

# Role of Effective Communication in Retention and Motivation of Employees

Muhammad. Ashfaq, Kashif. Ur Rehman, Nadeem. Safwan, and Asad. Afzal Humayoun

**Abstract**—The retention of skilled labor is becoming a challenge for the organization in this era of globalization and competition because of its scarcity. Qualified people are moving because of the greater opportunities and economic benefits more. The employers are offering various incentives, like higher wages, the promotion and training, etc. to retain employees. However, the contribution effective communication has been overlooked in the motivation and retaining employees, especially in this part of the world. Therefore, the objective of this study is to examine the role of effective communication to motivate them and employee retention. The sample size of this study consists of 300 employees of various public and private sector organizations in Pakistan. Both men and women workers belonging to different levels Organization the hierarchy are asked to give their answers. The Respondents were asked to give their opinion on the role of effective communication in retention employee. The results show that workers consider effective communication very important to their motivation and vital source of their affiliation with the organization and retention. No significant difference between men and women employed on the role of opinion effective communication.

**Keywords**—Skilled Labor, Wages, motivate, Employee Retention, Effective Communication.

## I. INTRODUCTION

EMPLOYEES of any business are the foundation of society. No people, no organization can perform its work processes. Even with all the technological advances, the machine cannot replace men remains however. Converting economic use of material resources, intellectual resources has led to Recognition depends on the person of resources as the basis for achieving competitive advantage. Value human capital is closely dependent on their potential contribution to competitive advantage or major competencies. Human capital is transformed into economic value, if it manifests itself in productivity and cost human capital for the organization depends on requirements to employees. There is growing Demand for workers, "added value" by helping to reduce costs or offer more benefits for customers who can generate the

most revenue will be achieved. Changes also means that the talent in the business to be successful, should be put on conventional knowledge and skills for certain types of personality, perseverance and intellect. Changes in production sector for services have led to demands additional terms of personality, charm, humor and Interactive skills. The main result is not any longer in the body, but in the minds and hearts. Man capital currently consists not only as intellectuals, but and social capital, emotional and spiritual capital. They are not mutually exclusive concepts. Intelligent capital appears as an emotional element. Social capital is defined as "assets, determined that there is inherent in social relations and social networks and capital is a resource that reflects nature of social relations within the company's Capital conditioned emotional behavior and personality social relations. All this contributes to the level motivation of employees and the combination of all these elements that help employees understand and increase or enhance their motivation.

Some companies are doing very well and the staff turnover low. However, most companies are not so lucky. What distinguishes the happiest less fortunate? The purpose of this study will focus on various elements that contribute to different levels of staff turnover, to reveal the perceptions of workers who have high motivation to those with lower levels of motivation. Comparison with, can provide ideas and solutions, and the reasons for these differences. The reason for this research to better understand what satisfies employees and this research can help companies get the best program for maintenance employees. Perception of staff about their work and their environment is always of paramount importance in any business. Objects are different in this regard is the discovery that the nature of the perception of employees in different organizations with different levels of communication. Detection and study of behavior of employees of different companies to understand the circumstances that motivate the best? Notice how high or low may be associated with employee perceptions of the level of motivation and turnover. The framework of this study is reduced to the limits of Islamabad, where a new market is growing every day.

## II. LITERATURE

Please Internal communications as transactions between individuals and groups at various levels and in different fields of knowledge and define these measures are aimed at

Muhammad. Ashfaq is MS scholar, Iqra University Islamabad (ashfaqaeo@gmail.com).

Kashif. Ur Rehman, is a Professor, Iqra University, Islamabad, (dr.kashifurrehman@gmail.com).

Nadeem. Safwan is a Professor, Foundation University, Islamabad, (nadeemsafwan@yahoo.com)

Asad. Afzal Humayoun is Ph.D Scholar, Foundation University, Islamabad, (asafhu@gmail.com).

developing organization, and coordinates the day to day. Dynamics of communication in organizations is always varied and complex as the complex rules, values, climate and corporate goals, perhaps because the message is a multidimensional construct. In connection with the necessity of complex interactions of internal publicity is no different from outside the organization. However, while journalists were in the role of communication with employees interested in a decade, this interest is limited in comparison with an emphasis on external relations. The first positive step towards the promotion of external communication is to achieve a positive internal relations attention paid to manage employees and shareholders and customers. Thus, internal and external communications should be reconciled. In recognition of the benefits of a surprise for the full integration of communication, that so few companies have decided to adopt a similar perspective in their organization.

