. In any kind of organization today's leaders in business, government, and non-profit sector agree that communication is important, and vital for the smooth functioning. These days, medium and large creativities find it quite difficult to work effectively without a well-advanced and sustained internal communication system (Cheney, Christensen, Zorn, & Ganesh, 2011). To perform certain actions, motivation as a combination of various factors is needed to encourage people. Outstanding results and excellent work performance will be achieved only when employee is motivated (Martin, 2004). Concept of communication and motivation flow simultaneously. An overall positive attitude towards the company and work - at the same time increase in job satisfaction, motivation and willingness to work can be enhanced with the help of powerful effective internal communication (Smith & Mounter, 2005). Employees deliver better results when they can communicate smoothly and fully trust each other and their sub-ordinates in hierarchy. In service industry where employee motivation is required to enhance and promote company's service quality, contribute to development and growth, as well as to receive greater efficiency from employee's daily tasks.

Increase in employees' dedication and improve in overall work performance leading to greater attention to company's internal communication (Mumby, 2013). According to James E. Grunig (1992), public relation classic, communication aims to provide an understanding of information. The exchange of information and the use of symbols are there to share information and obtain its understanding. Non-verbal communication through symbols such as- gestures, facial expressions, tone of voice, posture that create communication also are used. One of the goals of communication is to understand attitude, an informal communication between the manager and employee can help manager to understand the level of trust that the employee places within the manager and the employee's attitude towards work

Every day, we are in contact with others around us, which makes it almost impossible to function without smooth communication. So, at first it gives a feel that this process is simple and apparent to everybody. Whereas, communication is one of the most complex fields due to its dependency, authority, hierarchy in the organization. There is an expert syndrome forcing the other party to feel uncomfortable about the limited knowledge that it possesses through non-verbal



communication. The non-verbal communication sent by our body reveals our mood, such as irony or sarcasm; concealed motives - often when people hide their true motives, which can make audience skeptical and, of course, also significant is the situation where the speaker and the listener sometimes perceive the same information in different ways, as we all interpret things differently (Dominick, 2012).

Dieter Herbst (2007) states that its main function is to transfer information also argues that internal communication is an essential part of each company. Internal communication within the company is not merely but way beyond a technical process for distributing information for the employees. people with their own emotions, attitudes and relationships are the central element of the effective communication. So, it must be looked at something inspiring, generates involvement and has mutual trust building process. Scholars have advised to reduce the meetings with only "information distribution" and showing interest in colleagues and job task also by increase the time for working together. Large expenditures are not required for effective internal communication. a simple introduction of new intranet system can be less engaging than events in different groups, using non-formal type of communication can achieve.

The board of the company, then the middle level managers are the ones responsible for development and maintenance of internal communication. during management meetings, it is necessary to speak about qualitative leadership as it is an integral aspect of internal communication. Herbst (2007) also validates that internal communication is an important and vital part of everyday life so it is necessary to talk openly about it in all company's meetings, discussions, to set and achieve goal. Usually public relation professionals are the main trend setters and communicators should be developed for how internal communication within the organization (Herbst, 2007).

## **Chapter-2**

### **Objectives & Research Methodology**

#### **2.1 Objectives**

The diploma thesis aims to analyze effects of internal communication and its impact on employee motivation.

The main objectives of this research study are as follows:

- Explore the concept of internal communication and its impact on employee motivation.
- Understanding the formal communication channels and its effectiveness.
- Leadership style and its impact on effective internal communication.
- Suggestions about modifying internal communication to promote employee motivation and thereby retention.

#### **2.2 What is Research?**

For any research to be conducted a sound research methodology is must. Research methodology is a way the researcher conducts the research. It is a science of studying the overall tactics behind the present research. It also includes the type of approach selected for the given study. Not only it depicts the techniques applied for the given research, but it also elucidates the reason behind the same. Which means, it also justifies the methods used for the research. The research methodology must be robust to minimize the errors in data collection and analysis. Methodology provides scope to the research.

##### **2.2.1 Population and sampling:**

Stratified sampling in terms of age, gender and education will be used in this research to confirm that the sample selected is representative of the population, where the population will be broken

down into categories, and a sample will be taken from each category. For this study, a well-designed questionnaire was exercised. The questionnaires were directed to 59 respondents constituting the sample size.

#### 2.2.2 Data collection:

Data has been collected using primary and secondary sources. Secondary data has been taken from articles, cases, research papers and blogs, etc. related to the internal communication and its impact on their motivation. Primary research design includes majorly quantitative and qualitative method i.e. structured questionnaire has been formulated. Questionnaire has helped to view the public opinion more broadly.

#### 2.2.3 Procedure and measure:

The questionnaire was circulated via Google forms to employees of a firm. To understand whether meetings, emails, Phone call, personal information is the way used for internal communication. We also asked employees whether they feel that their existing job gives them any growth and development. As we have read in previous theories that appreciation is directly related to the level of performance so, did they receive appreciation from management yesterday, a week or a month ago or never? Everyone has different motivating factors and there are quite a few to be named like colleagues, management, salary, appreciation and team.

Effective communication requires regular communication and whether one has any with your manager regularly. There are various management styles and its importance in different situation. Directive, Authoritative, team management and charismatic style is preferred by the employee.

Every manager has a different style of motivating their people through team work, encouragement, as a leader, communicator. As motivation is the most important factor for retention if there any suggestions for reducing labor turnover rate.

#### 2.2.4 Sampling Design:

Sampling techniques are of two types. Probability sampling and non-probability sampling.

- **Probability Sampling:** In probability sampling there is an equal accidental of presence of each population unit in the sample has equal chance of getting selected with the same probability. (Kothari, 2004)
- **Non-Probability Sampling:** In this type of sampling technique, researcher collects data deliberately. And the investigator can collect any sample which can harvest favorable results to the present study. (Kolb, 2008)

Due to time and expenditure constraint. Probability sampling was not possible for the current study. Thus, non-probability sampling technique is best suitable for the study. The sample for the current study is collected through convenient and purposive sampling.

- **Convenient sampling:** Samples are collected from the data as per the researcher's convenience and suitability of collecting data.
- **Purposive Sampling:** In this type of sampling, sample units are collected from the population with a certain definite purpose in their view.

### **2.3 Hypothesis:**

**H1:** Leadership style has an impact on the motivation levels of an employee.

**H2:** Various factors like management, salary, and teamwork motivate in employee professionally.

**H3:** Receiving appreciation from the management has an impact on employee motivation.

**H4:** There are various communication methods like meeting, please, phone calls, and informal chat and its impact on effective communication within a company.

## **Chapter-3**

### **Literature review**

Scholars and academicians have widely accepted communication as the bloodline of an organization as it is needed for exchanging information, opinion as well as making plans and proposals, triumph agreement, executing decisions, sending and fulfilling orders as well as steering sales (Blalock, 2005; Alyssa, 2006; Rotler, 2006; amongst others). When communication ceases to exist, an uncoordinated activity occurs in an organization. So, communication in an organization in a virtue as the blood of life.

According to Draft (2000) “the process by which information is exchanged and understood by two or more people usually with the intention to motivate on influence behavior” is communication. The exchange of information that is received, understood and leads to action by a sender (source) to a receiver (destination) is communication (Obamiro, 2008). Sending and receiving understandable information and transferring a message to another group so as to be understood and acted upon (Ode, 1999). Communication can also be defined as a process through which a thought is transferred from one person to another. Any person or a group when shares and has impact of the information to another group or person, with a purpose of clearly understanding one another (Soola, 2000). Ramah (1985) To produce a favourable response ideas, feelings and attitudes verbally or non-verbally are transmitted through communication.

Communication is the transmission of a message from a source to a receiver or a process of creating shared meaning (Baran, 2004:4). It has been found that different disciplines have various definitions for communications while some are human centered while others are not. A journalist might think of communication differently than a gospel preacher and definitely not as a manager of an Multi National Company. Psychologists, sociologists, medical practioners,

philosophers and communication specialists all define communication different based on their perspective and orientations.

An integral part of public relations in every organization is internal communication. It is an important defining feature of any organization. Communication is verbal and non-verbal medium of putting across ideas, where social - psychological approach is defined as, direct or indirect interaction process aiming to influence the partner's behavior, emotions, attitudes and approach, as well the level of activity and performance (Herbst, 2007).

The efficient communication needs to be understandable, unambiguous, reliable, timely and accessible, because successful internal communication can also form the external image of organization – that is its reputation. Organization's reputation is not only made of its product or the brand, but also from its employees (Simcic Bronn, 2010).

In every organization, it is important to show initiative to the employees in expressing their idea, concerns and suggestions. This can be considered as one of the most crucial steps for the managers to identify and understand any existing problems or worries, presented by the employees. The company's internal communication is extremely significant for employees to identify themselves with the organization's ideas and vision, subsequently leading to work done in accordance with the mission and strategic objectives of organization as well for maintain a constructive relationship within the organization.

The efficient communication needs to be understandable, unambiguous, reliable, timely and accessible, because successful internal communication also forms the external image of organization – that is its reputation. Organization's reputation is not only made of its product or the brand, but also from its employees (Simcic Bronn, 2010).

Effective internal communication can be measured not only by the exchange of information and job satisfaction studies. However, the most important variable to measure is how well managers interact with their employees, how well they understand their employees think and feel, their concerns and suggestions. Central element of internal communication is the people with their own emotions, attitudes and relationships (Drafke, 2008).

Managers should inform its employees about any possible developments or changes concerning the company, so that subsequently the employees can fulfill all the obligations and expectations in accordance with the values and standing of the organization. Hence, actions of the organization and of the employees would be in sync (Drafke, 2008). Joseph Dominick (2012) states that in terms of internal communication's tasks and functions, one of the tasks of internal communication is to help each employee to understand his/her role in the company, raising awareness of the organization's goals, values, standards and principles, so that employees can make decision by themselves that are in line with the corporate interests of the company.

The success of the organization needs presence of effective internal communication. Internal communication is not given its due importance considering it only for the exchange of information within the company. Internal communication builds unity on the way to achieving the objectives of the organization. It also constantly helps to evolve business environment through accelerating cultural development and maintenance of its core values and should be considered as an essential; aspect for the organization. Successful internal communication as it supports and enhances mutual understanding between the various departments and it facilitates the achievement of business goals (Wimmer & Dominick, 2010).

### **3.1 Functions of Communication**

There are various types of communication like social interaction, business and trade, socio-political development, socio-cultural development, exchange of ideas and spread of knowledge.

In terms of business, communication provides opportunity to transact business and engage in trade for the same we share the products that we can sale and the ones we want to buy, in the same communication we also negotiate with the prices and modes of delivery etc.

Communication helps in exchanging ideas, opinions and feelings or issues related to us. In situations where awareness must be provided dissemination knowledge becomes possible through various mediums of communication.

A well-known study by Moorhead and Griffin (1989) says for a variety of reasons, a manager transmits information) to achieve coordinated action, express feelings and emotions, effective control, evaluation of results and understand task directions, to encourage staff participation and to achieve effective control and market the company as an employee welfare oriented and motivating staff.

According to Cutlip et al. (2005) internal communication has four functions the first one is to advance the objectives, second is to coordinate the activities planned by the organization which helps in smooth functioning and achieving above mentioned objectives; third is to ensure the management of the organization with a scene that reflects the organization's internal processes; fourth and the most important one is to introduce employees with the company's internal culture. Each of the four objective aids in strengthening the role of internal communication and makes the employee's motivation level goes high.

### **3.2 Types of Communication**

To enhance productivity, the three hierarchical levels (management, union and staff) together link with the system of networks. Formal and informal patterns of communication are major types of communication within an organization.

#### **3.2.1 Formal communication:**

Formal patterns of communication i.e. the established chain of command or line of authority are the official paths recognized by management. Transmitted internally or externally are the formal communication.

#### **3.2.2 Internal Communication:**

To coordinate organizational resources, internal communication takes place within an organizational framework. It conveys information through letters, memos, circulars, etc., to employees. It is divided into three broad parts.



