

Applied Leadership and Management in the Workplace

Module Assignment Submission

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Table of Contents

1. Introduction	3
2. Management Communication (Analysis and Evaluation)	4
3. Motivation, Performance, and Conflict	7
3.1 Motivation and Performance.....	7
3.2. Conflict in the workplace	10
4. Evaluation of Communication and Personal Development Plan	11
4.1. How affective do you find my communication?	11
4.2. Do I express my ideas clearly and persuasively?	11
4.3. How well do you think I listen to others during our interactions?	11
4.4. Do I adapt my communication effectively to different people and situations? ...	11
4.5. How appropriate and affective is my use of non-verbal communication?	11
4.6. Does my body language support or hinder my ability to communicate?	11
4.7. How affective do I handle (give) and respond (receive) to feedback?	11
4.8. Are my written communications (e-mails, reports, etc.) clear to understand? ...	11
4.9. Is the tone of my written communications appropriate and consistent?	11
4.10. What areas of my communication would you suggest I work on improving?	12
5. References.....	14

1. Introduction

In this report, we are going to discuss management communication in the workplace, through the lens of the employee to evaluate and explain workplace communication, using the relevant theories, models and concepts. We will be discussing workplace examples that stem from our current and previous workplace. We will evaluate the use of communication models such as those described by Shannon and Weaver, Schramm, or Berlo (Khadija and Omar 2023); providing clear explanations of the principles, strengths and weaknesses of interpersonal communication models. It is important to analyse the communication cycle by a range of factors such as verbal and non-verbal communication, their impact on language, structure and levels of formality, as well as how to manage and identify communication barriers and overcome them.

Thus, this report is going to discuss motivation and performance by explaining and evaluating a range of motivational theories including Maslow's Hierarchy of Needs, McClelland's Three Needs Theory, Herzberg's Hygiene Theory, McGregor's X & Y Theory among others, in order to understand and demonstrate their strengths and relevance to workplace practice (Pardee 1990; Ryan and Deci 2000). Additionally, we will discuss conflict in the workplace and how it affects the performance of employees. We will provide a self-evaluation of communication skills and produce a Personal Development Plan (PDP) to evaluate our own communication skills, in the manner of SWOT and SMART objectives, including written feedback from the line manager – which includes a short questionnaire to evaluate personal communication skills, identify strengths and highlight areas for potential improvement.

2. Management Communication (Analysis and Evaluation)

Workplace communication, often referred to as a transactional use of symbols, is often assessed by a variety of key factors that humans recognise intrinsically, though variably between individuals; such as a person's body language, verbal and non-verbal communication and how they portray different meanings and evoke different reactions in different people. According to Mehrabian (1971), here it is examined how non-verbal communications influence the formation of impressions and perceptions; are we too serious? And, what differences can aspects of our expression make to the way in which we are perceived by others? Thinking of our words, tones and our gesture, Mehrabian introduced a theory as to what percentage of our perceptions are produced from certain observable elements, as outlined below:

- The actual words being said – **7%**
- The tone of voice used to say the words – **38%**
- The body language conveyed (gestures and movement) – **55%**

Thus, effective communication is predicated on the skilled application and manipulation of such elements i.e. facial expressions, hand movements, distance, the tone of voice, eye movements and body language – even things like fidgeting and stuttering which may be intrinsic or pathological. Thus, it is an unfortunate observation that things which we can't control, such as stuttering or a lisp can affect our tone and vocal delivery in a way that affects our ability to produce a positive impression.

However, despite our individual difficulties there are a wide range of adjustments we can make, that may be more natural to us as individuals and allow us to improve our communication and perceptions. As Mehrabian discussed, non-verbal oral behaviours serve as paralinguistic cues that fundamentally alter or enhance verbal meaning; and we can manipulate those to benefit our communication. There are a huge variety of modifiable tendencies that we can adjust, such as the speed we talk in, the pitch we use to present a speech, drawing attention to certain points; these non-verbal behaviours are key to controlling how we come across to people when giving clear directions, especially when in a position of authority. It is important to speak in clear language when we make a statement, or a suggestion, and to give instructions that are clear and understandable. Unsurprisingly, it's in the best interest of ongoing rapport to ensure our conversations are left with a final positive note – unless a more sombre conclusion is necessary to convey severity i.e. after a disciplinary meeting. It's not just about talking but also using body language, gestures and mannerisms to deliver the sense that the work environment is one in which staff feel they can voice their opinions without fear. In this vein, it is key that leadership staff engage in regular meetings, where they can both monitor and rejuvenate the work atmosphere. Even in tense situations where aggression feels likely, it remains important to continue to be assertive, whilst

maintaining a listening ear, keeping discourse honest and keeping personal emotions under control to listen carefully what is said – not reciprocating the animosity.

