

The Contribution of Local Managers in the Motivation and Communication of Employees

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Abstract: Research has shown that communication and motivation are one of the key factors in organizational success and if not dealt with correctly will lead to poor organizational performance. This minor article aims to investigate why modern day organization still perform poorly in the area of communication and motivation. However, globalizations, technological progress, the explosion of communication and information techniques have impacted the functioning of organizations and society, where consumption has become dominant. These upheavals have contributed to the evolution of the meaning and values linked to the work of individuals. Our article will focus in particular on the contribution of the local manager to employee motivation and communication, and the effect of local management on communication and motivation. So the question that comes to our mind is why targeting the local manager? The local manager is the first link in the managerial chain. He is often a valuable former technician who has been "rewarded" with the title and function of manager, without training and support. He has all the prerogatives. He has production objectives moreover because the collaborators that he frames. He is the sole manager who directly and solely manages employees. Through an investigation of human behavior of motivation and communication, we are going to highlight a model of organization that allows improving relationships through the management and enhancing the flow of communication within a company.

Keywords: Communication, Motivation, Local management, Organization, employees.

1. INTRODUCTION

“We do not motivate our employees to satisfy them, but to give their best to improve the productivity and profitability of the company”.³

Communication and Motivation are the most essential as well as the most elusive element of any organization. They play an integral role in allowing organizations to overcome the challenging modern day global competitive market. Okatan (2020a) highlighted the importance of motivation on innovative outputs by measuring ‘innovation motivation’ as an internal innovation capacity dimension. A modern organizations ability to efficiently communicate internally and externally is key. Therefore, motivation and communication are central to strengthening an employee’s confidence in the vision and the mission of an organization, as well as improving the image of an organization. However, within an organization, the motivation of the employees doesn’t only rely on the management structure, but on all the professional bodies that compose it. Everyone at his level plays a key role within the motivation of the teams.

This is often the case of the local manager. Therefore, we will concentrate on the contribution of the local manager within the motivation of employees. First we will answer these questions. What is the concept of motivating people at work? How can we draw up a profile of the local manager and analyze the impact of this function on the motivation of employees within our organizations? And finally, we will provide recommendations to improve the contribution of local managers in the involvement and motivation of employees within our companies? The main objective of this research is to analyze how motivation and communication can help enhance employee performance and to know the factors which actually trigger high performance.

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³ Thevenet.M, « Quand les petits chefs deviendront grands », édition d’organisation, 2004.

2. LITERATURE REVIEW

In our study we are going to discuss the meaning of the worlds: Communication, Motivation and local management.

2.1 Definition: What is motivation?

Motivation is the driving force of life. It incites and directs the behavioral dynamics. It is the sum of the forces that act on an individual to engage him in a determined direction and lead him towards a goal and the tension that directs the behavior towards a goal and maintains it until it is reached. Its level confers to any process three characteristics: strength, direction, and persistence. However, motivation is an internal and individual phenomenon. Each individual tends towards a goal that he sets for himself, which is determined by various factors such as the need for performance, the feeling of accomplishment, the quest for recognition.

Motivation is the combination of all the reasons, conscious or not, collective and individual, which incite the individual to act within a team. It is one of the challenges of the managerial function.

We have to admit that there is no standard model of motivation management. Faced with a plethora of conceptual approaches and the numerous methods offered as solutions, it is clear that there is no single reference. Human complexity does not lend itself well to easily find a solution and, motivation requires the examination of all the nuances of human behavior

Why is motivation so important in our organizations?

Motivation is the main factor that creates productivity and performance within the company. The interest for the employer to have motivated employees is ultimately to increase its production and profitability.

In the era of globalization, motivation is a decisive element in the competitiveness of companies.

The real challenge for the company is to understand what can motivate individuals and lead them towards better performance and collective success.

This is a major concern for the company. It is no longer possible today to demand motivation and seek to impose performance at all costs without appealing to individual aspirations.

We don't motivate our employees to satisfy them, but rather to enable them to give their best. This is why motivation has often been presented in theories as a tool to improve productivity, to control, to influence behaviors.