### **3.2.3 Horizontal Communication:**

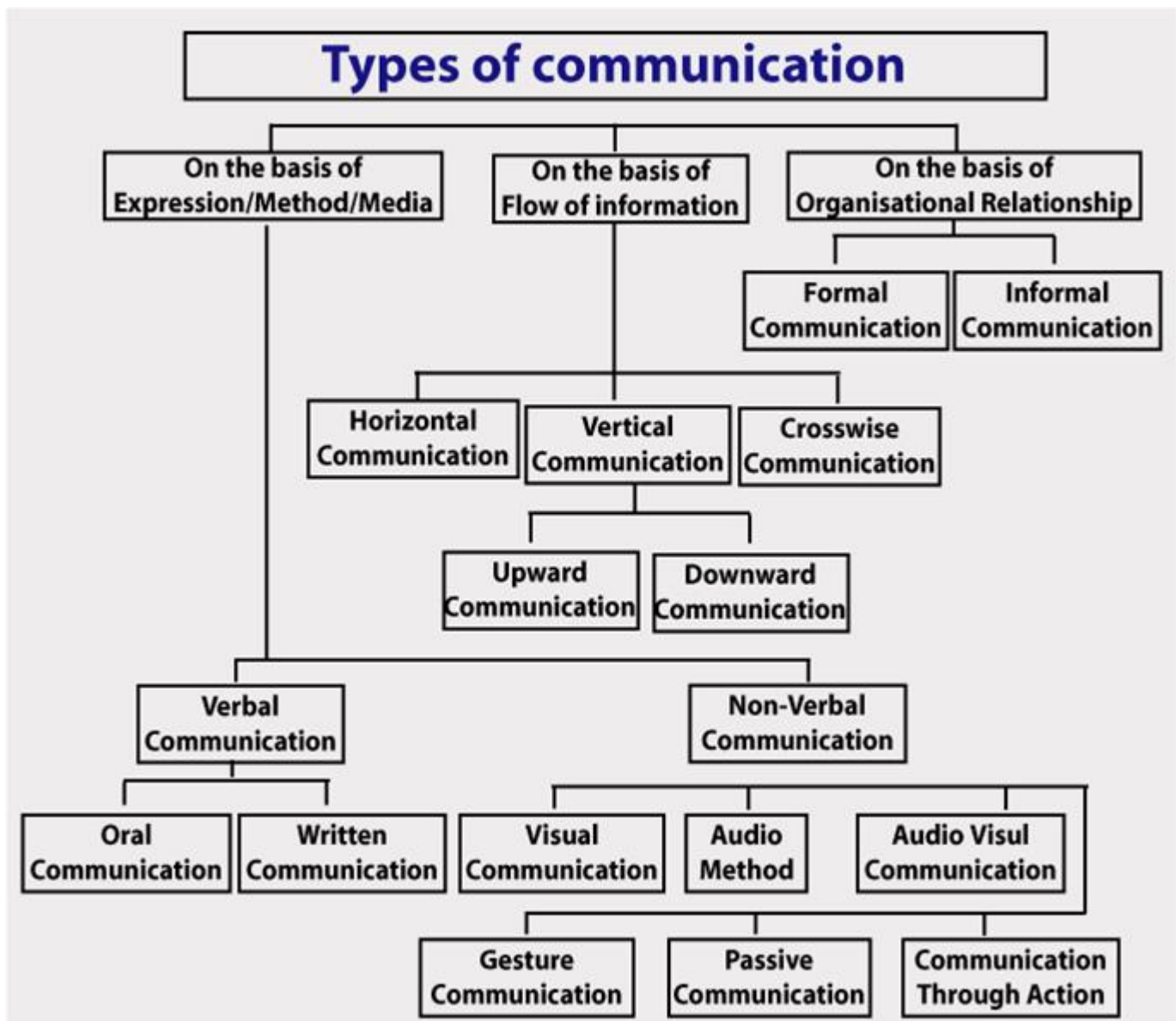
This is also named as lateral communication. It is the transmission of message along the similar lateral or same level in an organization. Employees on the same or similar level i.e. between team members and different teams have horizontal communication. Owing to interactive electronic communication technologies such as e-mail and phone messages have increased horizontal communication. Establishing learning communities and virtual teams of employees greatly enhance horizontal communication by connecting those who work together even at different locations.

**3.2.4 Vertical Communication:** Vertical communication is a communication method in an organization that involves two different movements, that is, from “up down” and from “down to up” along the organizational hierarchy. It comprises of downward and upward communication.

**3.2.4.1 Downward Communication:** this refers to movement of information from the top management to the lowest officers.

**3.2.4.2 Upward Communication:** this is the pattern through which superior gets necessary feedback on subordinates’ actions.

Figure 1-Types of Communication



### **3.3 Channels of communication**

Internal communication's goal is to meet both the informant's and the recipient's needs and it is the exchange of information between employees of the organization;

Internal communication provides channels and relationship between employees of the company. Successful internal communication channels are a very important tool for building successful internal communication's strategy (Mumby, 2013).

Internal communication's channels can be divided into several categories:

- The type of communication - verbal and non-verbal communication channels;
- The direction of information's transmission - horizontal and vertical communication channels (briefings, instructions, meetings and orders);
- The type of contact with the communication partner - direct and indirect communication channels. Direct communication channel provides aural and / or visual information between sender and recipient. For example, public speaking, phone calls and meetings it is based on direct contact with a partner. If during information transmission, communication partner is absent, it becomes an indirect communication;
- The form of communication - formal and informal communication channels. An example for formal communication channel - organization's decision-making procedures which expects all the formal procedures. Informal communication channels are with free flow of information – management meetings with their subordinates in the workplace, employee conversations over lunch breaks, informal interpersonal communication outside of work, common events such as new year parties, baseball games, football tournaments etc. (Grunig, 1992).

Nowadays, there are a lot of diverse ways for disseminating information to employees and creating a relation of feedback. It is required to know what each of these communication channels includes, to be able to weigh in on which channels are the most effective to use.

For internal communication to succeed and be efficient, it is vital to choose the right and most suitable channels for information exchange process, to choose the channels that serves the organization in a hands-on and valuable way.

There are several internal communication channels that are used in organizations –

- Company newspaper;
- Company TV;
- Corporate events;
- Debates, discussions (Farrant, 2003).
- Electronic communication (e-mail, Skype, Facebook);
- Intranet (internal network);
- Meetings;
- Phone and video conferences;

According to Cutlip et al. (2005), some of the most effective information transfer channels are those containing verbal communication. Information capture and utilization in terms of verbal communication is much more effective than written communication. First, face-to-face communication offers the information sender to create a reciprocal link with the information recipient.

Secondly, when manager needs to transfer negative information, written criticism can cause a stronger emotional reaction than expressing it verbally.

Personal communication can soften the blow. Besides praise and compliments, expressed in person are much more impressive than if they are presented only in writing (Cutlip, Center, & Broom, 2005).

On the other hand, not all information can and should be presented in face-to-face communications, sometimes it should be done in writing. It all depends on what kind of information the communicator wants to pass and what are the set goals. Information that is urgent and vital for the company, should be provided and presented by the manager in person. For the transfer of information required for daily work, electronic communication channels are often used such as e-mail, intranet and telephone (Smith & Mounter, 2005; Cheney, 1999).

According to Veinberga (2004), company's internal communication channels can also be divided into primary and secondary channels. Primary internal communication channels - which contain face-to-face or verbal communication: Award schemes; Employee meetings, Employees' forums; Focus groups; Senior management announcements; Senior management meetings and lunch; and Team notices;

Secondary internal communication channels - information is transferred through internal documentation or by other types of channels that do not provide face-to-face communications: E-mail; Employees' publications; Internet; Video and audio conferences; and Surveys and questionnaires (Veinberga, 2004).

Before choosing any kind of communication channels, communication goals and tasks should be set. Table below shows the features and characteristics of organization's internal communication channels that should be considered when choosing the appropriate method depending on the communication goals and the target audience.

**Table 1- Characteristics of Different Communication Channels**

Characteristics of different communication channels (Veinberga, 2004, p. 25)

<b>Communication Channel</b>	<b>The ability to provide information</b>	<b>The ability of fact inclusion</b>
Face-to-face discussion	The highest	The lowest
Phone call	High	Low
E-mail	Average	Average
Letter	Average	Average
Formal written statement	Low	High
Brochure	Low	High
Formal numeral statement	The lowest	The highest

Source: Veinberga, 2004

By analyzing above table, it can be noticed that the highest ability to provide information lies with face-to-face discussion, however, the ability to present facts is lower, it could be clarified the stress experienced by employees, when they are talking to their supervisor. There is high availability to provide information through phone calls, nevertheless rate of incorporating facts is low, while talking on phone we do not have a sight of the person we are talking to, making it harder to comprehend and accept any information. The information handed in a written way, possess a great ability to include facts, whereas, is unsuccessful in providing information. Consequently, the ideal way is to present written documentation during a face-to-face communication (Veinberga, 2004; Wood, 1999).

The following phases of communication process are required to look at for choosing internal communication channels:

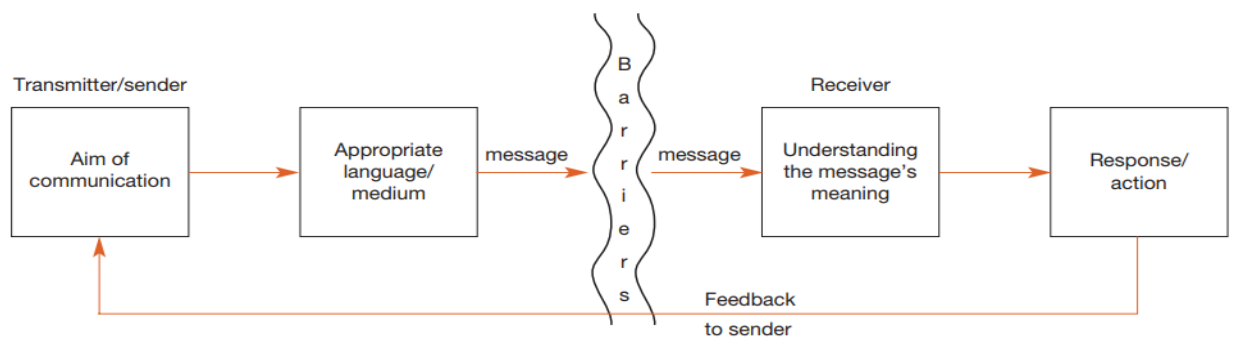
- Sender formulates ideas and selects the information;
- The information is encoded and is selected in communication channel;
- Sender develops as well as delivers a message;
- Message is decoded, and the information is perceived;
- Receiver interprets the message thereafter creates an answer, the receiver shall reply to the sender (Farrant, 2003).

### 3.4 Impact of effective internal communication in times of distress

Some managers want to reduce informal communication as much as possible as they believe it may result in informal groups wasting valuable working time, spreading gossip and rumors, as these can be unsettling and lead to feelings of insecurity.

While other managers think informal communication serves useful purposes as the management can use the grapevine to ‘test out’ new ideas and see what the unofficial reaction might be – if it is too negative, they might never make an official announcement. As informal groups can help to clarify official messages by talking them over with friends. All informal communication can help create important feelings of belonging and social cohesion.

**Figure 2- Channels and Barriers of Communication**



Source: (Simpson & Farquharson, 2015)

A wide range of communication channels increases the chance that the information will reach the recipient and will be correct and truthful. For example, if an employee couldn't comprehend information attached in an email, then the chance that she/he will understand it during a meeting or conference significantly increases, but if this does not help, then the information sender can personally contact the employee and use other information transfer channels (Mishra, Boyton, & Mishra, 2014).

It is imperative to formulate communication objectives and goals, they need to be specific, measurable, achievable, realistic and time specific. Effectiveness of internal communication can be determined, by the way the set objectives and goals had been achieved (Smith & Mounter, 2005).

**Table 2-Style of leadership and its features, drawbacks and possible applications**

Style	Main features	Drawbacks	Possible applications
Autocratic	<ul style="list-style-type: none"> <li>■ leader takes all decisions</li> <li>■ gives little information to staff</li> <li>■ supervises workers closely</li> <li>■ only one-way communication</li> <li>■ workers only given limited information about the business</li> </ul>	<ul style="list-style-type: none"> <li>■ demotivates staff who want to contribute and accept responsibility</li> <li>■ decisions do not benefit from staff input</li> </ul>	<ul style="list-style-type: none"> <li>■ defence forces and police where quick decisions are needed and the scope for discussion must be limited</li> <li>■ times of crisis when decisive action might be needed to limit damage to the business or danger to others</li> </ul>
Democratic	<ul style="list-style-type: none"> <li>■ participation encouraged</li> <li>■ two-way communication used, which allows feedback from staff</li> <li>■ workers given information about the business to allow full staff involvement</li> </ul>	<ul style="list-style-type: none"> <li>■ consultation with staff can be time-consuming</li> <li>■ on occasions, quick decision-making will be required</li> <li>■ level of involvement – some issues might be too sensitive (e.g. job losses) or too secret (e.g. development of new products)</li> </ul>	<ul style="list-style-type: none"> <li>■ most likely to be useful in businesses that expect workers to contribute fully to the production and decision-making processes, thereby satisfying their higher-order needs</li> <li>■ an experienced and flexible workforce will be likely to benefit most from this style</li> <li>■ situations that demand a new way of thinking or a new solution, then staff input can be very valuable</li> </ul>

Paternalistic	<ul style="list-style-type: none"> <li>■ managers do what they think is best for the workers</li> <li>■ some consultation might take place, but the final decisions are taken by the managers – there is no true participation in decision-making</li> <li>■ managers want workers to be happy in their jobs</li> </ul>	<ul style="list-style-type: none"> <li>■ some workers will be dissatisfied with the apparent attempts to consult, while not having any real power or influence</li> </ul>	<ul style="list-style-type: none"> <li>■ used by managers who have a genuine concern for workers' interests, but feel that 'managers know best' in the end – when workers are young or inexperienced this might be an appropriate style to employ</li> </ul>
Laissez-faire	<ul style="list-style-type: none"> <li>■ managers delegate virtually all authority and decision-making powers</li> <li>■ very broad criteria or limits might be established for the staff to work within</li> </ul>	<ul style="list-style-type: none"> <li>■ workers may not appreciate the lack of structure and direction in their work – this could lead to a loss of security</li> <li>■ the lack of feedback – as managers will not be closely monitoring progress – may be demotivating</li> </ul>	<ul style="list-style-type: none"> <li>■ when managers are too busy (or too lazy) to intervene</li> <li>■ may be appropriate in research institutions where experts are more likely to arrive at solutions when not constrained by narrow rules or management controls</li> </ul>

Source: (Simpson & Farquharson, 2015)

A combination of various factors that encourage people to perform certain actions is the motivating factor. Unmotivating employees, will not give outstanding results and excellent work performance will not be achieved (Martin, 2004). It is necessary to maintain motivation as a factor, providing new stimulus continually. According to several studies- one of the best ways to impose employees to do what you want them to do - is a need to ensure that they want to do it. Motivation is a feeling that comes from within and must come from the individual himself/herself (Babcock & Morse, 2002). The purpose of motivation is to create a desire to stimulate the employee's efforts at the highest level. Subsequently, the employee by using his/her efforts would improve the performance of the organization and at the same time also meet his/her own needs and objectives, as performing meaningful job.

