



## Applied Leadership and Management in the Workplace Module Assignment Submission

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|-----------------|--------------------------|
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Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

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## Introduction

Within this assignment there will be two sections to review, first section will be on communication, there will also be discussions on how we communicate in a workplace, exploring and explaining the good and bad of communication cycles and the importance of verbal and non-verbal communication.

Second section of this assignment will be about Motivation, Research will show what motivation works best in a workplace and how its implied, 4 theories of motivation and the benefits and application of motivational theory.

This assignment will be finished off with a self-evaluation and a communication style quiz.

## Communication

According to Ntara (2023) Communication is an exchange of information from one person to another this can be done by writing, speaking or using internet. Every communication has a sender, a receiver, and a message.

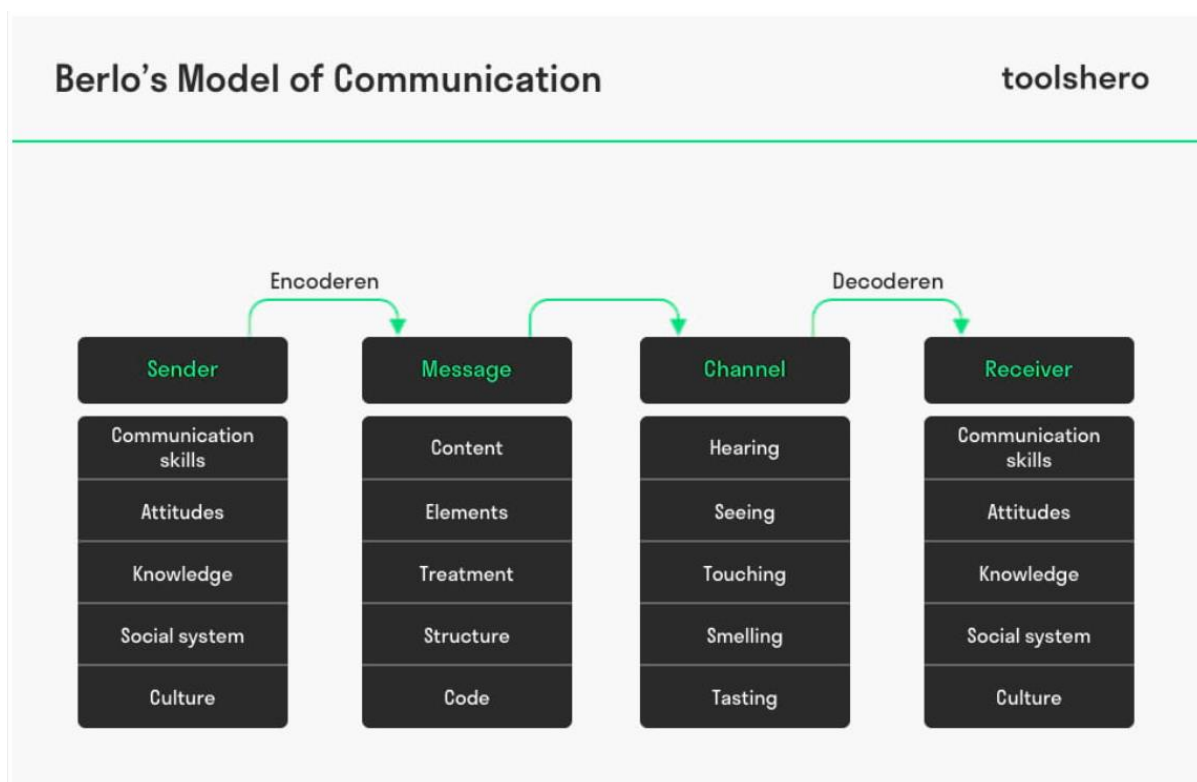
### Explanation of communication cycles

As explained above the communication cycle is a mechanism wherein one person transmits a message, which goes through a resistance chain. Studies reveal that the communication cycle exhibits a one-way or two-way process, according to Ntara(2023) this can also be done by transmitting non-verbal and verbal information into the channels. The two communication cycles that will be discussed within this section are Schramms and Berlo's model of communication, the reason these two cycles have been chosen is because they both represent different ways of communication.