The evolution of communication models across the literature highlights how messages travel and where they break down. The Shannon-Weaver Mathematical Model (Khadja and Omar 2023) established communication as a linear process, discussing how information travels across distances from a source to a destination while interacting with the surrounding environment, sometimes to the detriment of effective and accurate communication. David Berlo expanded on this linear concept through his SMCR model (Stead 1972), which outlines how a source encodes a message through a specific channel to a receiver who then decodes it. Unlike earlier rigid frameworks, Berlo heavily emphasized how the background, culture, and skills of both the sender and receiver influence this transmission, while also factoring in how noise disrupts the channel, often leading to miscommunications and misunderstandings – sometimes even conflict. Wilbur Schramm updated these concepts by transforming communication into a circular, two-way process that relies on a shared field of experience between parties (Saidu 2023), a framework that modern instructional designers (such as those who make Ikea furniture assembly instructions) still use to optimise communication between designers and the end reader and even other people through the medium of virtual workspaces (such as teams or slack). Together, these foundational models break communication down into eight core elements: the source who conveys the message, the verbal or non-verbal message itself, the audiovisual or digital channel used, the encoding process of the sender, the decoding process of the receiver, the receiver who processes the information, the interference or noise that disrupts transmission, and the feedback that completes the loop. Despite these structured elements, workplace communication is constantly threatened by linguistic, psychological, physiological, perceptual, content-based, and personal barriers. Overcoming these hurdles to align verbal, non-verbal, digital, and written interactions requires a proactive approach centred on active listening, clear channel selection, and continuous feedback loops.

When we are communicating verbally in the workplace, we are discussing what we need to be completed and non-verbal is our thoughts, our feelings, emotions, motives, attitudes and values. Where digitally we use information of data, voice and video. When we use written communication it's a message that can be referred to as an e-mail or a letter.

There are different barriers to communicate, and they are if we environmental such as noise, and language barrier that refer to our native language that can lead to miscommunication. There is physiological barriers in our workplace such as human health conditions. In my workplace there is a poor communication because they pretend to listen or ignore messages that was given to complete a task and it affects the workplace in such a manner that staff become unhappy and the company production

suffers together with the turnover off staff. The best can be to have written communication on the board or in the book to make sure tasks get completed.

Defensiveness in our workplace when people make negative criticism, two peoples perception that affect the works relationships.

The main points of listening are to pause and think before responding, make sure you concentrate on what was said and clarify before your next question and do not interrupt whilst they are talking. In the workplace it will be an advantage to ask questions specially if something is not understood.

3. Motivation, Performance, and Conflict

3.1 Motivation and Performance

Motivation is the actions we take that motivate us guides us, in what we do and why we do them, or what it makes happy. According to Richard M Ryan (2000) There are two motivators, Intrinsic and extrinsic:

INTRINSIC MOTIVATORS

We go for a walk with the dog; it makes us happy.

We clean our house, it smells nice, but it makes us happy.

We visit friends, it also makes us happy to see them.

We go to the gym; we improve body health and therefore we feel happy.

EXTRINSIC MOTOVATORS

We go to work, to pay for our personal benefits like going on holiday

We cook dinner because we get hungry

We attend school, colleague or university, to learn and gain a qualification.

Motivation is:

Needs- psychological or physiological such as hunger, thirst, fear, love, friendship.

Values- is things that we believe is important such as good manners, family, health or wealth.

Goals- when we work towards an outcome- to gain an achievement of qualification, to save money for a car or what we need, to feel and look better.

According to Maslow (1943) Hierarchy of Needs, he explains that there are five needs in Maslow's theory of work motivation:

1. **Physiological (Physical)** the basic needs of a person's salary that provides, food, clothing and housing.
2. **Safety (Security)** to feel safe in the workplace.
3. **Belonging (Love)** our need to feel that we belong and is valued.
4. **Esteem (Ego)** the need to boost self-esteem e.g. Being successful in their job.
5. **Self-actualization (Being)** once they achieved the above, they will become creative.