The objective of motivation is to create a desire to stimulate the employee's efforts at the highest level, subsequently the employee by using his/her efforts would improve the performance of the organization. Simultaneously meet his/her own needs and objectives, as performing meaningful job (Timm and Peterson, 2000).

Arthur Schopenhauer, German philosopher, in an article written by him "On the Fourfold Root of the Principle of Sufficient Reason." Used the word "motivation" for the first time. in psychology and sociology, it became a counter- term to explain causes and effects of human behavior (Wicks, 2015). Motivation is a well-researched topic developed by many researchers.



Hierarchy theory by Abraham Maslow and Herzberger's two – factor theory by Frederick Herzberg and Goal setting theory of motivation by Edwin Locke are some of the most famous.

The use of legal methods and tools, psychological, social as well as economic, contributes to employees and organization's goals through a dynamic process is motivation. Motivating employees and persuading them to do their utmost so that it promotes the organizations and achieves group goals. Employees are the most valuable resource of the organization; however, they are the only resource that can act against the organization's objectives. Thus, enormous emphasis should be put on employee motivation so that consequently they can use their skills and experience for the benefit of the organization (Timm & Peterson, 2000).

The behavior of employees and direct it in the desired direction is explained by motivation theories. The link between motivation theory and practice will determine the success of management. Substantial effort should be implemented to use energy of employees for benefit of the organization as they are the vital part of an organization (Armstrong, 2003).

Many researchers have many different definitions about motivation and motivating. However, the central idea remains the same- that motivation is obligatory for each employee to do the job more efficiently, thereby improving the company's operations and increasing the revenue. This would help not only the company but also the level of job satisfaction and life in general.

When management pays heed and listens to the ideas and suggestions of an employee it is a great motivating factor (Miles, Patricks, & King, 1996). The process of being heard makes the employees feel that the workplace is interested in him/her as an individual, his/her opinions and ideas matter (Mayo, 1949).

Motivation possess several rewards that can be listed as an outcome of effective internal communication:

1. Job satisfaction even in mundane work makes employee happy.
2. It is cost-effective, as the work can be done with a smaller number of employees;

3. There will be lesser labor turnover as the loyal and creative employees are kept motivated (Armstrong, 2003).

Long term motivation is stimulated by a sense of stability for which management is responsible for providing the maximum care possible for employees' (Lu, 1999). In ever changing business environment keeping employees motivated is quite challenging.

It can be concluded that motivated employees are also self-righteous, complacent and a team worker. They will strive to work with greater passion and produce better results and returns (Judge, Locke, & Durham, 1997). Since the employee is assured that his/her contribution to the company will be assessed and appreciated. Thus, it should be done accordingly to their type of motivation - intrinsic or extrinsic.

### **3.5 Types of motivation**

Motivation is the internal and external factors that stimulate people to take actions that lead to achieving a goal. There are four main types of motivation theories. The first one being Taylor's theory of motivation. It was the first serious method used to analyze employee motivation to increase productivity and performance. This approach involved training all the workers to perform a task with the method that takes the least time to complete. The second is Mayo's theory of motivation. This theory says that improving the working conditions alone of an area will not have a huge impact on the motivation of workers. However, they will feel more motivated if they are first asked about whether any improvements need to be made or not before making any changes. The third is Maslow's motivation theory. This theory involves a hierarchy of needs for an individual ranging from basic needs such as food and rest up to self-actualization. It says that the higher up a person is on the hierarchy is shown below in the diagram 1.1, the higher the motivation is of the employee. The last theory is the Herzberg's theory of motivation. This theory concluded that there are two parts to motivation. One is motivating factors where employees could have positive job satisfaction if used. The other is hygiene factors where if not included, could lead to negative job satisfaction.

There could be two types of motivation i.e. intrinsic and extrinsic Richard M. Ryan and Edward L. Deci (2000). A motivation that rises out from the action itself is intrinsic motivation, the act itself gives satisfaction to the doer. Stimulators for this kind of motivation could be – empowerment, feedback, recognition, relationships, and trust (Deci E., 1975). A behavior that is accomplished for its own sake, rather than for getting something valuable or material in return is also described as intrinsic motivation. An individual engages in a task to receive some moral satisfaction and gratification it is a type of motivation that is driven by force of enjoyment.

Pinder (2008) states that an employee must feel free of pressures, for intrinsic value kind of motivation to work utterly such as rewards and admonition. When employee's intrinsic motivation is to perform tasks competently. The unequal power distribution manager-employee work relationship. For instance, in authoritative leadership pattern which might be stirring the employee's intrinsic motivation. When manager's feedback involves a comparison of the employee's competency with other members of staff, the feedback is constructive or discouraging determines whether the effect on intrinsic motivation may be either positive or negative (Harackiewicz & Larson, 1986). The intrinsic motivation to perform the certain task well, may be weakened, when an employee interprets supervisor's feedback as controlling, (Deci & Ryan, 1980). Gagné and Deci (2005) the employee must be treated that he/she has some power, the possibility to act on his/her own, outside the control of other forces argue that to preserve intrinsic motivation.

Motivation is an incentive, a pay, a performance stimulation. According to several authors - there is only one way to impose people to do what you want them to do - there is a need to ensure that they want to do it. Motivation must come from the individual himself/herself (Babcock & Morse, 2002).

Type of motivation that is driven by some perceptible and tangible compensation or reward, it is kind of like doing something to get something valuable in return is extrinsic motivation. Salary raise in salary, financial benefits, and promotion is driven by extrinsic motivation. According to

Gagné and Deci (2005) when an employee finds the tasks monotonous and mundane, extrinsic motivation is necessitated. In such cases, the employee's work performance and thereby results are measured by the employee's perception of association between behavior and desired outcome, such as tangible rewards (Vroom, 1964). Consequently, from the satisfaction of a job well done, work performance is induced by the anticipation of rewards apart. Eisenberger, Rhoades and Cameron (1999) debate that the employees' performance-reward expectancy and work activity interest has a positive relationship. It is considered that employees are motivated to work harder to earn rewards when extrinsic rewards are offered by the management level (Mahaney & Lederer, 2006).

Indulging both types of motivation for their employees would bet the main road to a successful performance and outstanding results (Mackay, 2007).

## **Chapter-4**

### **Practical Part**

#### **4.1 Case studies**

During the technology boom in the last few years ‘Technoloc’ had grown rapidly. Businesses that trade on the Internet needs ‘Technoloc’ to produce data protection devices for. The system protects the identity of consumers buying products via the internet and their credit card numbers. In each of the last three years, output had doubled and jobs too. However, this year, slower-than-expected growth of internet sales and the global economic downturn has led to a 20% fall in orders. To cut costs, swift action must be taken. On a team-working system, the business organizes production. The method of production is flow production that is, each team assembles a significant part of the finished product before passing it on to the next team to add their components. Management with these teams discussed all major decisions concerning production. In fact, there was no clear worker–management divide, supervisors were only available to assist the manufacturing process, not to observe or give instructions and as all employees were called associates. Workers were always appreciated, rewarded and recognized for producing outstanding work or for making suggestions that improved quality. In the last year, only two people had left the business and one of them had moved away from the area for family reasons. At one of the regular team briefings, news of the slump in orders was immediately broken to the workers. Job security was expressed as a concern.

A group of associates was appointed to investigate how the workforce could adapt to the new market conditions. It was agreed that the group would report back every week until a final decision had to be made. A month later, the final plan was put to a meeting of all the associates. It was proposed to offer voluntary redundancy to all staff with the offer of generous payments if accepted. An average of one worker from each team would no longer be required, so others in the team would have to be able to do all the tasks of the group. All remaining workers would be asked to accept a 5% salary cut. The meeting accepted the proposals almost unanimously. Five workers volunteered for redundancy, but it was agreed that they would be offered their jobs back should sales pick up again. The teams coped with the extra workload, and, in the weeks

immediately after the changes, productivity increased. This helped the business to further increase its international competitiveness in preparation for an upturn in the world economy.

#### **4.1.1 Leading a team can be a psychological minefield.**

When wanting to bring a project to completion, one will have to motivate the unmotivated, shirkers to put weight and deal with uncommunicative superiors read their minds. In short, people problems are everywhere, although solving them isn't an easy task. Today's workplace is more horizontal than ever before, and, old school, command and control management techniques are distinctly passé. That means one will have to tread a fine line if they want to maintain their authority without alienating your employees.

World renowned management consultant Zachary Wong has crafted the ultimate hands-on guide to navigate this hazardous terrain. Built around Eight core people skills, these sections will discuss how one can aligning individual psychology with organization's key objectives.

#### **4.1.2 As companies have become less hierarchical the role of team leaders has changed.**

Whether its general casting his eye over the battlefield or a manager analyzing the business environment, successful leadership is all about adapting strategy to the facts on the ground. And when the facts change, it's vital to change your approach. That also goes for project management— after all, the world of business has experienced dramatic changes in recent decades.

In the old days, corporations resembled pyramids. At the top sat a small number of powerful executives. The senior managers below them were who relayed instructions to middle managers, who, in turn, oversaw the largest and least powerful group: employees. It was a top down model; responsibility, pay and prestige increased the further up the pyramid you went, rising through the ranks was a steep and difficult climb.

Today, that model seems increasingly passé the idea that the workers at the base of the structure are laborers requiring an autocratic, command and control approach is obsolete. Modern businesses are increasingly becoming more democratic structures. The contemporary workforce

is more educated, skilled and tech-savvy than ever before, and employees expect to see that reflected in their roles. What they want, in other words, isn't just a paycheck but an opportunity to realize their potential.

Businesses have responded to this new reality by shifting from a pyramid model to a wedge structure. Imagine cutting a pyramid in half and laying it on its side. It now looks like a doorstop-shaped wedge with three sections interacting on a horizontal rather than a vertical axis.

at the smallest end are individual contributors - employees whose unique contributions are essential to the organization's overall success. In the middle are work teams— groups of contributors working toward a common goal. Finally, there is management. The size of the section doesn't reflect their absolute numbers, but rather the amount of power and resources at their disposal.

This model requires project managers to play a new role. As a team leader in this structure, a job is to work fluidly between all three sections, connecting individual performance to your organization's strategic aims. Call it organizational alignment, which is essentially about understanding the way the small details of managing relationships with individual contributor affects the success of the company as a whole.

#### **4.1.3 The wedge model is a great tool to visualize and manage team performance:**

Today's project managers play a vital coordinating role, and it's your job to make sure all three sections of your company's wedge structure are working together. What do you do when things go wrong? Well, like a doctor, you will need an accurate diagnosis before you can prescribe a course of action. The wedge model is a Diagnostic tool that helps you do just that. Let's stick with our medical analogy for a second. When you visit a doctor, he will usually do two things: first, locate the problem— is it, say, a back or a heart problem? Second, he will determine whether he is competent to treat the complaint or if he needs to refer you to a specialist.

Team leaders follow a similar procedure: they find out whether a problem is an individual, team or management issue, and then they decide whether they need to make a referral. Imagine one of the team member's complaints to you about her colleagues. She tells you that a coworker has been yelling at her and criticizing her performance. It's gotten so bad, she adds, that she can't complete assignments. That's clearly a team issue.

There's also another dimension: workplace harassment is a serious legal matter. While you can take proactive steps as a team leader to limit contact between these two employees, you also need a specialist— in this case, a human resources manager. In other words, you need to wedge the problem up to the management, which possesses the necessary resources and expertise to handle situations like this.

Although it might seem like a daunting task, there is actually a very simple way of getting to the route of this problems. Call it the ERAM model. That stands for Expectations, resources, ability and motivation - the four key performance factors. To make a diagnosis, you will need to listen to employee's explanations of their problems, while taking steps to independently verify their accounts.