- Within a company, the motivation of employees does not depend solely on the management structure but on all the professional bodies that make up the company.
- Each one at his level plays a key role in the motivation of the teams. This is the case of the local manager.

Motivation is an extremely complex process. It is, therefore, no coincidence that theories abound.

2.2 Definition: what is communication?

“ Communication is the act of developing meaning among entities or groups through the use of sufficiently mutually understood signs, symbols, and semiotic conventions. An action, to establish a relationship with others, to convey something to someone, all the human and technical means allowing the diffusion of the information of a message to a more or less large, it is also the action for someone, a company to inform and promote its activity to the public, to maintain its image, by any media process”

The company has understood, for many years, the importance of communication to promote its products and its image outside. It first discovered the interest of internal communication to integrate its people in the development.

Nowadays, communication is the center of interest in companies, it becomes vital and common in organizations. With the intervention of new technologies, such as computers and the Internet, companies have been able to be more flexible, able to communicate with each other and to adapt to changing needs.

Moreover, internal communication is becoming an effective tool to improve the efficiency of the organization, to stimulate motivation, dynamism and to give the right to initiatives and decisions.

In the field of communication and management, there are two main types of communication. There is external communication that is intended for the customers and the outside in a general way. There is also internal communication otherwise called communication in a company. This internal communication as well as the communication skills of the employees has capital importance within the company. However, is necessary to set up a good communication strategy to succeed in internal communication. The benefits for the company are many and varied.

The role of communication is to optimally manage the demand/supply of information within an organization. It allows informing employees about the life of the company, its evolutions, and its market. This expectation concerns both general management and employees. It also seeks to bring together all of the company's players, around collective solidarity and its development as well as the changes to be made. It is addressed to all members of staff regardless of their functions, their intellectual levels, their centers of interest with the aim of giving group cohesion.

2.3 Definition: what is local management?

Local Management is not a siloed management discipline, but rather a new management approach that offers a better way to accomplish select management tasks. Local Management is a critical component to be incorporated into existing management systems that will augment and improve them.

Local management is one of the main actors of change. There has always been a considerable impact of management and leadership on innovative outputs since management is an important dimension of organizational culture (Okatan,2020b). They translate the messages and explain to them so that the project can make sense in the field. They adapt the change so that it is appropriate for the field since strategists rarely have the means to take the full measure of reality. He plays the role of "buffer" in regulating the emotions caused by the change, by the success of the project.

The local manager occupies a formal position in the organization. The first supervisor in the hierarchical line. He is the person who translates the strategy defined by the organization into operational objectives for his employees, "to obtain a given performance". He determines the action plan to be implemented to achieve them, sets priorities, provides for and optimizes all the resources (technical, material, financial, etc.) at his disposal. He is responsible for the results.

He exercises authority over his collaborators and, if possible, leadership. That means that he can influence positively, he demonstrates exemplary behavior by aligning his words with his actions, he actively listens to his colleagues.

A set of behaviors that create the basis for trust, federate energies, mobilize and make his team want to follow him and cooperate with him.

3. METHODOLOGY

This study was set out to investigate the effect of local management on communication and motivation in companies. However, the theoretical implication of this study is connected back to the need for necessary research in the field of management.

A research was undertaken with managers and employees .A survey was distributed to two companies' populations (one based in Morocco and the other one in Turkey). To make a comparison between them.

According to the results of the questionnaire given to (Venüs Oyuncak Ve Çocuk Gereçleri Ltd. Şti: based in Turkey, Istanbul) and (Techno Tracking event TTevent: based in Morocco, Casablanca) among 193 employees, the main motivating factors are the same in both companies which are: remuneration, recognition of work, relations with colleagues, opportunities for career development, participation in decision-making, and work-life balance. We also observe that the work environment, the country's economic situation, the training offered, and the quality of the works council's services are excluded.

Reliability analysis

Reliability is "whether an instrument can be interpreted consistently across different situations" (Field, 2013, p. 12). Reliability is the determination of the research instrument consistently providing the same results. Table 1 shows the reliability statistics of the three variables. The alphas exceeded the minimum value of .70 required for acceptable reliability, especially in the Communication variable (Cronbach & Shapiro, 1982).