Berlo's model of communication is known as a one-way cycle, David Berlo's set Berlo's SMCR Model of Communication in 1960 where he represents the process of communication in its simplest form. This communication cycle is broken down into 4 components and these

components are then influenced by different factors, this communication tool also emphasises the coding and decoding of the message. The 4 components are Sender, Message, Channel, and Receiver. A diagram of Berlos communication cycle will be shown below for more of an understanding regarding the factors (Bhasin,2023; Janse,2024).

Having a one-way communication cycle is beneficial to get a direct message across to your Receiver which also shows more authority regarding the message your trying to relay, for example in a workplace there could be notice board with a message on or an instruction for work employees to read this then indicates employees of that workplace do not need to respond or give feedback and the Berlos model communication cycle is straight forward to achieve that.



(Janse, 2024).

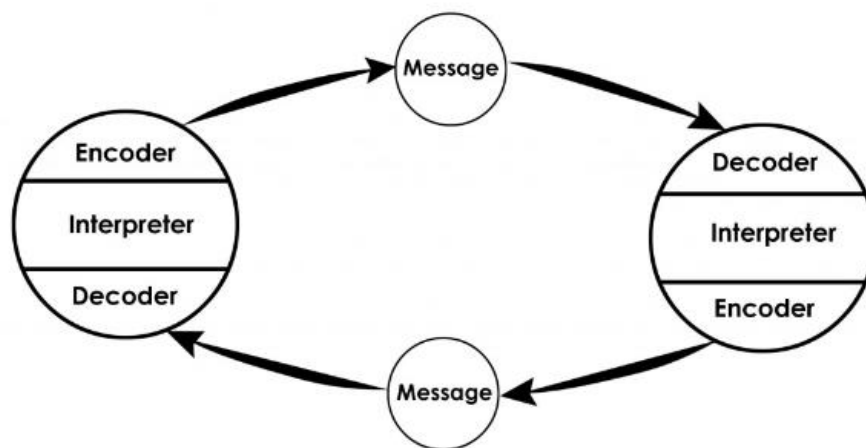
Another perfect example and break down of berlo's SMCR model of communication is watching the news on the television, the news presenter is the source of the news, and the audience that watches the news will watch through an online channel like a tv or an internet source which is then the channel and then the message is transported to the audience which are the receivers of the message. (Pumble,2024).

The second communication cycle is Schramm model of communication, according to Malkan (2024) this model was suggested to explain the flow of communication effectively, this implying that communication is a continuous two-way exchange of messages between sender and recipient and highlights the importance of feedback.

According to Wrench *et al.*, (2021) Wilbur Schramm who published Schramm's model in 1954 also believes coding and decoding are the two essential processes of an effective communication.

Some of the most common examples of a two-way cycle are face to face conversations, telephone or email/text, all these sources of communication allow the message to have feedback.

An example of Schramm's model of communication.



It is a Circular Model, so that communication is something circular in nature

**Encoder** – Who does encoding or Sends the message (message originates)

**Decoder** – Who receives the message

**Interpreter** – Person trying to understand (analyses, perceive) or interpret

(Communication Theory, 2014).

Studies argue which communication cycle is best, they both have benefits depending on the message they are trying to send and what sort of response they are looking for, a one-way cycle is more authority and leadership with their audience and a two way can be more of a relaxing and equal approach.

## Importance of verbal and non-verbal communications

According to world of work project (2021) Based on research, Albert Mehrabian has concluded that only

- 7% of meaning in the words that we use in spoken communication
- 38% of meaning is paralinguistic (Tone and voice)
- 55% of meaning is in facial expression and body language

Research shows that when an individual thinks about how to communicate, speech is the first example that enters their mind. However, they often overlook the importance of non-verbal communication. As shown above studies show that body language is more important than the words we use, we are constantly giving and receiving non-verbal cues and our body language or facial expression can reveal our inner thoughts and messages to others. It is important to understand non-verbal communication as this helps people to communicate with those experiencing hearing loss. (Lexihearing, 2023).