Does the individual understand your expectations and is their task clear to them? If so, do they have enough time, the right equipment and the requisite information to complete the task? How about their skills and knowledge— are they up to the job you have given them? Finally, are they motivated enough to get it done? When you have answered those questions it's time for you to write a prescription: a clear and measurable action plan for improvement, which you can use to qualify progress.

#### **4.1.4 Effective team leaders understand the difference between friendship and friendliness:**

We have seen that the modern workplace emphasizes horizontal rather than hierarchical relationships. This means that boundaries between different roles are more porous and leaders are often on friendlier terms with their subordinates than they used to be. That can put you in an awkward situation. After all, friends are equals; they do each other favor, make exceptions and



let mistakes slide. But that's the last thing you can afford to do as a leader tasked with making tough calls. So how do you square this circle? Well, it's vital to understand that there is a difference between friendship and friendliness. Take Robert, a project manager at a hypothetical IT firm, and Thomas, a software engineer in his team. Driving out of the company parking lot one evening, Robert comes across Thomas's car in a ditch next to a road owned by the company.

Official policies states that all accidents on the premises must be reported and that the vehicles involved shouldn't be moved until a report has been filed. Thomas, however, asks Robert to help him tow his car, promising he will file an official report as soon as he gets home.

Team leaders face ethical quandaries like this all the time. The problem is that you can't always be on both sides. Sometimes you must decide whether you represent your company and its values or your employee. In this case, Thomas is clearly pushing Robert to act as his friend rather than his superior. The key here is to remember that leadership is about being friendly, not friends. Think of this way: friendliness is a behavior rather than relationship. Robert's best bet, in other words, is to firmly but politely insist on sticking to the rules. That's a great example of a key leadership attribute: being hard on policies rather than people. A true leader in Robert's situation would be able to show that he understands Thomas's feelings of frustration that the incident can't be quickly resolved, while maintaining his authority as a manager. Thomas might resent Robert's insistence on following procedure, but he can't really complain. At the end of the day, Robert is Thomas's superior, not his buddy. However, much we might wish the case for otherwise, a company isn't a club or a family, but a business!

#### **4.1.5 Successful teams are defined by their emphasis on inclusiveness:**

The most effective teams are greater than the sum of their parts. They share a sense of purpose, champion collaborative work and regularly exceed performance expectations. Whatever their differences, they all share one thing: the espouse inclusiveness. That's all about involving employees in day-to-day processes and keeping them in the loop. Making people feel like they are in the loop is one of the most important human factors when it comes to building successful teams. Why? Well, "the loop" is a place of safety, trust and support that makes the workplace feel like a second home. Most importantly, it fulfils a hardwired human need: the desire for a

sense of purpose and acceptance. If you want to make people feel like they are in the loop, you must get a handle on what motivates and demotivates them. So how do you do that? Well, good place to start is to look at different personality types. Psychologists David Keirsey and Marilyn Bates, in 1984 which identified four different types of personality: rationales, guardians, idealists and artisans. Identifying which of these types team members most resemble is a tool that will help you figure out the best way to motivate employees.

Each type responds to distinct push and pull factors, which can either lead to disengagement or engagement. Rationales, for example, love logical tasks; they want autonomy and fear failure. Guardians are more cooperatively inclined, seeking respect and shying away from conflict. Idealists are emotional; they cherish fairness and loathe bullies. Finally, artisans are individualists who like taking risks and hate boredom. Inclusiveness isn't something that just happens when people come together to work as a team; it's an attitude that needs to be fostered. At its heart is the idea that the 'we' is more important than the 'me'. The problem is that lots of common workplace policies stand in the way of fostering Genuine Team Spirit. For example, many of them reward individuals rather than teams. That means Ones' role is to constantly work toward putting the team first. That can be as simple as asking all your team members to contribute something to the improvement of the team each month, rather than just concentrating on their individual work. Mentoring schemes, seminars or team lunches are highly effective ways of cementing the 'we' spirit.

#### **4.1.6 Attitude matters, and there's an art to managing it:**

As we have seen, people expect more from their work today than they did in the past. They don't just want a paycheck and camaraderie - they also want job satisfaction. That's something you will have to give them as a team leader, especially if you want them to go the extra Mile that gives your company an edge. To do that, you must start managing people's attitude. Take the hypothetical case of Charlie, a young kid whose mom takes him to an ice cream parlor when he does well in school. One day, his mother tells him to get a napkin before eating his treat. As he reaches for it, he dropped his ice cream cone. "Well," she says "you should have kept your cone up". To Charlie, it is the most unfair thing in the world, and he is about to throw a tantrum. His mom, however tells him to calm down and talk to the vendor. The vendor gives another one.

So, what's the lesson here? Well, there are a couple. Let's break them down. The first is simple: everyone likes ice cream, in one form or another, when they have been good. That's something a lot of employers forget. A study carried out by the American Psychological Association in 2011, for example, found that while 69% of employees were happy with their jobs, only 46 were happy with their employers' recognition practices.

No wonder! There's nothing quite as demotivating as getting "coned" - doing something good and never receiving the ice cream you feel you deserve. The simplest and most effective way of managing attitudes is to make sure you remember this lesson and reward your team's hard work. Whether that's a congratulatory email, a pat on the back or something more extravagant depends on the situation. What really matters is that you scoop your praise: make it sincere, consistent, on time, on values and personalized. The final lesson is this: good things happen when you look on the bright side - think of it as keeping your metaphorical cone up. When things go wrong, it's a natural human reaction to want to throw in the towel. It's inevitable that employees will mess up occasionally; the important thing is what they do next. Sometimes, you just must be Charlie's mom and remind them that Behaving Badly when bad things happen only makes things worse.

#### **4.1.7 Tackling poor performance is tricky, but it can be done by using the past - present - future model.**

Sometimes, the promise of ice cream just doesn't work. The truth is that you will come across employees who shirk, whine, procrastinate, and make excuses and worst of all claim that they are doing a great job, even as they fail to hit their targets. Dealing with them will be one of your toughest tasks as a team leader. In fact, it's so tricky that Lots of managers will do anything to avoid tackling it. Why? Well, take a survey of 68 local government supervisors carried out by E. L. Perkins update University of North Carolina in 2012. When they were asked what stopped them dealing with underperformers, 59% cited Their Fear of Confrontation, 49% their inability to handle awkward conversations and 41% their unwillingness to get people in trouble. It's a great example of the author's maxim that people problems are like minefields - no one wants to go there.

But someone eventually does have to deal with the issue. After all, you can't reward bad behavior, and letting it go unchecked will undermine your team's projects. Fortunately, there's a tool you can use to get troublemakers back onside. Call it the Past-Present-Future model. Let's take a closer look at how it works. As the name suggests, the model consists of three stages. Let's say an employee comes to you with a problem. His struggling and feeling down, which is affecting his motivation. Your job is to guide him through the problem stage by stage. Think of it like a movie: once you have shot a scene, you move forward. Your first scene is the past here, you want to practice active listening and find out about the problem. Be patient and let him tell you his story, but make sure to hold him to account by asking him to provide evidence. In the second scene, your job is to provide a diagnosis. For example, is it a resource problem or a personal issue? Next, you offer a reality check: essentially, you put the problem in context and remind the employee of the rules and regulations that apply to his situation.

In the third scene, you move into the future tense. Ask the employee questions like "what can you do to improve things?" and set concrete targets, which you can both use to evaluate Improvement.

#### **4.1.8 Ends don't justify means, and sustainable success means focusing on team Behavior**

##### **Do the ends justify the means?**

Marty thought so. He was a bullish manager hired to oversee a telecommunications company's expansion into a new regional market. He had a gung-ho attitude to winning new contracts. A couple of years in, things were looking great: The Firm was seemingly well-established and had ton of new clients. Then came the audit. It turned out Marty's team had been offering such generous terms to the clients in the new market that they'd basically bankrupted the new branch office. Marty's mistake isn't an uncommon one. In fact, companies often lose their way when a team's behavior is poorly managed. So how can you avoid this trap? Well, a good place to start is to realize that behavior doesn't just happen - it needs to be inspired. That has two sides: external and internal, or goals and values. Marty communicated his goal of landing new contracts very well, but he did a much worse job at telling his employees that the means were

just as important as the ends. As a result, they felt free to disregard ethical guidelines and eventually bankrupted the new branch!

Defining your core values and the behavior you expect from team members at the outset is the simplest way of making sure everyone's on the same page. At the most abstract level that means using your companies' official policies and regulations to define expected behavior more concretely, it's about establishing ground rules to nudge people toward adopting the right values and behavior. So, if, say, tardiness is an issue and meetings are running late, you could inspire great punctuality by asking repeat offenders to give their presentations first - a gentle nudge towards getting into the office on time. That's good example of the author's emphasis on being tough on problems, not people.

But simply laying down the law isn't enough on its own; you also need to police it. That brings us to consequences. There are four types of consequential responses to behavior. The first is positive reinforcement - encouraging people to repeat their actions through praise. Next, there's negative reinforcement - think of an email that quietly reprimands someone for being late to an appointment.

Then there's the no response, this is used to signal that you are happy to leave neutral issues, such as workplace clothing, to people's own discretion. Finally, there's punishment. This is the harshest response and reserved for clear ethical or legal offenses against company policy.

#### **4.1.9 Risk-takers understand that you can't beat fear, but you can manage it:**

Business is all about taking risks. But no matter how much time you put into analyzing the market before taking the plunge, there's always a degree of uncertainty. That's both normal and unavoidable, but it can also undermine effective project management. Why? Well, uncertainty generates fear and anxiety, which, in turn, affects your willingness to take the risks that are essential to success.

The Black Box effect, however carefully you inspect what's in front of you, there's no telling what's inside the Box. It could be a trick, a trap or treat - there's simply no way to know before you open it. The problem, however, is that humans have a hardwired survival Instinct that make

them innately cautious? That's handy when you're out on the savanna facing down lions, but it can be a problem in the boardroom. So why is that box so scary? There are three factors at play - call them the three uncertainties of risk-taking. The first is circumstance: when you are weighing up a risky move, you can't predict just how challenging it's going to be. That brings us to the second issue: ability. If you don't know what's ahead of you, you tend to worry that your talents won't be enough to handle the situation. Finally, there's the most elemental fear: failure.

This kind of fear might be natural, but that doesn't mean you can't push past it. That's because risk-takers aren't Fearless - they have simply learnt how to manage fear. Take firefighters. To do their jobs, they must take risks. They're not blasé about fire and collapsing buildings - in fact, they know better than most people just how dangerous they are. But they manage their fear by concentrating on something else: their opportunity to help people. However, firefighters don't just turn up and hope for the best when there's an emergency - they also train and prepare themselves for what might lie ahead. That's something you should start doing as well. So, say you have been asked to give a speech, but you are terrified of public speaking. when you think about it, there are all sorts of steps you can take to set yourself up for success. for example, you could visit the venue beforehand and familiarize yourself with the equipment you will be using or rearrange the seating to encourage a more interactive question & answer session, so you are not always in the spotlight.

#### **4.1.10 Effective team leaders understand the importance of managing their bosses:**

One's role as a team leader is full of tough calls and awkward situations. Dealing with difficult employees is hard enough, but that's nothing compared to your relationship with your boss. In this blink, we will look at one of the most important people skills you will ever learn: getting along with superiors.

It's a vital bit of know-how. After all, your health and happiness depend on it. take it from 2014 Harvard Business School survey of 20000 employees working across a broad variety of Industries. According to the survey, people who felt respected by their managers with healthier and more satisfied with their careers. Meanwhile, 2015 Gallup survey of 7272 American adults

found that one in two had quit a job at some point to escape difficult bosses and improve their quality of life!

So how can you improve your position and your relationship with your boss? Well, it's important to realize that your relationship isn't as one-sided as it might sometimes appear. In Fact, team leaders and their superiors are mutually dependent. Sure, there's a clear imbalance in power and resources - after all, the bosses are the ones calling the shots when it comes to funding, timing and priority setting. but they are also reliant on your knowledge, skill and insight to steer projects to completion. that means the imbalance in power doesn't need to develop into an imbalance in respect. Putting your relationship on a more equal footing is all about managing up. think of it this way: while you can't control your supervisor's Behavior, you can control your own behavior when you are interacting with a higher up. And the most effective thing you can do in those situations is to make yourself more visible. That means stepping up to the plate and showing what you are all about with your actions. it can be as simple as making sure you always arrive on time for meetings, being proactive and speaking up when others don't or going out of your way to attend optional work events, such as team drinks and seminars. Those might sound like trivial examples, but they are highly effective ways of communicating your support for your boss. That kind of can-do attitude has a halo effect. once they know you're on their side and always ready to get involved, your superiors are much more likely to knock on your door when they have a problem or a new assignment.

"Bosses like employees who reliably do the right things, in the right way, and exhibit a positive, upbeat attitude." Team leaders constantly run up against people problems. whether its underperformers, employees pushing you to be their friend rather than their supervisor, or a tricky boss you must deal with, project management can be a psychological mind field. but there are tools you can start using today to clear a path through this hazardous Terrain. if you learn the 8 key people skills for project management you will be well positioned to manage fear, boost your team's sense of collective purpose and put the relationship with your superiors on a more equal footing. Actionable advice: use the 80% rule to keep meetings on track.