We can all the achievement to reach the hierarchy, but we can fail to meet the needs due to life experiences such as a divorce, loss of a job.

McClelland's Three Needs Theory McClelland (1965)

- * The need of power, they are strong leaders and have self-discipline.
- * Need of achievement, they are motivated by success and thrive on challenges.
- * Need for affiliation, they work well with others.

The differences between Maslow and McClelland is that Maslow looks at human motivation as a specie, and McClelland looks at motivation of employees, and they both agreed that it's the **Needs** that drives people.

Herzberg's Motivation Theory-Hygiene (1984)

According to Herzberg (1984) its known as a two-factor Hygiene theory and it relates to employee motivation and it refers to their work environment, work relations and their wages, and it motivates employees to work harder to achieve and therefor get promotions. He also states if employees are unhappy in work its related to the work environment and if they are happy they during work hours they feel fulfilled and work better. Thus, according to him it's called **satisfiers** that is gained from the job such as:

If colleagues and managers give the staff recognition.

The intrinsic value staff obtain from their work.

Their responsibility.

When they receive opportunities and get advanced, thus gives them status.

He also refers to **dissatisfiers** and they are:

When they have differences with others.

Their job satisfaction.

If they have good management.

Their organisation policy and administration

Their interpersonal relationships thus is referred to as hygiene factors because it can be prevented by staff and avoided, and these facts will prevent dissatisfaction in the workplace. Its f best interest to provide opportunities, improve their skills and it will be a good asset for the company.

It is very challenging for the manager to motivate their employees, and they must know what drives the team and work towards it. The job satisfaction that employees gain is the intrinsic value and responsibility and it is also the opportunities for advancement and the statis they will gain.

McGregor's Theory X and Y (1960)

He believes it is important to influence how company operates, and how management view staff behaviour. He set it in two categories, X and Y theory and it was published in 1960 The Human Side of Enterprise and it explains two views of management styles.

X- is based on his believes that a human prefers to avoid responsibilities and likes to be directed towards tasks, and that employees needs to be pushed to achieve productivity and therefor he introduced incentive schemes in the workplace and will advance productivity in the workplace.

Y- is based on assumptions of physical and mental effort they put into their work. The staff has an imagination and is creative, but the average human being only partially utilises this. He also believes that the managers and the staff can have a good work relationship, and the managers can trust their employees to make their own decisions and take ownership by performing tasks and responsibilities and therefore they will find it rewarding.

In my workplace I find there is an Intrinsic Motivation because they work hard to achieve their incentives. "They strive towards a goal for personal satisfaction." In work the staff will set up stands and a table that the perfumes that is listed will be placed for us to sell to customers to win the incentives in either first place, second place or third place. There are times we did not achieve the goal, but it continues during the year. The staff will work together to achieve the goal, but their behaviour has a few problems which is the lacking of trusted work relationships and favouritism, they talk about staff when not present or they will leave the shop floor to go to back to chat, in the past they were talking loudly to staff pointing to their mistakes whilst customers was present.

3.2. Conflict in the workplace

In the workplace conflict stems from miscommunication where messages are not clear and it leads to frustration and confusion. A person of different culture and language can have difficulties in communicating and misunderstanding. The best prevention to conflict is to resolve it immediately. Stress can lead to employees feeling physically ill due to pressure in the workplace. If there is anger, frustration and unhappiness staff will leave negative emotions. To resolve this situation, it will be best dealing with the issue in a private room where they can discuss the problem and resolve it. Ineffective communication contributes to conflict when critical information is missing and leads to negative disputes. Motivation influences are how a conflict develops, when intrinsic or extrinsic motives clash such as their powers escalate and they become aggressive. Lack of communication plays a big role in the workplace, and it escalates from disagreements and it leads to staff will not focus on what is requested and therefore problems in the workplace can lead to depression, poor quality of work, lateness for work or sick leave.

According to (Schwarz, 2002: Robinson, 2010)., he explains the first critical step is to create rules to keep a record of staff behaviours, and the importance for staff to interact and follow the rules set. Supervision is very important when staff have a disagreement or if they were aggressive. Research explains when the managers follow conflict management style in the workplace the employees form a trust relationship with respect.

