

Relationship of Motivation, Communication and Stress in Employees

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Abstract: The paper analyzes employee motivation and its interaction with stress and communication. If the communication is properly managed, both at the level of the employees in a working group and at the level of the management of employees, benefits can be gained in terms of better motivation of employees with less stress which undoubtedly accumulates during work. Therefore, the relationship of three factors: motivation, stress and communication are highly correlated. However, as each of these factors is affected by a large number of others, so is the network of different influences and the input and output forces that this triangle creates are extremely large and dense. The authors presented a theoretical overview of the situation and general advice of a significant problem, both from the perspective of employees and from the perspective of organizations and their management.

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INTRODUCTION

Globalization has brought great acceleration of the society, the way of life has changed since the last millennium and new technologies have brought different behaviors and introduced new standards of living and working. Sustainable sense of being in one's own habitus is a question that is imposed on the modern man, who is free from the great and relatively consistent ideologies and narratives of the past. This discourse, that is, the frame of reference and model, strongly values and directs individual ambition towards a market-defined, material world and quantitative definition of achievement and success and imposes competitive individualism, both in professional and private life [1]. In addition, average modern man is confused and lost in the multitude of (pseudo) possibilities of fragmented, superficial ideas and messages that are served to him daily through mass media [2]. This phenomenon can be viewed through the prism of globalization due to the development and spread of technology and media and the phenomenon of what Marshall McLuhan described

as the "Global Village" [3]. In this gap, the modern man has for some time experienced a value disorientation that creates a certain anxiety and threatens to endanger his identity.

Information today is the greatest weapon and tool and being up to date and timely responding to the challenge is imperative in the age we live in. That is why one can no longer imagine life as it was in the last century, a life that separates business from the professional sphere. But when the spheres of business and private life overlap, there is an intrapersonal conflict that many endure with high levels of nervousness and tension. Accumulating these negative emotions can lead to the collapse of both mental and physical health. Peter Drucker states that many organizations, businesses and institutions nowadays routinely claim that their employees are their greatest asset. Very few really think so and acts in that direction [4].

Motivation of a Modern Employee: Motives and motivation are crucial for understanding one's intentions and behaviors, because they acquire all psychic functions

(cognitive, affective and of course conative, i.e. emotionally-willing). Motivation can be defined as the process of initiating a person's activity and directing it to specific objects and coordinating that activity - in order to achieve the desired goals [5]. More than any other psychic function, motivation is significant for an individual's social behavior.

Motivation is a changing category and depends on our life experience, needs and desires. That is why successful managers, in the first place, will try to understand their internal public-employees. These needs are mainly covered by Maslow's hierarchy of needs [6], which gives an answer as to why people are driven by certain needs at certain times. Needs are ordered in order of necessity from basic to highest needs:

- Physiological
- Security
- Social
- The need for self-esteem and self-evidence

Motivation in an organization is effective if employees, meet their own needs and goals through organizational goals. If Maslow's theory is put in the context of our work, it is more than clear why it is important for the individual (the employee), to be appropriately acknowledged in the work environment and that his work, effort and dedication are noticed and valued in proper manner. Recognition by the employer, as well as colleagues, is extremely important for both employees and the company-organization, because a person's desire for prestige is one of the key incentives for the internal user, thus creating a greater sense of efficiency. Those who contribute to the work group can also act on others, since the impact on the group and its support builds a significant part of their own self-image [7].

Communication and Motivation of Employees: In age of entrepreneurship and modern business flows, without communication, an organization cannot exist, because communication is like a glue that connects members of an organization into one. Communication involves faster adaptation to change, greater flexibility, quality of decisions, better knowledge sharing and greater employee motivation. Certainly, the process itself must be two-way and must inevitably match the organizational culture, the values of the organization and the style of management itself in order to build trust at the management-employee level. It is so because trust is the basis of all effective

communication, without trust there are no satisfied employees, who are motivated enough to put in the extra effort for a job to be successfully done. On the other hand, lack of confidence leads to the degradation of the general climate, stress and then frequent sick leave and justified absences [8].