Table 1: Cronbach's Alphas for the Three Variables

Variables	Number of items	Cronbach's Alpha
Communication	12	.86
Motivation	7	-.1
Management	4	.426

The alphas for communication, motivation and management are .86, -.1 and .426, respectively. Therefore, the first scale is reliable, whereas the second and third scales are unreliable.

4. RESULTS

Demographic variables of the respondents

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	86	44.6	44.6	44.6
	Male	106	54.9	54.9	99.5
	Prefer not to say	1	.5	.5	100.0
	Total	193	100.0	100.0	

The demographic variables of the respondents can have an influence on their motivation, communication and management. In terms of gender, the majority of the respondents are male respondents (n=106) compared to female respondents (n=86).

Table 3: Job position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior staff	79	40.9	40.9	40.9
	Officer	39	20.2	20.2	61.1
	Manager	15	7.8	7.8	68.9
	Other	60	31.1	31.1	100.0
	Total	193	100.0	100.0	

As to the job position status of the respondents, the majority of them are junior staff (n=79). Other job positions constitute 31.1% of the sample. Officers constitute a frequency of 39 and a percentage of 20.2 %. Managers constitute the least frequency of 15 and a percentage of 7.8%.

In the questionnaire given to 193 we note that the majority of employees think that communication with management is little or not satisfactory and they think that better communication with line managers would improve their working conditions. However, according to the employees of both companies the motivating factors are different from one employee to another.

The quality of management	16
Relations with your colleagues	24
Work recognition	19
Compensation	31
The work environment	18
The country's economic climate	14
The company's image	13
Work-life balance	11
Your participation in decision-making	12
Your career development opportunities	16
The training courses offered	9
The qualities of the works council services	10

These results give an idea of the actions to be taken in terms of communication and management to help satisfy these needs. Therefore our interest is to find some recommendations for a better performance of the local manager to motivate and involve the employees.

5. SOLUTION FOR A BETTER PERFORMANCE OF LOCAL MANAGER

The local manager must know how to motivate the people working under him at all times. Indeed, the quality of work depends on motivation.

Motivating employees means above all being able to create and maintain a relationship of trust at work so that employees can develop. This also means giving them a vital minimum of autonomy, space for action, and responsibility.

This practice allows teams to be able to make decisions within a set framework that is that everyone knows. When objectives are reached, employees are proud to have been able to innovate and develop their skills and reinforce their autonomy. However, to motivate others, you have to start by motivating yourself: to assert yourself, to develop yourself, and to energize yourself.

In this sense, the local manager must understand his role, what are the expectations of the employees under his authority in their daily lives. It is therefore essential for the success of his task that the mission of the Local manager is clearly explained to him.

- Be aware of your behavior and its consequences on employees

To lead a team with talent, the local manager must understand both the kind of person he is and the image that others have of him. Otherwise, his motivations may be perceived in the wrong manner. He must be aware of the different interpretations to which his behavior may give rise.

For example, a very confident manager may be considered arrogant by his teams. An ambitious person may be seen as ruthless in business. A manager who is open to change may be seen as indecisive.

- Identify the factors that motivate your team members

Identifying the factors that motivate employees at work is a necessity for any manager who wants to do their job well with a high-performance team to achieve the objectives set for them. For example:

- Understanding the life projects of each of its employees, because there is continuity between the professional life, the personal life and the social life;

- Identify your behavior and that of each of your collaborators to better understand them and make them understand, by encouraging communication.

- To give signs of recognition, encouragement, and congratulations at every opportunity to mark out the professional life of each of these employees with small victories that are recognized and appreciated.

- Giving meaning to everyone's work

It is essential to give meaning to the work of each of its employees, as they all participate individually and collectively in the success or failure of the organization.

To do this, it is necessary to inform them about the economic, social, political, and environmental objectives of the organization. Often formalized in the framework of a company project this founding act of internal communication must be communicated to the base and translated to the employees by the local manager.