According to (O' Driscoll and Beehr, 2000: Robinson, 201) to resolve the issues in the workplace the employees must understand the seriousness consequences they caused and resolve the conflict.

4. Evaluation of Communication and Personal Development Plan

Firstly, I will create a questionnaire to evaluate my communication, this will analyse a suitable feedback method such as a questionnaire that also identifies strengths and what I can improved, I will obtain Gap analysis from my previous handbook to add reflection of my communication style including my behaviour in work, and support my models.

In this questionnaire I received feedback from my manager to evaluate my communication:

4.1. How affective do you find my communication?

You are very effective and know how to speak clearly and slowly and get across what you trying to say/feel.

4.2. Do I express my ideas clearly and persuasively?

Yes, I'd say you express your ideas persuasively.

4.3. How well do you think I listen to others during our interactions?

I'd say it depends on the person you are communicating with. I feel you communicate a lot stronger with me than new members of the team.

4.4. Do I adapt my communication effectively to different people and situations?

Yes, I say you adapt quit well.

4.5. How appropriate and affective is my use of non-verbal communication?

I'd say non-verbal communication is good, you give good eye contact, you focus solely on the person you communicate with.

4.6. Does my body language support or hinder my ability to communicate?

Again, it depends on the subject, 9/10 your body language is very open and inviting but sometimes if you don't agree with the subject your body language can be closed e.g crossed arms.

4.7. How affective do I handle (give) and respond (receive) to feedback?

I'd say you handle feedback well. The feedback you've given back to myself has been clear and affective.

4.8. Are my written communications (e-mails, reports, etc.) clear to understand?

Written communication is clear, very easy to understand.

4.9. Is the tone of my written communications appropriate and consistent?

Yes, your tone of written communication is always appropriate and understanding.

4.10. What areas of my communication would you suggest I work on improving?

Body language when you don't agree with what the subject is.

After receiving this feedback from my manager I will correct it appropriately.

I am referring to Gap Analysis for my Current communication skills and including SWOT Analysis.

My personal findings for my strengths and what I need to improve are:

My current communication skills are relatively good, but I can improve in the area when talking in public on stage.

Future state, measure clear goals where the company should be.

My current state: I am lacking in confidence, I am self-critical and I can be impatient.

Analysis: I do have a can-do attitude and very determined and know what I want.

Identify gaps: To compare your goals will give you an insight into what is not met.

Desired future state: I have the ambition and want to gain my degree to better myself and apply for a good job.

I am referring to SWOT Analysis, Strengths, Weakness, Opportunities, and Threats.

In this section I am explaining my:

Strengths, my communication skills are good, I am caring, approachable, Sympathetic and empathetic and a good timekeeper.

Weakness, my IT skills is not very good.

Opportunities, to improve my education by doing this degree.

Threats, risk factors like people losing their jobs.

I am using SWOT conversion Strategies, to explain the following:

Weaknesses to Strengths, my weakness are IT skills, and I will do an online course to improve.

Treats to Opportunity, improve my knowledge by doing this degree.

Strength to opportunity, I am good in communicating in work, show empathy and sympathy. My goal is to lead a meeting to gain confidence.

Weakness to Opportunity, I will seek Collaboration from others in the workplace who are advanced in certain areas and therefor I can learn their methods.

My personal communication style and behaviours at work, I am good to interact with staff, and I can respond to conflict and prefer to have a conversation to solve it promptly before misunderstanding escalates. By being assertive promotes to you listen to staff and its effective in the workplace. I like to solve problems and prefer not to create a problem in the workplace. I prioritize my colleagues by avoiding conflict.

In this section I am explaining Personal Develop Plan (PDP) and adding SMART objectives for learning.

The PDP plan refers to:

What do I want to learn? To better understand the way in which workplace communication affects staff cooperation.

What do I have to do? To ask insightful questions to colleagues to better understand what matters to them, how they like to operate and what methods of communicating are best to connect with them.

Support or Resources: To refer to known approaches of effective communication as published in peer reviewed and respected journals, whilst also applying their findings to my interpersonal communication.

Measure of success: My managers perception of my ability to communicate effectively, though arbitrary, is a good method of success. Possibly combined with a questionnaire and quantifiable score matrix that can be tracked over time.

Target Date: Complete by: 1 June 2025 and Review on: 10 July 2025 (1:1 meeting with manager).

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