The steps in building trust in the workplace relationship, cited by Milivojevic, are [9]:

- Recruitment and promotion of people who are able to build positive relationships with all structures in the organization
- Developing the skill of constructive relationships, especially in management structures
- Truthfully informing staff
- Explaining the reasons for delayed activities or results at the moment

Employees are prepared to follow trusted managers with much less resistance. But at all times, they expect that same managers to deal with individuals who disrupt the work atmosphere (constantly late, poorly performing, etc.), as they rightly expect their interests to be protected by colleagues who threaten them. Through practice it has been proven that good relationships and friendships among colleagues in the workplace are key factors of satisfaction and therefore good employee motivation.

In this connection, Milivojevic states 10 commandments [9]:

- Always treat everyone with kindness.
- Encourage co-workers to express their opinions and come up with ideas.
- Listen to others before presenting your point of view.
- Do not interrupt, override interlocutors.
- Use the ideas of others to change or improve your work
- Never offend or disparage people.
- Don't nag, do not judge, do not underestimate, don't preach
- Treat people the same way regardless of their race, creed, political affiliation (equal treatment is the backbone of justice).
- Involve all workers in meetings, discussions, trainings and events.
- Praise far more than you criticize. Encourage employees to praise one another and nurture a collective spirit. Create a culture of praise.

The conclusion is that we should only do to others what we want others to do to us. If management respects the autonomy, competence and desire for belonging of employees, it directly supports their psychological needs to be recognized and to build their self-esteem.

Satisfaction of psychological needs of employees leads to increasing motivation for work, which certainly contributes to the growth and development of the company. Unfortunately, there are numerous studies on mental health today [10], which show that in the economically developed world, working as a domain of human life is currently the segment for people in which they have the lowest rate of psychological satisfaction and balance.

Stress and Motivation: In a time of rapid changes, globalization, economic crises, etc., negative stress is inevitable. Average employee is under great pressure every day. Surveys show that the main causes of workplace stress are: occupational demands, time constraints, conflicts between work and work demands, work contradictions, job insecurity, change, restructuring, overload or under-workload, responsibility to others, poor interpersonal relationships and moral and sexual abuse [11].

It is important to understand that pressure is a part of almost every job and that it maintains motivation in some way. However, excessive pressure causes a number of illnesses in employees and disrupts the work atmosphere. This means that when an employee's endurance threshold is exceeded, he loses his motivation, his performance is weaker. This usually results in more pressure from the manager(s). This creates a vicious circle, the movement of which is accelerated until one or something gives way. The overall impression is that negative motivation prevails and even worse is the impression that symptoms of stress dependence occur among many employees. In jargon, this is called adrenaline, which has catastrophic effects in the long run, as the body becomes accustomed to the condition over time and its warning receptors are burnt out over time. The best known "adrenaline junkies" in business are stock brokers and people in show business. Except for neurosis, low performance, disrupting the working group(s) and similar, serious stress can lead to serious psychological disorders, illness, absences from job, closing of the individual (employee) and in radical cases to hostilities toward colleagues or managers or both or suicide. The number of such radical cases is rapidly increasing. There are no available

research studies upon this, but in all developed, transitional and undeveloped countries such cases can be tracked from the media on monthly bases.

Psychologist Robert Karasek emphasizes three different dimensions of workplace stress [12]:

- Debit requirements
- The degree of control an individual has over the situation
- Support that may or may not be shared by colleagues and the hierarchy

It would be said that all three dimensions are very conditioned, as well as the fact that stress occurs in situations where there is a discrepancy between personal perception between the set demands and the possibility to fulfill them. Over time, due to the excessive level of stress produced by negative motivation, the exhaustion of the organism and poor instead of good motivation, which is the goal of both the organization and the employee in the general and business sense. The number of errors is increasing and the job satisfaction is decreasing. In contrast, when motivation is positive, action is accompanied by pleasure in the activity and synergy is created as more action attracts more pleasure. The problem arises when negative motivation intensifies so much that instead of supporting and nourishing positive motivation, it conflicts with it. The struggle between these two types of motivation produces an ambivalence that swallows much of the mental energy that cannot then be directed to accomplish tasks effectively [11].