If you've been in a meeting recently, you know how the conversation has a natural tendency to drift at some point. The vaguer the discussion becomes, the greater the chances are that you will

overrun your allotted time. That's frustrating, especially when people have a ton of work waiting for them on their desks. so why not enforcing the 80% rule? by the time 80% of the time devoted to the meeting has passed, you will most likely have covered the main points.so announce that you have reached the 80% mark. If there's still a key point on the agenda, you will focus everyone's minds; if there isn't, you can end the discussion and move on to other tasks.

## **4.2 Data Analysis and Interpretation**

This study was conducted on primary data. Moreover, primary data gathered through the survey and online forms were coded and analyzed using different statistical tool like descriptive statistics and factor analysis and using SPSS software. Microsoft excel was also used widely to cross tabulate the data with the help of pivot table and graph generations.

This section elucidates with the data analysis regarding research objective of the study. Methodology used for the same is quantitative. Statistical tools such as descriptive statistics, factor analysis was used for the study. Technical support for the data analysis and interpretation was SPSS and Microsoft excel. It describes and analyses the information generated from the data was obtained from the collected response through the questionnaires. Following the 65 questionnaires 59 were responded appropriately. Results of the same were presented using tables and graphs using Microsoft excel.

## **4.3 Questions of the Questionnaire:**

1. How long do you work for your company?
2. Are you satisfied with the internal communication in your company?
3. Which internal communication do you use within your company?
4. Does the existing job offer you growth and development?
5. When did you receive the last appreciation from management?
6. What motivates you professionally?
7. Which management style do you prefer in your company?
8. How your management do motivate you?



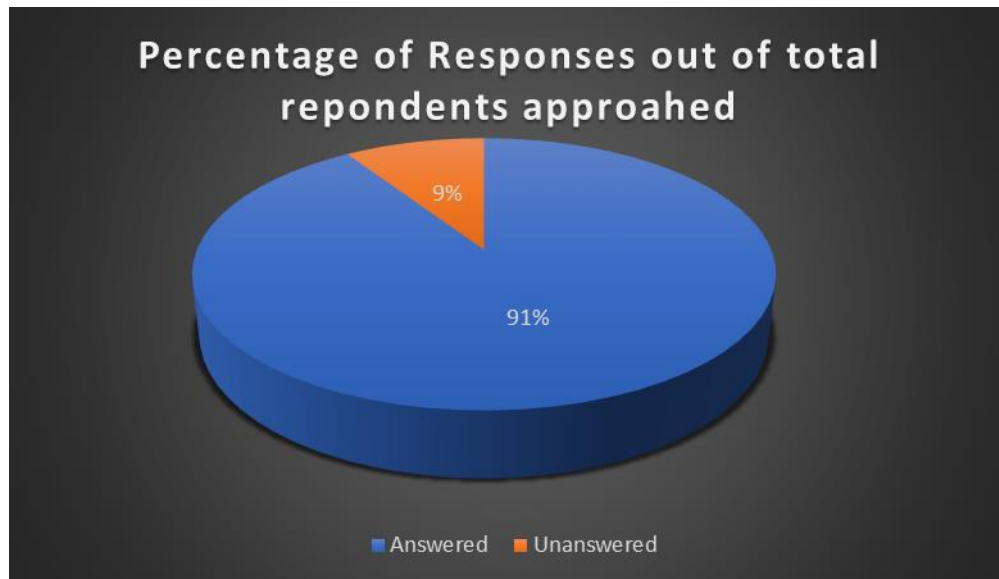
### 4.3.1 Demographics of the Collected Responses

Table-3 and figure-3 represents the 65 questionnaires administered to participants, 59 were returned to the researcher. This gave a total percentage of 91% answered and 9% unanswered. Results are presented using tables, charts and graphs.

**Table 3-Total Number of Valid Responses Collected**

Variable	Responses	% of Responses
Answered	59	91%
Unanswered	6	9%
Total	65	100%

**Figure 3-Total Number of Valid Responses Collected**



Source: Primary Data, Chart Prepared by the Researcher

### 4.3.2 Gender Composition

The presentation of data from the questionnaire administered to respondents began with the identification of respondents in terms of their gender, education background and durations of employment in the organization. Interpretation: Table- 4 and figure-4 reveals that, out of the data collected 61% were found to be male and 39% were females table and chart shows the respondents age composition right above shows the total frequency of the males and females of the total sample taken for the study. So, according indicate that 23 out of 65 targeted participants

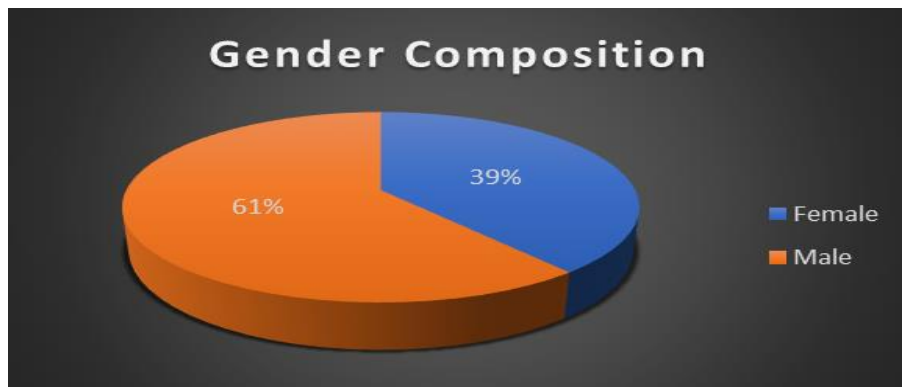
for the study are covering 39% of the total populations were females. The rest 36 out of 65 targeted participants for the study are covering 61% of the total population are males.

**Table 4-Respondents Gender Composition**

Gender	Count	Percentage
Female	23	39%
Male	36	61%
Grand Total	59	100%

Source: Primary Data, table prepared by the researcher

**Figure 4-Respondents Age Composition**



Source: Primary Data, Chart Prepared by the researcher

### 4.3.3 Age Composition

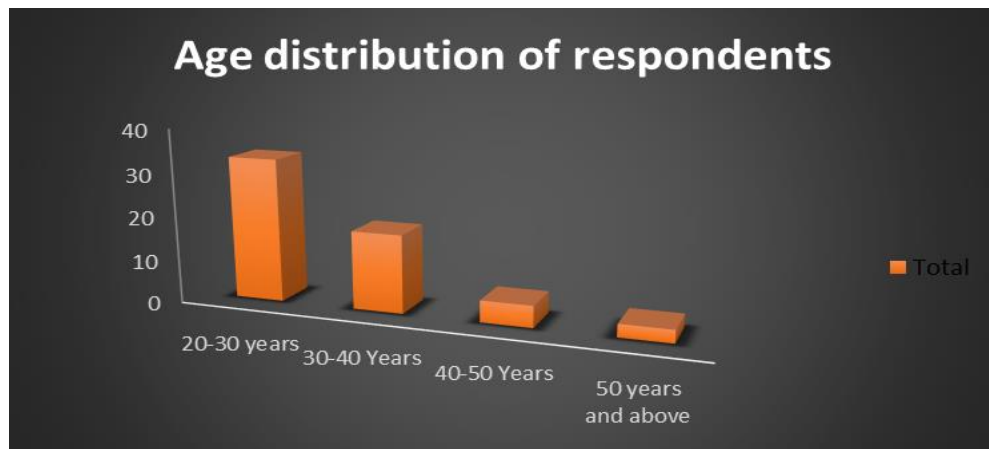
Table-5 and figure-5 reveals the age of the collected responses. Age of the respondents is one of the most important characteristics in the study which let us know about the problems of a person and understanding their views by indicating their level of maturity. So, from the above table no. 3 and figure no. 3, it was observed that most of the respondents comes under the age bracket of 20-30 years, followed by 30-40 years, 40-50 years and 50 years and above respectively. 56% of the respondents are falling under the age group of 20-30 with a highest frequency of 33 respondents. In the 30-40 age groups, there are 31% of the respondents being covered with a frequency of 18 respondents. 8% in the age group of 40-50 with 5 respondents and the rest, 5% are in the age group of 50 years and above with 3 respondents.

**Table 5-Graph showing age distribution of respondents**

Age Composition	Frequency	Percentage
20-30 years	33	56%
30-40 years	18	31%
40-50 Years	5	8%
50 years and above	3	5%
Grand Total	59	100%

Source: Primary Data, table prepared by the researcher

**Figure 5- Graph showing age distribution of respondents**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.4 Years of Experience**

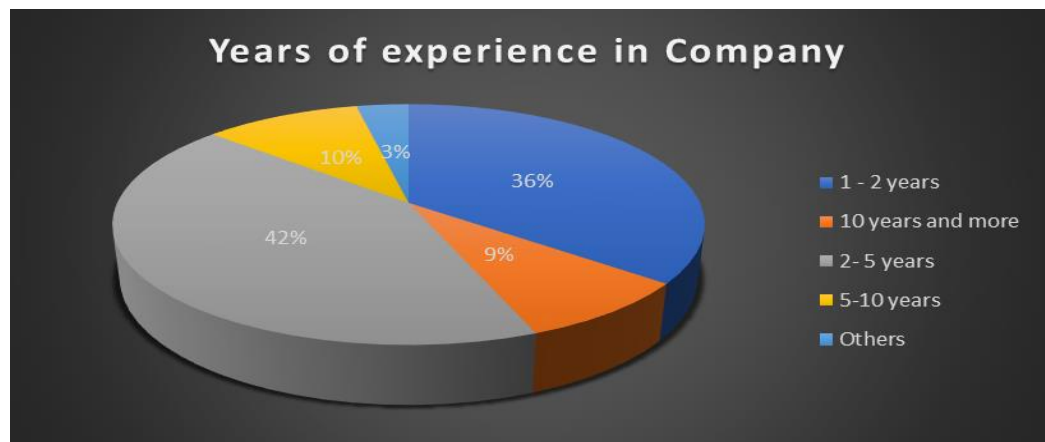
From the above table no. 6 and figure no. 6, Out of the total respondents it was found to be inferred that 42% of the respondents were in the current company for from 2-5 years with the highest number of frequencies of 25 respondents. Also, 36% were for 1-2 years with 21 numbers of participants. 6 out of 59 participants with coverage of 10% are under a company for 5-10 years. Even, there are 5 participants who are covering 9% of the population by working in a company for 10 years and more. The rest 3% are others with maybe a couple of months experience or no experience.

**Table 6- Years of experience in company**

<b>Years of Experience</b>	<b>Frequency</b>	<b>Percentage</b>
1-2 Years	21	36%
2-5 Years	25	42%
5-10 years	6	10%
10 years and more	5	9%
Others	2	3%
Total	59	100%

Source: Primary Data, table prepared by the researcher

**Figure 6- Years of experience in company**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.5 Modes of Internal Communication**

The above table-7 and figure -7 revealed that most common mode of internal communication within a company were inferred to be e-mails and phone calls. While other preferred modes were meetings and personal information. With 34% of the responses from the participants, e-mails have been the top-rated communication tool within a company. 29% of the coverage is being covered by Phone with 17 participants only. Also, phone call communication is at ease. With 25% participants think that meetings are also an obvious way to communicate within the

company with 15 numbers of participants. The rest of the 7% is under Personal information with a response of 7 participants.

Table 7-Modes of Internal Communication

<b>Mode of Internal Communication</b>	<b>Frequency</b>	<b>Percentage</b>
e-mails	20	34%
Meetings	15	25%
Personal Information	7	12%
Phone	17	29%
<b>Grand Total</b>	<b>59</b>	<b>100%</b>

Source: Primary Data, Table Prepared by the researcher

Figure 7- Internal communication is used to communicate within the company



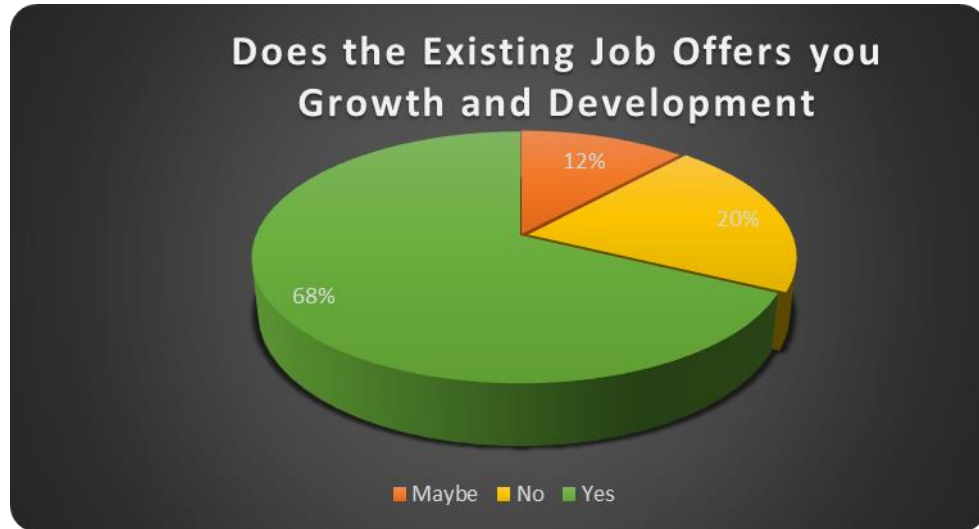
Source: Primary Data, Chart Prepared by the researcher

#### 4.3.6 Does the existing job offers you growth and development?

From the above table 8 and figure no 8, the question regarding growth and development prospects among the collected sample was mostly answered affirmatively. Although, 20% of them responded negatively with 12 participants and 7 out of 59 i.e. 12% were not sure about the

same. But with a 68% of the coverage 40 participants think that their existing job doesn't offers growth and development.