According to Lumenlearning (2024) Verbal communication is about the language and words we use whether that is written or spoken they are both signs of verbal communication, however it's not just about the language we speak, verbal communication can be relayed in so many different ways, the obvious one is face-to-face but having a conversation over a telephone, email, or standing in front of a crowd giving a speech is all connected to verbal communication. To have good verbal communication with one another you need to have active listening skills, a clear and loud voice, appropriate humour and being tuned in to the conversation

## Workplace communication methods

Each workplace is different however, they all have similar ways of communicating with their staff, according to Indeedforemployers (2024) there are two main methods of communicating with your employees:

- sharing information verbally;
- sharing information electronically (including using platforms such as email, mobile apps, internet and collaboration tools).

These two main methods of communication can create a two-way communication cycle or a One-way cycle.

### **Two-way communications in a workplace (Verbal); -**

- Face to face
- Text
- Email

These forms of verbal communication enable your employees to join in with conversation or give their thoughts, concerns and feedback. Introducing a two-way communication approach in a workplace is important to have with employee as it is known to have a knock-on effect for other aspects of the workplace, you can also expect to see a more productive, happy and engaged workforce. This will also create a more motivated and productive team and that will create an open and honest culture which will benefit the workplace.  
(indeedforemployers,2024)

To improve verbal communication in a workplace and to have you need to have active listening skills, expand your vocabulary, practice empathy and seek and provide constructive feedback, by implying and having these skills it will build a relationship with your employees, show processualism and to help employees feel they are part of a trusted workforce.  
(Theknowledgeacademy,2024)

One-way communication in a workplace (Non-Verbal); -

- Notice boards
- Posters
- Emails with a “no response”

By relaying a message or instruction on a notice board, flyer or poster non-verbally is known as a one-way communication method in a workplace which has more authority to the audience you're relaying the message to.

According to non-verbal communication sends cues to other using actions rather than words, employees can express happiness, concern, gratitude and confidence by responding nonverbally. It is important to understand non-verbal communication cues in a workplace and to help become more aware of these cues.

Types of Non-verbal communication; -

- Facial expressions
- Paralinguistics (such as loudness or tone of voice)
- Body Language
- Proper eye contact
- Hand gestures
- Eye gaze

Written/nonverbal communication in a workplace is just as important as verbal communication and to improve on this a workplace needs to understand their employees, be clear with the message they are relaying as an email or text can be misread, have consistent communication and stay updated with technology as there many different tools and apps available and technology is changing so becoming familiar with these can refine your writing by identifying passive voice, adverb overuse, or complex sentences.  
(Theknowledgeacademy.2024)

## Motivation

According to Kanfer (1990). Motivation is defined as the *“psychological forces that determine the direction of a person’s level of effort and a person’s level of persistence in the face of obstacles..”*

Intrinsic and extrinsic are two examples of motivation, according to Barr (2022) intrinsic motivation is internal, yourself motivates you to fulfil your personal needs or activities that you love because its internally rewarding, your goal comes from within and that's why you will find these activities enjoyable, fun and satisfying by having that internal motivation it will show higher quality of performance an example of this would be an individual playing sport because they enjoy how it makes them feel, this can be seen in trying to motivate a team in work by collaborating with team mates because they enjoy building relationships with them, however extrinsic motivation is external an individual is motivated to do an activity in order to gain a reward, in involves external gain, such as money, fame and power. An individual goal is only focused on the outcome and does not satisfy a person's basic psychological needs. An example of this would be a person going to work to earn money and not for enjoyment. According to indeed (2024) Extrinsic motivations can be seen in the workplace when employees strive to meet targets or to accomplish tasks in order to fulfil their job role or to earn bonuses or promotions.

