

- Motivation

Herzbergs' first component in his approach to motivation theory involves what are known as the hygiene factors and includes the work and organizational environment. These hygiene factors include:

- The organization
- Its policies and its administration
- The kind of supervision (leadership and management, including perceptions) which people receive while on the job
- Working conditions
- Interpersonal relations
- Salary
- Status
- Job security

These factors do not lead to higher levels of motivation but without them there is dissatisfaction.

The second component in Herzbergs' motivation theory involves what people actually do on the job and should be engineered into the jobs employees do in order to develop intrinsic motivation with the workforce. The motivators are

- Achievement
- Recognition
- Growth / advancement
- Interest in the job

These factors result from internal instincts in employees, yielding motivation rather than movement.

Both these approaches (hygiene and motivation) must be done simultaneously. Treat people as best you can so they have a minimum of dissatisfaction. Use people so they get achievement, recognition for achievement, interest, and responsibility and they can grow and advance in their work.

Therefore, the hygiene and motivation factors can be listed as follows:

Hygiene

- Company policies and administration
- Supervision
- Working conditions and interpersonal relations
- Salary, status and security

Motivators

- Achievement

#### Problem with the sender

- The sender may use too technical language or may use 'jargons' which are difficult to understand.
- The sender may speak too quickly which makes it difficult to interpret what he is saying.
- The sender initiates a wrong message.
- The message sent by the sender may be too long and due to this the main point to be emphasized may get lost.
- The sender may have a wrong opinion or perception of the receiver and may not put effort to put across the message in an effective way.

#### Problem with the medium

- The message may be lost while transmitting.
- Using an inappropriate medium may result in the less effective communication.
- A longer channel of communication will result in distortion of the message and it may lose its original meaning.
- There are lots of physical disturbances in channel of communication used.

#### Problem with the receiver

- The receiver might not be paying attention and thus the message may lose its impact.
- In many cases, the sender might not be trusted by the receiver and may not act in the intended way.
- The receiver may not have the necessary skills to understand the message.

#### Problem with the feedback

- The feedback may be missing or distorted.

### **14. Steps to overcoming barriers to communication**

#### **Sender**

- Message should be as brief as possible and to the point.
- Main points of the message should be highlighted.
- Language used should be understood by the receiver.
- Avoid using technical jargons.
- Use of appropriate facial expression while delivering verbal messages.

#### **Medium**

- Select appropriate channel for communication.
- Medium used should be free from distortions such as telephone failure etc.
- Use the shortest possible channel in order to avoid distortion.

#### **Receiver**

- Feedback should be asked from the receiver.
- Trust between the sender and receiver is an important requirement.