**Figure 8- Does the existing job offers you growth and development?**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.7 When did you receive the last appreciation from management?**

From the above table-10 and figure no. 9, most of the participants i.e. 17 out of 59, don't remember that when they received last appreciation form management and covering the population with 29%. While, 12 participants said, "a month ago" and covers 12%, 11 says "a week ago" with 18%, 10 says "Yesterday" with 17%, 7 says "Never" with 12% and the rest i.e. "last year" and "self-motivation" is with 2%. Getting appreciated from the management helps an employer work hard and dedicatedly.

**Figure 10- When did you receive the last appreciation from management?**

<b>When did you receive any appreciation from you manager?</b>	<b>Frequency</b>	<b>Percentage</b>
a month ago,	12	20%
a week ago,	11	18%
Don't remember	17	29%
Last year	1	2%
Never	7	12%
Self-motivation	1	2%
Yesterday	10	17%
<b>Grand Total</b>	<b>59</b>	<b>100%</b>

Source: Primary Data, Table Prepared by the researcher

**Figure 9- When did you receive the last appreciation from management?**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.8 What motivates you professionally?**

The above table-9 and figure no.11 shows that 29% of the participants i.e. 17 out of 59 are motivated by the appreciation made by the management to them. 16 of the participants are motivated by the salary being paid to them by the company and covers 27%. 11 of the participants are motivated by the management and surroundings around them in the office and

covers 19%. 9 of them are motivated thru colleagues with 15%. 5 are motivated because of the team with 8% and rest 2% are in another row. Keeping the employee motivated thru whatever means is must to make him/her feel safe and secured in a company.

**Table 9-what motivates you professionally?**

<b>What Motivates you Professionally</b>	<b>Frequency</b>	<b>Percentage</b>
Appreciation	17	29%
Colleagues	9	15%
Management	11	19%
Others	1	2%
salary	16	27%
Team	5	8%
Grand Total	59	100%

Source: Primary Data, Table Prepared by the researcher

**Figure 11-what motivates you professionally?**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.9 Does your Manager Motivates Regularly**

From the above table-10 and figure no 12, we can exactly see that most of the people i.e. 34 out of 59 says “yes” wit 58% that their manager motivates them regularly. Also, thru this respondent’s say that the managers ensure that the employees perform is increasing day-to-day



and motivates them to work hard and passionately. They put in extra effort in motivation like praising them for their work, recognitions and awards. But, with 42% of the respondents say “no” that the manager doesn’t motivate them regularly i.e. 25 people out of 59.

**Table 10-Does your Manager Motivates Regularly**

<b>Does Your Manager Motivate Regularly?</b>	<b>Frequency</b>	<b>Percentage</b>
No	25	42%
Yes	34	58%
Grand Total	59	100%

Source: Primary Data, Table Prepared by the researcher

**Figure 12- Does your manager motivate regularly?**



Source: Primary Data, Chart Prepared by the researcher

#### 4.3.10 Management style being used in your company:

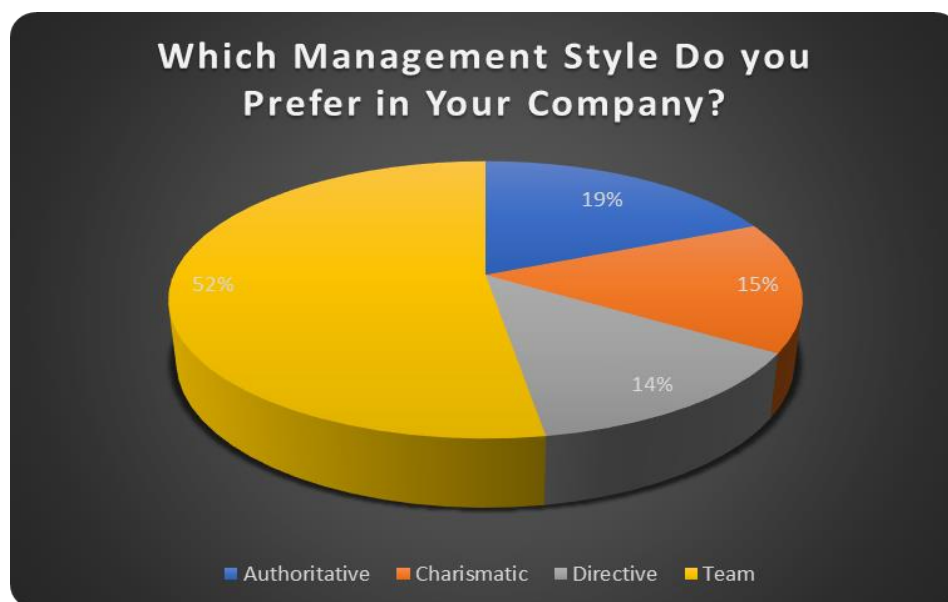
Table- 11 and figure-13 reveals that out of 59, 31 participants think that “team work” is the management style they prefer in their company i.e. almost 52% in above table and figure 10. While, “authoritative” is being preferred by 11 with 19% of population, “Charismatic” is being preferred by 9 with 15% and rest 14% is “directive” with 8 participants responses. According to me, a teamwork management style is the suitable one as it helps the employees to work together and communicate easily and directly.

**Table 11-Management style being used in your company**

<b>Which Management Style Do You Prefer in Your Company?</b>	<b>Frequency</b>	<b>Percentage</b>
Authoritative	11	19%
Charismatic	9	15%
Directive	8	14%
Team	31	52%
<b>Grand Total</b>	<b>59</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 13- Management style being used in your company**



Source: Primary Data, Chart Prepared by the researcher

### 4.3.11 How does your manager motivate you?

According to the table-12 and figure no.14 mentioned above, 32% of the participants think that encouragement is the motivated style of their manager to make them feel as a passionate person i.e. 19 out of 59 people. 18 people with 30% says “team work” is the form of motivation by their manager. 14 people with 24% are “lead by example” is a form of their manager to motivate them. 7 out of 59, with 12% says “communication” is their manager’s form of motivation. The rest 2% is others.

**Table 12-Figure and table 14: How does your manager motivate you?**

How does your manager motivate you?	Count of Lead by Example	Percentage
Communication	7	12%
Encouragement	19	32%
Lead by Example	14	24%
Others	1	2%
Team Work	18	30%
Grand Total	59	100%

Source: Primary Data, table prepared by the researcher

**Figure 14-Figure and table 14: How do you manage motivates you?**



Source: Primary Data, Chart Prepared by the researcher

## Analysis as per the stated Hypothesis

### **4.3.12 H1: Leadership style has an impact on the motivation levels of an employee.**

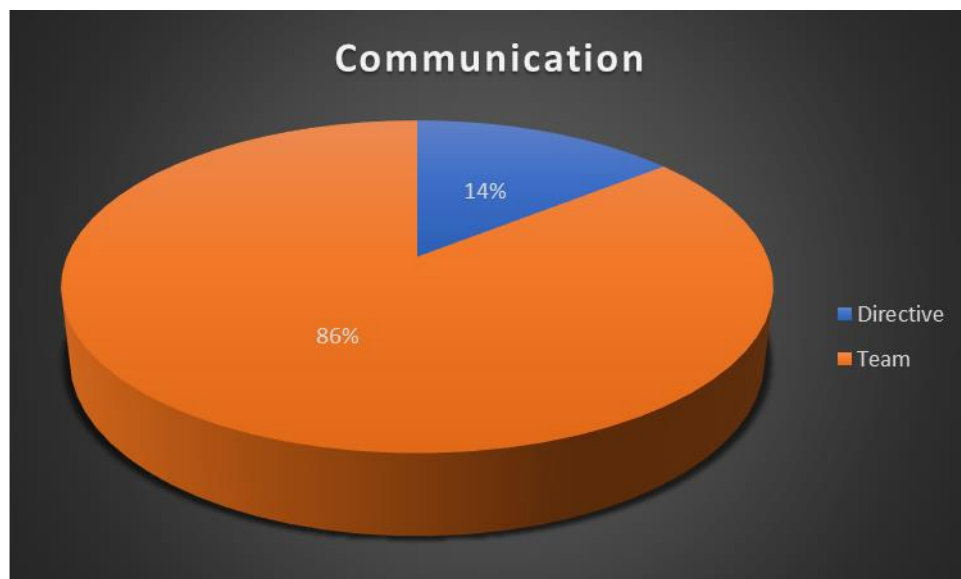
Table-13, and Figure-15 reveals the impact of communication on employee motivation. According to the chart it was inferred that team work as a leadership attribute affects the employee most in terms of motivation. However, another factor which has little impact on employee motivation was found to be directive leadership. 86% of the respondents preferred team as a leadership quality, while, motivates them most, followed by 14% of directive leadership.

**Table 13-Leadership Style and its impact on Employee Motivation**

<b>Leadership Style and its Impact on Employee Motivation</b>	<b>Frequency</b>	<b>Percentage</b>
Directive	1	14%
Team	6	86%
<b>Grand Total</b>	<b>7</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 15-Communication and its impact on Employee Motivation**



Source: Primary Data, Chart Prepared by the researcher

### 4.3.13 Encouragement

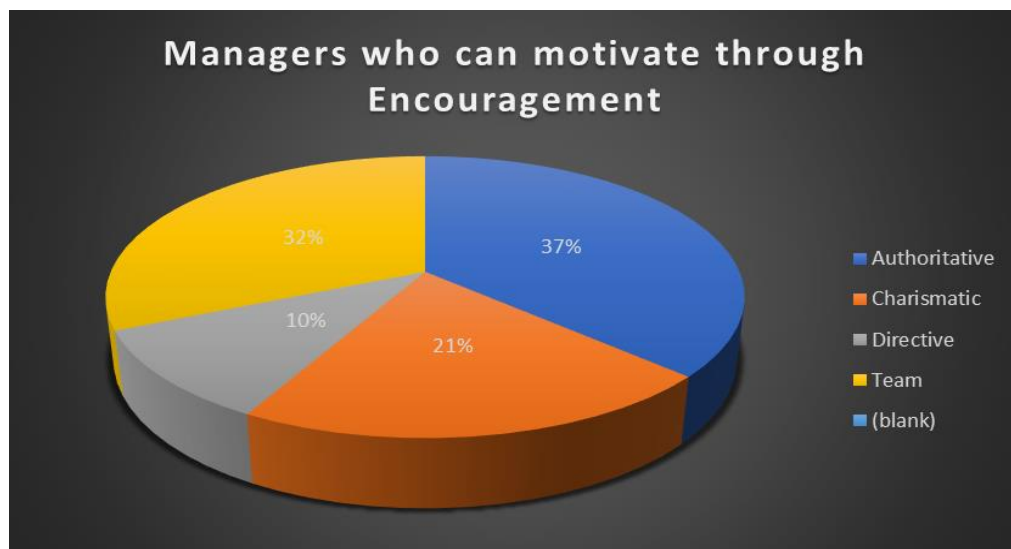
Table-14 and Figure-16 depicts the impact of encouragement on the type leadership style on employee motivation. As per the collected responses, authoritative is most preferred style of management with 37% of total responses followed by team with 32%, charismatic with 21% and directive with 10% of the total 19 responses. It was inferred that authoritative a team management styles may lead to motivate employees most through encouragement.