## Theories of motivation

Within in this section there will be an overview on the 4 different theories of motivation, Mcellends three needs theory, Masclows hierachy of needs, Herzberg motivation theory and McGregor Theory X and Y.

### **Mcclends three needs of theory;-**

This theory was developed by psychologist David McClelland in the mid-20th century. This theory is known as the Motivational Needs Theory and that it's a psychological theory that focuses on three fundamental needs or motives that drive human behaviour. It is also referred to as the achievement motivation theory.

The three need proposed by McClelland are; -

**Need for achievement-** This is the need accomplish challenging tasks, Individuals with a high need for achievement seek out tasks that provide them with opportunities to demonstrate their skills and competence

**Need for affiliation**-This is the need for forming and maintaining positive interpersonal relationships. People with a high need for affiliation seek social interactions, this is also a need for forming and maintaining positive interpersonal relationship

**Need for power**- This is the need to influence, control, and have an impact on others.(Skillchanneluk,2024).

### **Maslows hierarchy of needs;-**

Maslow's hierarchy of needs, proposed by Abraham Maslow, presents a pyramid framework suggesting that human motivation stems from a hierarchy of five fundamental categories, these five categories are; -

**Physiological**- air, water, food, shelter, sleep, clothing

**Safety**- personal security, employment, resources, health, property

**Love**- friendship,intamcy,family, sense of connection

**Esteem**- (ego), respect, self esteem, strength, status,freedom

**Self-actualization**- desire to become the most that one can be

When an individual's progress through these needs, they experience a greater sense of fulfilment and motivation. (Hopper,2024).

### **Herzberg motivation theory; -**

This two factor theory was developed by psychologist Frederick Herzberg, the theory comprises two factors motivation and hygiene this is influenced by satisfaction and dissatisfaction at work. (studysmarter, 2024)

**Hygiene factors**- Hygiene factors cover extrinsic needs such as pay grade, workplace policy and relationships with their peers. These factors are not related to workplace satisfaction but must be present in the workplace in order to prevent dissatisfaction.

**Motivation Factors**; - covers intrinsic needs such as achievement, recognition and advancement. This is known as a workplace satisfaction. Motivation factors allow employees to be content in their job and promote growth.

(kurt,2022).

### **McGregor Theory X and Y**

Both theories are used by manager to motivate their employees, even though both theories are very different from each other. Theory X gives importance to supervision, while theory Y stresses on rewards and recognition.

**Theory X;** - one assumption under theory X is that the employees need to be threatened or forced to work towards the organizational goal, this is why this theory follows an authoritarian approach to motivate people otherwise they will avoid responsibility and the managers have to supervise them at every step.

**Theory Y-** On the other hand theory y is more about keeping their employees motivated by giving them the responsibility of their actions and work towards achieving the goal of the organization without much supervision. They have more of a decentralized approach. This theory is very similar to Herzberg.

(Ecnomictimes,2024).

## Factors that impact motivation in the workplace

Some of the important factors that can impact motivation in the workplace are poor management, if a manager isn't being supportive or fair in a workplace this can impact motivation and staff moral because they won't feel a sense of purpose and the work environment will lack motivation, employees need feel supportive, respected, appreciated and in an empowering atmosphere to properly carry out their duties and responsibilities. According to Recognize (2022), reward and recognition go hand in hand and are some of the best ways to motivate employees. When you provide positive feedback to your employees for their work and behaviour, they are more likely to keep it up or repeat it. When you look back at the Herzberg motivational theory some of these examples are very similar and by using the Herzberg motivation factor you could improve the workplace and prompt motivation.

## Application of motivational theory

According to Recruit(2024) to motivate employees in a workplace you could;-

**Make them feel valued-** A workplace can make their employees feel valued by giving them praise for a job they have done, this will also give employees a sense of purpose and to continue with that good work. A workplace could bring in a reward for good work like employee of the month or a little gift to show appreciation.