Information sharing is one of the easiest and most effective management for the participation of workers in firms [1]. Good information on organizational goals and objectives, new events, activities and services can reveal features of their employees from others. At the level of internal communication organization aims to create a unified corporate identity, understanding the philosophy of the organization. There are radicals who believe that the involvement and motivation of staff is the only way to ensure customer satisfaction [2] and the organization must ensure that its employees are highly motivated to communicate, "are necessary, and we need you" [3]. Work related to enrichment design jobs so that employees have a high level of vigilance and choice. This can be achieved through the development of individual workstations, including features that [4] stated that independence is a key element or the formation of groups that independence, the following example, the principlenessocial and scientific design. Fundamentals of the theory and strengthen the regime emphasized that the function can play in increasing the promotion of and satisfaction with, and how this in turn can improve individual and collective work. The value inherent motivation, therefore, based on the idea of enrichment work [5, 6] model of contribution also diverse, with the strength of his first four aspects. They must ensure that the impact extends to lower levels of the organization, so that clarification can be decentralized, and therefore covers the work of fortification. However, the power aspect also includes suggestions for improving the organization that the environment is one aspect of voice. The other three degrees - the dissemination of information, extension and mastery of content to ensure that employees have the right to information, skills and rewards for using their power so as to make a significant contribution to the goals of the organization. Similarly [7] included four practices that are directly related to the contributions of its employees at the beginning of a list of 16 management practices that advance the necessary competence, namely the possession of employees, information exchange, participation and opportunities, and joint efforts and redesign. With an emphasis on decentralization of

decisions and provide knowledge and information to ensure employees are ready to take decentralized decisions, it strengthens the link between the high and the high commitment model of participation and productivity is, in turn, guide the propensity to ekstravahantnosti high dedication and management of high quality management with the same high performance [8, 9] unless otherwise specified, as we continue. High-efficiency management is often defined in a mature [10] providing the agility to make significant efforts of employees and ensure employees has the right motivation. To the extent that the first element, organizational restructuring in order to facilitate participation is the key and the other two are "basis to support the practice of human resource management as equivalent to the most important aspects. End when there is no work, nor the voice of enrichment characteristic of high performance work systems, such [11] described them as generally considered to include a thorough set and range of procedures for systems performance depends of compensation and to encourage management and training activities related to business needs. This form of marginalization representative voice, or at least, unions, supported by the fact that closed-Becker and others dedicated to hiring, promotion and merit-based pay is considered as opposed to traditional systems of the Alliance in the stores, internal anchor set in antiquity, the rules of demarcation and collective bargaining on wages and conditions.

Alternative direction to focus the formation of an integrated human resource management as a source of competitive advantage, and enough to put pressure on human resources management as a creator of valuable human capital pool that can create a spirit of superiority [3]. Thus, the question becomes the extent that it is simply a question of jurisdiction and, therefore, if this is the primary mechanism for connecting the human resources of the organization or practice of providing incentives to apply these methods is equally important and thus, motivation and commitment are important mechanisms.

### III. METHOD

There are 300 employees of various organizations currently operating in Islamabad, which were sampled for this research. The employees were asked to fill out questionnaires and the feedback was added to the SPSS software to analyze the differences and similarities in working conditions, rewards and the level of internal communication. The questionnaires were distributed appropriately in various organizations and given to different levels of management to assess adequately. A 5-point Likert scale was used in the investigation. The questionnaires were related to working conditions, rewards and the level of communication of the employees in the organization of different. The questionnaires were distributed to employees of different organizations. All questionnaires were evaluated and then added to the leaves of SPSS in order to assess accordingly. A major task was to compare the evidence of validity of this research with research previously

done well. The study results are described below.

#### IV. RESULTS AND DISCUSSION

The researchers seek to determine the role of effective communication in retention and employee motivation. Moreover, the difference between male and female employees is also examined. Independent sample t test are executed with the assumption of equal variance and the results are summarized below. The results of the sample demographics are showing that most respondents are male, i.e. the remaining 68% as if they are women. 63% of respondents who have a master's degree 25% hold university degrees.

TABLE 1: INDEPENDENT SAMPLE T-TEST (LEVEL OF MOIVATION BETWEEN MALE AND FEMALE EMPLOYEES

	Group	Mean	Std Dev	P-Value
Level of Job Satisfaction	Male	3.83	.215	.000
	Female	4.11	.261	

After securing the assumption of equal variances ( $p > .05$ ), t-test was applied to measure the level of motivation between men and women. The result of the T-Test is showing a significant difference between the responses of two groups ( $p < .05$ ). The average value of the female respondents is higher than male respondents i.e. 4.11, which is closer to 5 "very strongly". It is indicating that workers are considering the role of effective communication is more important then working men.