His role is to make them perceive the necessity of such action, the importance of such directive, the rightness of orientation, the coherence of a particular decision, and direction, etc. It is his responsibility to indicate the direction to take, the priority to give, the behavior appropriate to the situation of the current moment.

- Improve the social climate and develop a sense of belonging

Motivation is also closely linked to the social climate and the feeling of belonging to a team and a company.

The image is based on the leader and the perception of his commitment by his employees.

The manager must be attentive to the atmosphere of his team by getting to know each person and by acting on situations likely to disrupt the social climate.

The parameters for measuring the social climate in the company are as follows

- Presenteeism
- Turnover
- The rate of work-related accidents
- The fluidity of relations and information exchange
- Joy and good mood
- Punctuality
- Maintenance of tools and premises, cleanliness
- The obstacles to change
- Quality of work
- Understanding the importance of recognition

Recognition is important. It encourages and gives strength. On the opposite, the absence of recognition is at the center of malaise at work. The recognition of one's skills, know-how, knowledge, and achievements are some of the most powerful factors of motivation for an employee.

Each individual is constantly looking for signs of recognition and prefers signs of negative recognition rather than no recognition at all. Recognizing a person is to give meaning to his place in the company. It is showing him that he is useful and that the organization needs them.

- Create a relationship of trust

Efficiency and trust: the more we show our collaborators that we have confidence in them and their abilities, the more efficient they will be! Establishing trust is one of the first responsibilities of the local manager.

Indeed, trust is the cornerstone of human relations, so it is essential to establish healthy human relationships. To achieve this, it is necessary to take risks, adopt appropriate to be perceived as a trusted person. To take risks is to engage in trusting behavior without even being sure that the other will do the same. It also means not interpreting the other's trusting behavior as a gesture of naivety or weakness.

- Encouraging entrepreneurship

Encouraging entrepreneurship goes beyond compensation and bonuses. It is a motivating attitude that will be instilled in others by the manager. Companies that have been able to leverage this attitude into significant profits. In this type of organization, employees are encouraged to take great pride in their work because they are treated as partners and not just collaborators.

Creating a good atmosphere in a company begins with understanding and recognizing that employees want to have a role in how the company is run. They can have a lot to contribute, especially if they know and understand how it works.

Explain how the business works and how it generates revenue:

Understanding the business and how it works allows each individual to assess the impact of their work on the organization as a whole. It is therefore important to help each employee understand the impact of his work on the company.

Helping employees understand competition:

When employees band together to compete in the marketplace they are motivated once they understand exactly who and what they are dealing with. There is nothing like the challenge of working at higher levels than a competitor to strengthen the ranks of the team and contribute to the development of the company.

6. CONCLUSION

The conclusions of this study show us the determining character of the action of the local manager in the organizations. This function, which is not widely recognized, is nevertheless a key factor in motivating and involving employees in the company's project.

Through his behavior, the local manager will be responsible for the fundamentals necessary for the proper functioning of the company.

Consistency, reciprocity, and ownership will be the determining values in his action with employees.

As part of his mission, our manager will have to assume three fundamental roles:

- He will be the interpreter-translator of the messages from management to the teams.
- He will have the role of the tinkerer. That is to say, the one who will adjust the strategies and messages of the management according to the complexity of companies.
- Finally, our local manager will also regulate the emotions of the teams. He will be in charge of bringing down the pressure of the teams when necessary, and of bringing up to the management the pulse of the field as efficiently as possible.

The recognition of the power of local managers on the motivation of teams should lead management structures to value this function within organizations.

To do this, it is necessary to give local managers the means to act so that they recognize the impact of their function and what is expected of them in the management of their team.

Internal communication and management are two inseparable functions. The collaboration between the internal communication department and the management allows remaining coherent with the company's policy. It also allows to improve the recognition of the work and to support the efforts of the employees.

The role of the local manager is therefore threefold. They must manage projects, develop their employees and ensure that the company's policy is understood.

Local managers are the heart of the company, they strongly contribute to the smooth running of the company, to the development of growth, to the success of projects, and the work atmosphere.

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