
Unit 401: Effective communication in business

Handout 5: Effective communication and motivation in business

‘They may forget what you said, but they will never forget how you made them feel.’

Carl W. Buechner

Theories of motivation in humans fall into two categories:

1. The **mechanistic** theories, which explain motivation as a result of needs, drives and instincts. These theories do not take into consideration the fact that humans are aware of their own actions.
2. The **cognitive** theories, which are based on beliefs formed from the acquisition of information. These theories focus on perception and thoughts that are related to action.

Anthony Bagshaw has described motivation at work as: ‘Drives within a person that account for the degree, direction, and persistence of effort expended at work.’

Suggested areas for additional reading:

- The Kaizen Approach
- Total Quality Management
- Quality Circles

See further reading for motivational theorists and their work.

Communication	Motivational effect
Positive communication	<ul style="list-style-type: none">• Can make employees feel they are valued and that they are an important part of the business – increasing their reliability and support for business aims and objectives• Can promote a positive image of the company in the eyes of customers
Upward communication with feedback	<ul style="list-style-type: none">• May lead to positive suggestions from employees being adopted – increasing the employee's feeling of self-worth. (and saving company resources)• May allow individual customers to feel 'recognised' by the business and lead to 'brand ambassadors'
Clear communication (Communication Cycle)	<ul style="list-style-type: none">• Can empower employees, giving them authority and extending their roles• May make employees aware of the businesses objectives and appreciate why they are in place, leading to more effective working practices• Enables employees to understand how well (or not) they are performing• Fosters an organisational culture that encourages communication of employee's thoughts and ideas• May promote transparency of business aims and objectives• May encourage customers to maintain a dialogue, promoting brand awareness and trust
Formal (and informal) feedback	<ul style="list-style-type: none">• Increases employee willingness (motivation) to be involved in the decision-making processes of the business• Allows employees to gauge their contribution to the business

'One kind word can warm three winter months.'

Japanese Proverb