The person environment fit model is often used in the study of stress in the domain of organization and organizational behavior [13]. The approach emphasizes that the emotions, attitudes and behaviors of the individual are strongly influenced by the environment. In theory, two versions of the model can be found. The first points out that the requirements of the environment should not exceed the abilities and capacities of the individual. Requirements include qualitative and quantitative workload, role in the organization, group and organizational norms. On the other hand, capabilities can be seen as the amount of energy that needs to be invested to meet the demands of the environment. Edwards, Caplan and Harrison state that training and learning increases the knowledge of the individual, but on the other hand, if the training is too frequent and demanding, physical and mental energy will drop [13].

Model assumptions should in no way create a gap between the requirements of the environment and the capabilities of the individual. In a situation where tasks are accomplished with a great deal of difficulty and effort, stress occurs.

The second version of this model emphasizes that the values of the individual must match those of the environment. In fact, environmental attributes should nourish the values to which the individual holds.

CONCLUSION

The reality of the modern age is the transition from the industrial economy to the information and information systems and demands of modern business is pushing the boundaries of endurance of average employee in terms of number of tasks, information's that should be processed on daily basis (along with all other daily information's) and business goals. However, one fact is immutable: the importance of people to business. People are the only active factor in all past, present and future changes: as motivators, realizers and beneficiaries of those changes. People has always been and will remain the most important factor in business, in all societies.

The times of rapid changes, globalization and economic and political crises have led to negative stress in the socio - economic sphere. In order to survive in such an environment and to pursue a certain quality of life, average man is under great pressure every day.

It is important to understand that pressure is a part of every job and that it maintains motivation in some way. However, excessive pressure causes a number of illnesses in employees and disrupts the work atmosphere. This means that when an employee's endurance threshold is exceeded, he loses his motivation and his performance is poorer. The answer to this problem should not be additional pressure since it is not productive. On the contrary, additional pressure puts an employee in a defensive position that can result in even poorer performance or illness/absence from the job or in radical cases hostile behavior.

Negative and positive motivation are intertwined in the work process. It is important to emphasize that fear motivation influences lower needs (physiological and security needs). Such motivated internal users will only work as long as they have to, while those motivated by higher order needs will do more than what is expected of them.

Over time, due to the excessive level of stress produced by negative motivation, the exhaustion of the organism and less, instead of the increasing

motivation, which was the original goal, occurs. The number of errors is increasing and the job satisfaction is decreasing. In contrast, when motivation is positive, action is accompanied by pleasure in the activity and synergy is created as more action attracts more satisfaction.

The problem arises when negative motivation intensifies so much that instead of supporting and nourishing positive motivation, it conflicts with it. The struggle between these two types of motivation produces ambivalence that "swallows" much of the mental energy that cannot then be directed to accomplish tasks effectively. Communication at all levels and in all directions: employees among themselves, management-employees and employees management, has a significant influence on this situation and motivation of employees. In this sense, good and timely communication is imposed as one of the most important things for employee motivation and further fulfillment of motivation as one of the guarantees of employee satisfaction and good functioning of work teams and organization and business at all levels.

The relationship of three factors: motivation, stress and communication are highly correlated. However, each of these factors is affected by a large number of others, so the network of different influences and input and output forces created by this triangle is extremely large and dense. The authors have only scratched the surface of a problem that has been extensively studied for many years and provided an insight into the practical research that they will present in the next paper. Authors also hope that this theoretical overview of the situation and general advice will motivate other researchers from the field of communications, psychology and human resources to a more intensive study of this triangle and all its aspects in the life of employees, as well as its impact on the business.

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