TABLE 2: MULTIPLE REGRESSION COEFFICIENTS STANDARD. ERRORS IN PARENTHESIS, T-VALUES IN BRACKETS, P-VALUES AND F-STATISTICS IN ITALICS

Dependent Variable	Constant	Workplace Conditions	Rewards	Supervision & Communication	R-Square	F Statistic
Overall Job Satisfaction	.795 (.287) [2.769] .006	.198 (.068) [5.902] .0450	.232 (.063) [5.171] .020	.471 (.070) [2.092] .0038	.591	38.000

Table-2 illustrates the result of regression analysis for general job satisfaction, results depicts that the value of R-square is 0.591 and the F-value is 38.000. The results demonstrates that the relationship is significant at the 95% confidence ( $p < 0.05$ ) and there is a positive relationship between predictors and outcome variable (Overall Job Satisfaction). All variables are individually statistically

significant ( $p < .05$ ). The regression coefficient of working conditions is 0.198, signifying that the level of job satisfaction is sensitive to working conditions. We can say that working conditions brings 20% change in job satisfaction. Likewise beta coefficient for rewards is .232 and significant, which means that rewards enhance job satisfaction by 23%. The regression coefficient of supervision and communication is significant as 0.471 and  $p < .05$ . Thus, employees observe the monitoring and reporting 47% important for job satisfaction. Over the results are encouraging albeit with varying degrees of importance.

#### V. CONCLUSION AND RECOMMENDATIONS

This study has examined how effective communication plays an important role in the retention and motivation of employees. According to results the morale of staff the employees is relatively high that illustrates that the relationships in their job are important for job satisfaction. It reflects that the overall atmosphere of the work area and rewards and skills acquired by the employees are important but they are useless if the supervision and communication is not comfortable enough for work. Results are revealing that if the work load is fair and employees are enjoying their work, it shows that employees have fair control over things and they feel fairly secure in their jobs. According to employees' response if they are not adequately paid for their jobs and that communication is not motivating them it leads towards dissatisfaction. This study concludes and recommends that communication is very important for employees who work in any organization anywhere in the world, such as communication gives the feeling of belonging and sense of partnership with employees working in the organization. When employees feel they have been heard and that they can communicate with their supervisors at any time they feel more a part of a group and are more motivated to work. Communication problems also decreases as the conflicts among professional colleagues resulting in a pleasant and healthy to work around the world to increase productivity of the organization in general.

#### REFERENCES

- [1] Lawler, E.E. and Porter, L.W. (1963), "Perceptions regarding management compensation", *Industrial Relations*, October, pp. 41-9.
- [2] Johnson, K. (1981), "Toward an understanding of labor turnover?", *Service Industries Review*, Vol. 1 No. 1, pp. 4-17.
- [3] Wright, T.A. and Cropanzano, R. (1997), "Well-being, satisfaction, and performance: another look at the happy/productive worker thesis", paper presented at the Annual Meeting of the Academy of Management, Boston, MA
- [4] Hackman, J. and Oldham, G. (1980), "Work Redesign", Addison-Wesley, Reading, MA.
- [5] Lawler, E.E. (1989), *Pay and Organizational Effectiveness: A Psychological View*, McGraw-Hill, New York, NY.
- [6] Lawler, E.E. (1994). *Motivation in work organizations*. New York, Jossey-Bass.
- [7] Pfeffer, J. and Langton, N. (1993). The effect of wage dispersion on satisfaction, productivity and working collaboratively. *Administrative Science Quarterly*, 38, pp. 382 – 407.

- [8] Dalton, G., Thompson, P. and Swallowwood, W. (1986) 'Helping Engineers Help Themselves', IEEE Spectrum, 23(12): 43-7.
- [9] Kalleberg, A. (1977), "Work Values and Job Rewards: A Theory of Job Satisfaction." American Sociological Review, 42: 124-143.
- [10] Appelbaum, S., Abdullah, C., Shapiro, B. (1999), "The self-directed team: a conflict resolution analysis", Team Performance Management, Vol. 5 (2): 60-77.
- [11] Becker, T.E., Billings, R.S., Eveleth, D.M., & Gilbert, N.L. (1997) Foci and bases of employment commitment: Implications for job performance. Academy of Management Journal, 39: 464-???