**Table 14-Encouragement an Employee Motivation**

Management Style (Encouragement)Preferred	Frequency	Percentage
Authoritative	7	37%
Charismatic	4	21%
Directive	2	10%
Team	6	32%
(blank)		
<b>Grand Total</b>	<b>19</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 16-Encouragement an Employee Motivation**

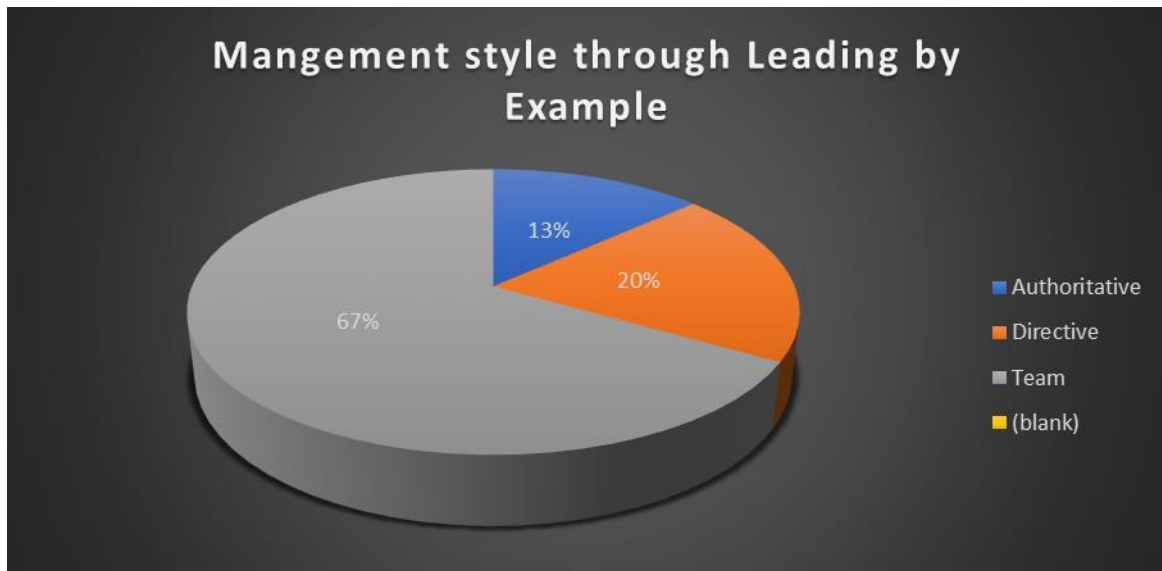


Source: Primary Data, Chart Prepared by the researcher

#### 4.3.14 Leading by Example

Figure-17 and table-18, shows the impact of managers leading by example on employee motivation through various leadership skills. It was inferred that team skills of the manager motivates the employees most with 67%. While, second preference was directive with 20% followed by 13% of authoritative. There were in total 15 respondents who responded in favor of leading by example.

**Figure 17 Encouragement an Employee Motivation**



Source: Primary Data, Chart Prepared by the researcher

**Figure 18-Management Style through leading by example**

Management Style (Lead by Example)	Frequency	Percentage
Authoritative	2	13%
Directive	3	20%
Team	10	67%
(blank)		
<b>Grand Total</b>	<b>15</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

#### 4.3.15 Management Style preferred through Team Work

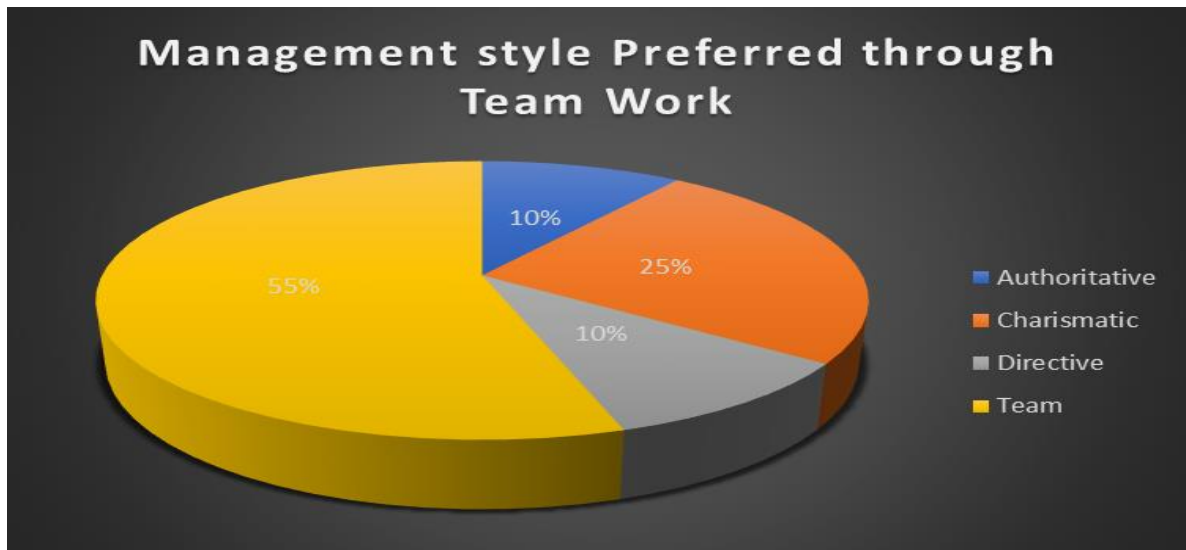
Figure-19, and table-15 reveals the management style team work and its impact on leadership skills. It was found to be inferred that the team method of management is mostly liked with 55%. It was then followed by charismatic (25%), directive and authoritative with 10% each.

**Table 15-Management Style through Team work**

<b>Management Style through Team work</b>	<b>Frequency</b>	<b>Percentage</b>
Authoritative	2	10%
Charismatic	5	25%
Directive	2	10%
Team	11	55%
<b>Grand Total</b>	<b>20</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 19-Management Style through Team work**



Source: Primary Data, Chart Prepared by the researcher

### 4.3.16 H2: Various factors like management, salary, and teamwork motivates employee professionally.

Analysis was conducted between all the factors affecting employee motivation and has they received any appreciation in near past. Various parameters such as appreciation, motivation, salary, colleagues and were taken under study.

#### 4.3.16.1 Appreciation

Figure-20, and table-16 reveals that those who preferred appreciation for motivation, they have received the same professionally, exactly when recently. It was inferred that most of them even don't remember the last appreciation (41%). Around 29% of the respondents have got last month appreciation. While rest of them are just in some fractions.

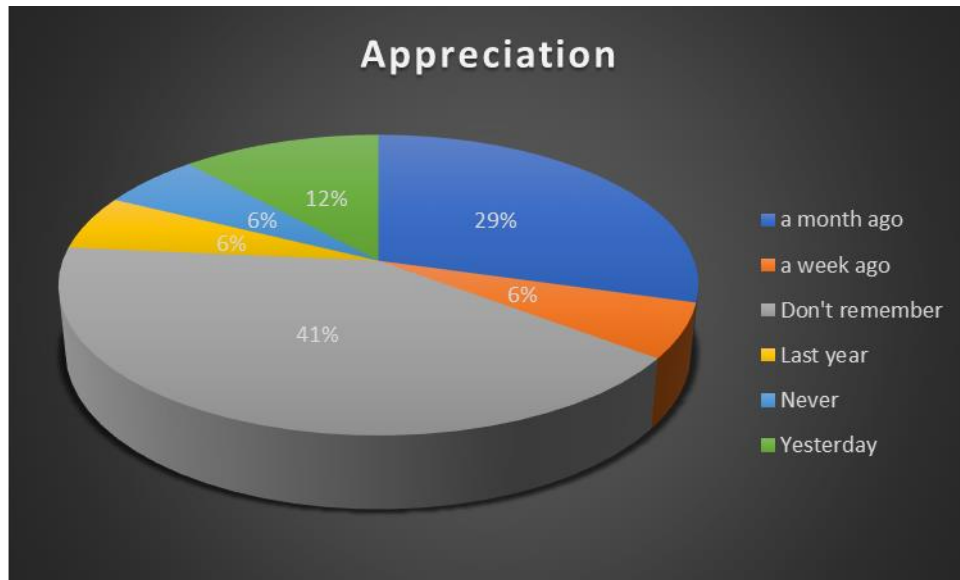
**Table 16-How appreciation motivates employees professionally?**

<b>How appreciation motivates employees professionally</b>	<b>Count of Appreciation</b>	<b>Percentage</b>
a month ago,	5	29%
a week ago,	1	6%
Don't remember	7	41%
Last year	1	6%
Never	1	6%
Yesterday	2	12%
<b>Grand Total</b>	<b>17</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher



**Figure 20-How appreciation motivates employees professionally?**



Source: Primary Data, Chart Prepared by the researcher

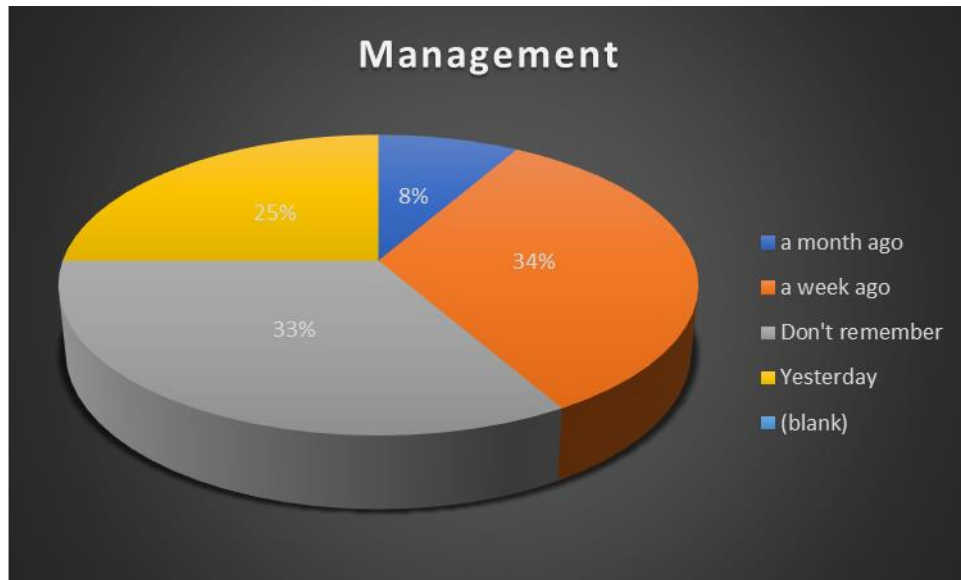
Figure-21 and table-17, depicted that the respondents who prefers good management as a motivation have received accolades either a week ago (34%) or yesterday (25%). While, 33% of them even don't remember when they last had any motivation. However, 1 responded a month ago. In all there were 12 respondents in favor of good management.

**Table 17-Those who prefers Proper Management has received appreciation**

Those who prefers Proper Management has received appreciation	Frequency	Percentage
a month ago,	1	8%
a week ago,	4	34%
Don't remember	4	33%
Yesterday	3	25%
(blank)		
Grand Total	12	100%

Source: Primary Data, table prepared by the researcher

**Figure 21-Those who prefers Proper Management has received appreciation**



Source: Primary Data, Chart Prepared by the researcher

#### 4.3.16.2 Team

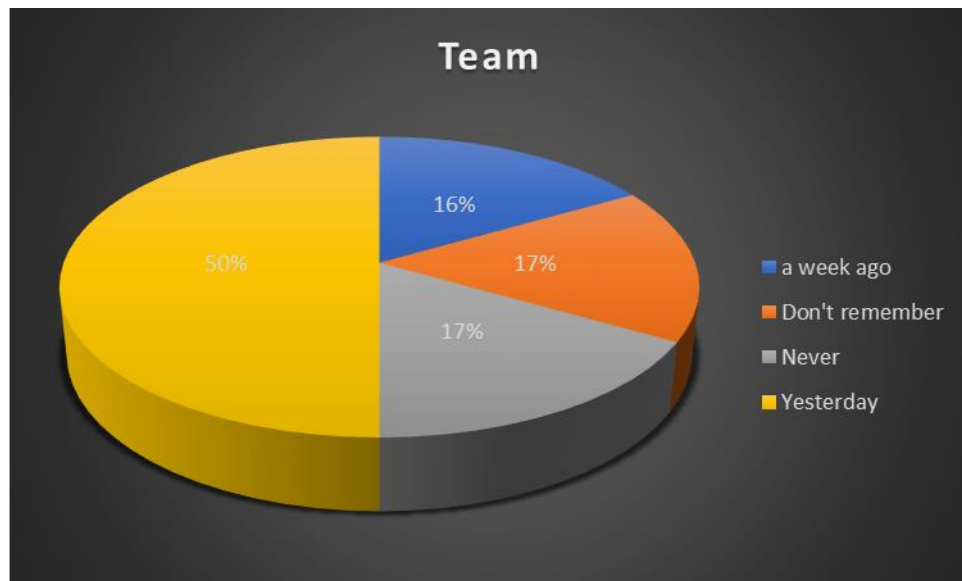
Figure-22 and Table-18, reveals the association between those who finds team as a motivation and got appreciation in recent past. It was observed that 50% of the respondents responded that a day before only they have got the appreciation due to team and 16% said they have got a week ago. While, 17% of them don't even remember, also another 17% of them have never received any appreciation.