**Encourage career progression-** if an employee sees little room for advancement, they may feel they have nothing to work towards. So as a manager or team leader they could give

employee extra responsibility, have regular appraisals to see what goals they would like to achieve by working for the company and meeting the employee needs.

### Create a positive working environment-

To create a positive working environment managers need to make sure they are providing appropriate platforms for employee feedback as any conflict or negativity will almost certainly restrict workflow. For a workforce to be successful in a positive environment they could do little gesture like celebrating an employees birthday or organising an event for staff to socialise and boost moral.

All these examples are very similar to the Herzberg motivation factor and the McClelland's three need theory, they both have the same outcome in a workplace and they both have similar factors to motivate an individual an example of these are they both have achievement, a sense of purpose and to succeed in their career. The only difference is McClelland's need of power, Herzberg theory doesn't necessary desire for the need of power just the need of success.

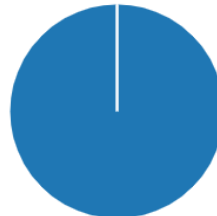
## Self evaluation

Within this section i have collected feedback on a communication style test i created, i will show compare what people think and evaluate my strength and weakness.

### 1. My communication style is

[More Details](#)

|                    |   |
|--------------------|---|
| Assertive          | 2 |
| Passive            | 0 |
| Passive aggressive | 0 |
| Aggressive         | 0 |



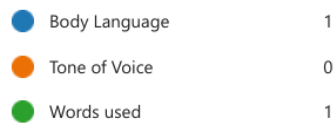
### 2. Do i explain myself well

[More Details](#)

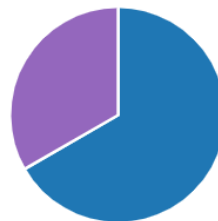
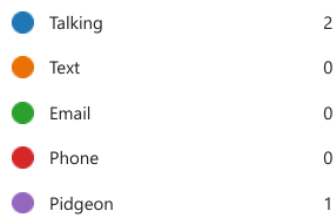
|     |   |
|-----|---|
| Yes | 2 |
| No  | 0 |



## 3. Do i have positive...

[More Details](#)

## 4. how do i usually communicate with you?

[More Details](#)

As you can see from the quiz, my personality is known as assertive which means I'm confident expressing my feelings and thoughts. Second question is a positive outcome as it means I'm clear with my communication, third question I had a mixed response and didn't score on "tone of voice" so that could be something I could potentially work on and finally last question is how I communicate with people and talking scored a two so a two way communication like face to face is my preferred way to communicate.

## PDP to improve upon weaknesses

| What do i want to do          | How can i do                                               | What resources will i need           | How will i measure success                                | Target date for review |
|-------------------------------|------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------|------------------------|
| Improve on my communication   | By socialising more and getting tip for best communication | Internet, money, car                 | By asking friend and family                               | August 2024            |
| Improve on my time management | Be more organised, write a list                            | Pen, paper, internet or an organiser | To see if my time management has improved on my next task | August 2024            |
| Improve listening skills      | By engaging in a conversation                              | Social group like uni                | By understanding the conversation                         | August 204             |

|                         |                    |                      |                                  |             |
|-------------------------|--------------------|----------------------|----------------------------------|-------------|
| Improve in my uni class | By attending class | Pen, paper,transport | By reviewing my assignment marks | August 2024 |
|-------------------------|--------------------|----------------------|----------------------------------|-------------|

## Conclusion

In conclusion, within this assignment and after a lot of research it is important to have good communication in organisation. To have good communication will improve so many factors and give you the confidence to be heard. Communication is used every day whether that is verbal or non-verbal through text, email, body language or face-to-face and relaying good communication in a workplace will boost employees' relationship and trust.

After learning about the motivation theories, it is important to have an understanding which theory works best in your workplace, also as an individual having the right motivation can push you to better yourself and others around you.

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