**Table 18-Team as Motivation**

Team as Motivation	Frequency	Percentage
a week ago,	1	16%
Don't remember	1	17%
Never	1	17%
Yesterday	3	50%
<b>Grand Total</b>	<b>6</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 22-Team as Motivation**



Source: Primary Data, Chart Prepared by the researcher

#### 4.3.16.3 Colleagues

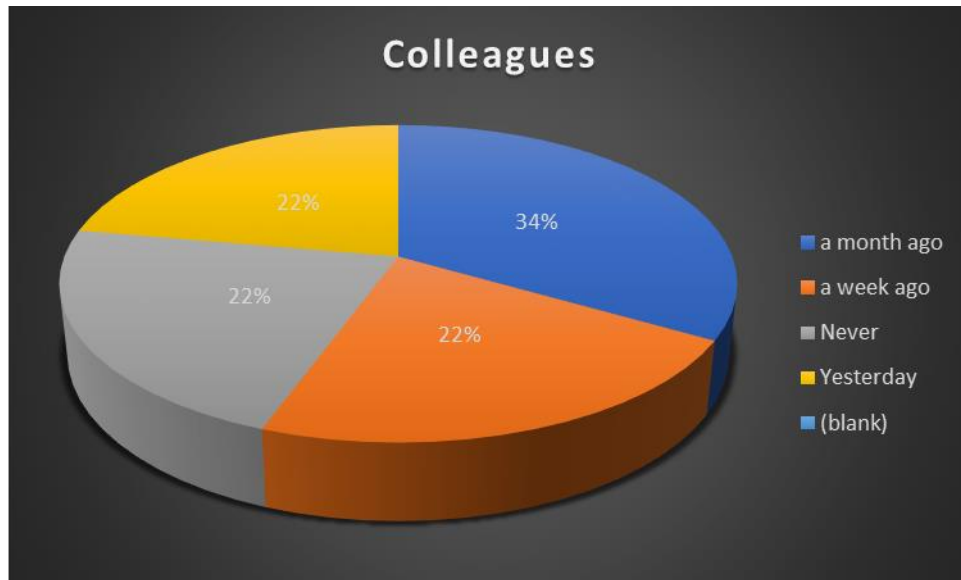
Figure-23, and table-19 shows the responses revealing motivation through colleagues. It was inferred that the 34% of them have got appreciation a month ago, while 22% each a week ago, never, and yesterday. In total only 9 respondents replied to this variable.

**Table 19-Appreciation received through colleagues**

Motivation through Colleagues	Frequency	Percentage
a month ago,	3	34%
a week ago,	2	22%
Never	2	22%
Yesterday	2	22%
<b>Grand Total</b>	<b>9</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 23-Appreciation received through colleagues**



Source: Primary Data, Chart Prepared by the researcher

**4.3.17 H4: There are various communication methods like meeting, please, phone calls, and informal chat and its impact on effective communication within a company.**

**4.3.17.1 Are you satisfied with the mode of internal communication in Your Company?**

Analysis was conducted between various modes of internal communication in a company. These were namely, e-mails, meetings, personal information and phone calls.

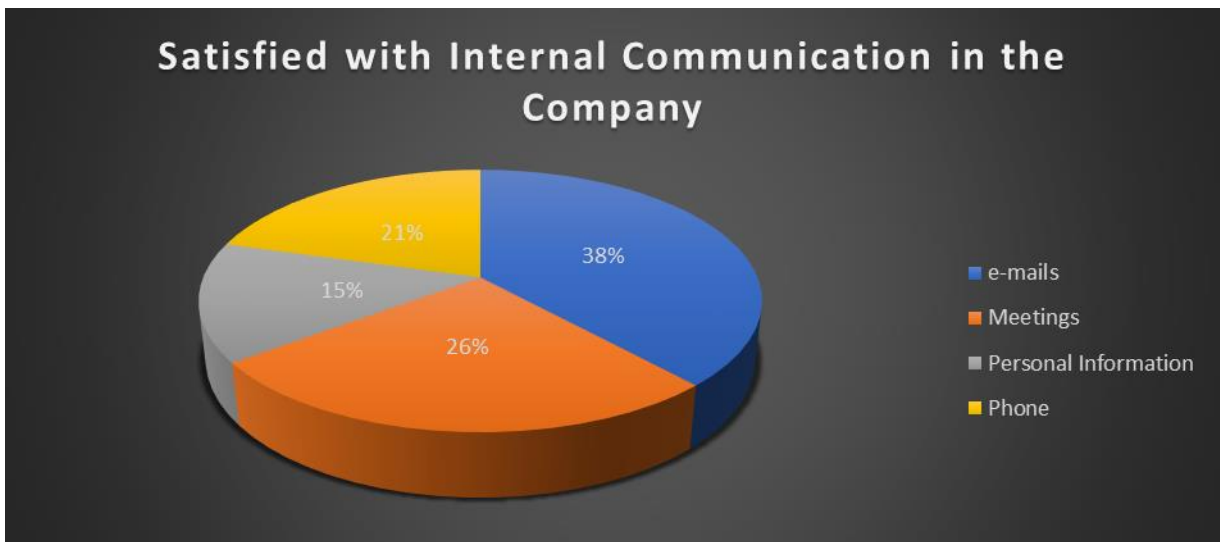
Figure-24, and table-20, shows that respondents were satisfied with the current mode of internal communication in the company. It was found that the most popular mode was e-mails with 38 % (13), followed by meetings with 26% (9), phone calls with 21 % (7) and personal information with 15% (5). Hence emails were the most popular mode of internal communication.

**Table 20-Satisfied with the modes of Communication**

Positive Responses	Frequency	Percentage
e-mails	13	38%
Meetings	9	26%
Personal Information	5	15%
Phone	7	21%
<b>Grand Total</b>	<b>34</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 24-Satisfied with the modes of Communication**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.17.2 Are you not satisfied with the mode of internal communication in Your Company?**

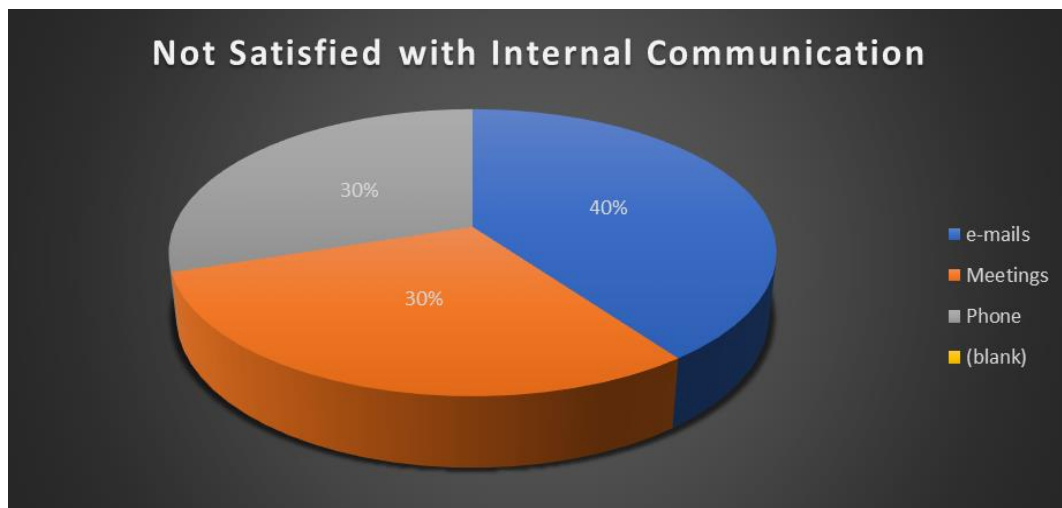
Figure-25, and table-21, shows that respondents were not satisfied with the current mode of internal communication in the company. It was found that the common mode was e-mails with 40 % (4), followed by meetings with 30% (3) and phone calls with 30% (3) and no response for personal information. Hence emails were the most popular mode of internal communication. However, number of only 10 people said that they were not satisfied with the prevailing internal communication in their company.

**Table 21 -Not satisfied with mode of internal communication**

<b>Not Satisfied with Internal Communication</b>	<b>Frequency</b>	<b>Percentage</b>
e-mails	4	40%
Meetings	3	30%
Phone	3	30%
(blank)		
<b>Grand Total</b>	<b>10</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 25-Not satisfied with mode of internal communication**



Source: Primary Data, Chart Prepared by the researcher

#### **4.3.17.3 Maybe you satisfied with the mode of internal communication in Your Company?**

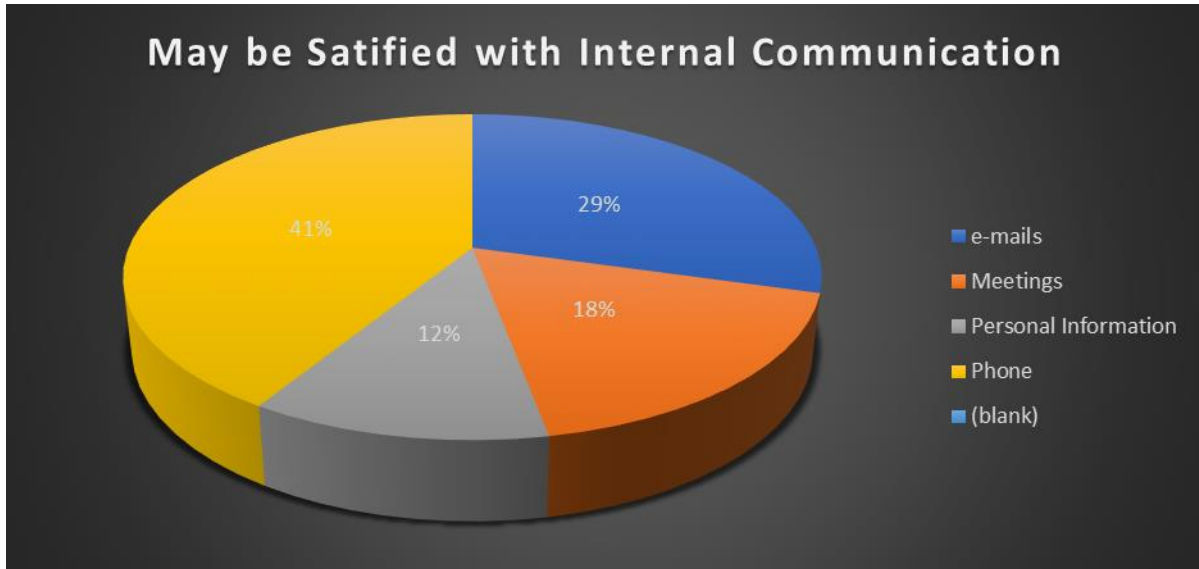
Figure-26, and table-22, shows that respondents were neither satisfied nor not satisfied i.e. they may be with the current mode of internal communication in the company. It was found that the most popular mode was phone with 41% (7), followed by emails with 29% (5), meetings with 18% (3) and personal information with 12% (2).

**Table 22-May be satisfied with mode of internal communication**

<b>May be Satisfied with current mode of Internal Communication</b>	<b>Count of May be</b>	<b>Percentage</b>
e-mails	5	29%
Meetings	3	18%
Personal Information	2	12%
Phone	7	41%
<b>Grand Total</b>	<b>17</b>	<b>100%</b>

Source: Primary Data, table prepared by the researcher

**Figure 26 -May be satisfied with mode of internal communication**



Source: Primary Data, Chart Prepared by the researcher

## **Chapter-5**

### **Evaluation & Comments on results**

#### **5.1 Suggestions**

Suggest about modification in internal communication in order to promote employee motivation and thereby retention?

- One of the most important factors that affects or helps to modify internal communication is “Being clear and direct”. By having a friendly and transparent communication in a company, makes the employees clearer about their work flow and job.
- Another modification is appreciating your employees by giving them compliments and rewards for their work. It gives a person to stand up in a motivated manner and a company should allow their employees a stage to express and cooperate with them, which helps to decrease the communication gap.
- Having a clear and free communication between employee and employer, it helps to create a good environment in an organization and helps to know the employer about the employee’s weakness and strength.
- Another modification is that thru verbal interaction, flow of information and work goes good and stress free. As it helps the employee clearer in his work and helps to work on time by reducing their communication time-period.
- The employer’s way of communication should be soft and should use polite language which makes the employee’s more safe, supportive and motivated. Friendly behavior from/of seniors are one of the most vital factors under internal communication in a company.



## **5.2 Limitations:**

The study is based on primary data. Primary data is collected through questionnaire methods. However, questionnaires method may prone to biasedness. Some of the limitations to the current study were time limitation and expenditure on the research. As there was time and resource constraints this study was conducted on specific region and that too with limited sample size. There was a statistical bias due to non-accessibility of proper response from the respondents. But Proper care was taken in order to ensure information reliability by counter questions and verifications.

## **Chapter-6**

### **Conclusion**

Effective internal communication is an integral part of a business as it can indirectly affect the output and overall productivity for the business. This could happen due to various things such as staff motivation, number of ideas and the time taken to decide. When staff are asked about their opinion or advice on certain things related to the business, they feel part of the business and therefore feel more motivated. However, if the staff is not asked anything much, they may feel excluded and lose motivation. Motivation of staff is important to a business since the more motivated an employee is, the better his/her productivity.

## Chapter-7

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**Appendix: -  
Questionnaire link-**

<https://docs.google.com/forms/d/e/1FAIpQLSeeKsnYa3tyEm-g2RJV7toIqo7rrwXU4tQWeCbDPTocEPFILw/viewform>