

Exploration Of Managerial Communication Styles And Employees' Perceptions Of Motivation And Performance

by Bayu Ade Prabowo

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Bayu Ade Prabowo

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia

Email: bayuadeprabowo@gmail.com

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Shella Gherina Saptiany

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia

Email: shellagherina@gmail.com

Corresponding author: bayuadeprabowo@gmail.com

Abstract. Manager's language style plays a crucial role in influencing employee motivation and performance within an organization. This study aims to explore the relationship between manager's language style, motivation, and employee performance using a qualitative descriptive approach. By relying on existing literature and personal observations in the context of management, this study seeks to provide a deeper understanding of how manager's language style can impact employee perceptions of their motivation and performance. Through thematic analysis of relevant literature, several key themes have been identified, including the importance of clear and positive communication, the impact of motivating language on employee engagement, and the role of constructive feedback in enhancing performance. The findings from this study highlight the need for managers to strategically use language that fosters a positive and motivating work environment, which can ultimately lead to increased employee motivation and performance. Practical implications of this research include recommendations for managers to adopt more effective language styles and for organizations to provide appropriate communication training for their leaders. Although this study has limitations due to its reliance on secondary data sources, the resulting findings provide a strong foundation for further research on the role of language style in management.

Keywords: Managerial Communication Styles, Perceptions, Motivation

INTRODUCTION

The language style used by managers plays a crucial role in influencing employee motivation and performance within an organization. Effective communication between managers and employees has been shown to have a significant impact on employee engagement, job satisfaction, and productivity (Men, 2014). A manager's language style, which includes word choice, tone, and communication strategies, can shape employees' perceptions of their leaders and the overall work environment (Mayfield & Mayfield, 2017). Research has demonstrated that managers who employ a positive and motivating language style tend to have more motivated and better-performing teams (Madlock, 2018). Conversely, negative or insensitive language styles can lead to decreased morale, job dissatisfaction, and higher turnover rates (Rao, 2017).

Furthermore, a manager's language style can also influence the communication climate within an organization. Managers who encourage open dialogue, actively listen, and provide constructive feedback can create an environment that fosters the exchange of ideas and

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* Bayu Ade Prabowo, bayuadeprabowo@gmail.com

collaboration (Luo et al., 2019). On the other hand, controlling or judgmental communication styles can hinder the flow of information and reduce trust between managers and employees (Lam & Xu, 2019). Moreover, research suggests that a manager's language style can have different effects on different employees, depending on factors such as personality, communication preferences, and cultural background (Zhu & Bao, 2018).

Given the significant impact of managerial language style on various aspects of organizational performance and dynamics, it is important to further understand the nuances of this relationship. By exploring employees' perceptions of their managers' language styles and linking them to outcomes such as motivation and performance, organizations can identify the most effective communication strategies for their leaders. A better understanding of this relationship can also inform training and development initiatives to help managers refine their communication skills and create more positive and productive work environments.

Previous research has explored the relationship between managerial language styles, motivation, and employee performance in various organizational contexts. A study by Buble et al. (2014) found that effective leadership and communication styles positively influence employee motivation and, ultimately, organizational performance. This research highlights the importance of managers adopting a clear, supportive, and goal-oriented communication approach to maximize their team's potential. Another study by Kang and Sung (2017) demonstrated that transparent and open internal communication by managers leads to higher levels of employee engagement and increased trust in leadership. These findings emphasize the value of freely sharing information and encouraging two-way dialogue between managers and employees.

Furthermore, a study by Meng and Berger (2019) revealed that authentic and supportive leader communication styles are significantly related to employee job satisfaction and enhanced performance. This research suggests that managers who demonstrate empathy, value employee contributions, and create a positive environment are more likely to have successful and motivated teams. Similar findings were also reported by Luo et al. (2016), who found that transformational communication styles by managers, characterized by charisma, inspirational motivation, and individualized consideration, are positively associated with employees' affective commitment and job performance.

Despite the emerging evidence on the importance of managerial language styles, some gaps in the literature still exist. For instance, Mayfield and Mayfield (2017) argue that further research is needed to understand how managerial communication styles may vary across different industries, cultures, and employee demographics. Additionally, Bakar and McCann

(2018) call for more nuanced research on specific dimensions of managerial language styles, such as the use of humor, metaphors, and narratives, and their impact on job-related outcomes.

Although existing research provides valuable insights into the importance of managerial communication, there remains a need for further exploration of the specific nuances of language styles and their impact on employee motivation and performance. By addressing these gaps, future research can provide a more refined understanding of these dynamics and inform the development of targeted interventions to optimize managerial communication effectiveness.

The primary objective of this study is to explore the relationship between managerial language styles, employee motivation, and employee performance within an organizational context. Using a qualitative descriptive approach, this research seeks to provide a deeper understanding of how employees' perceptions of their managers' language styles can influence their levels of motivation and performance. The study also aims to identify key themes and patterns in these dynamics and provide practical insights for managers and organizations looking to enhance communication effectiveness and employee outcomes.

To achieve this objective, the study will be guided by the following questions:

1. How do employees' perceptions of their managers' language styles influence their work motivation?
2. How do employees' perceptions of their managers' language styles influence their job performance?
3. What are the key themes and patterns that emerge in the relationship between managerial language styles, employee motivation, and employee performance?
4. What communication strategies and approaches are most effective for managers to enhance employee motivation and performance?

By addressing these questions, this study aims to contribute to the broader understanding of the role of language styles in management and provide a foundation for further research in this area. The findings from this study can also inform the development of training programs and interventions designed to improve managers' communication skills and optimize employee outcomes.

LITERATURE REVIEW

Language style, in the context of management, refers to the way a manager uses verbal and nonverbal language to communicate with employees. It encompasses the word choices, tone, sentence structures, and nonverbal cues used by managers in their daily interactions with

team members (Bakar & McCann, 2014). A manager's language style can vary from directive and authoritative to collaborative and supportive, depending on the manager's personality, the situation, and the communication objectives (Christensen, 2014).

Research has shown that a manager's language style can significantly influence various workplace outcomes, including employee job satisfaction, engagement, and performance (Mayfield & Mayfield, 2017). For example, managers who employ a positive, inclusive, and motivating language style tend to foster higher levels of commitment and enthusiasm among their employees (Berson & Stieglitz, 2013). Conversely, negative, critical, or controlling language styles can diminish morale, increase conflict, and hinder team performance (Luo et al., 2016).

Furthermore, research suggests that the effectiveness of a manager's language style may depend on contextual factors, such as organizational culture, industry norms, and employee expectations (Jain & Jain, 2018). For instance, in more hierarchical and results-oriented settings, a more direct and assertive language style may be more appropriate, while in more collaborative and creative environments, a more facilitative and inclusive approach may be more effective (Men & Yue, 2019).

Overall, the concept of language style in the context of management emphasizes the critical role that managerial communication plays in shaping employee attitudes, behaviors, and performance. By understanding and strategically employing language styles that are appropriate to the organizational context and objectives, managers can more effectively motivate, guide, and empower their teams to achieve success.

To understand the relationship between managerial language styles, employee motivation, and performance, it is important to consider relevant theories in the fields of management and organizational psychology. One of the most influential theories is Herzberg's Two-Factor Theory (Herzberg et al., 1959; Herzberg, 2003), which argues that employee job satisfaction and motivation are influenced by two distinct sets of factors: motivators (such as recognition, responsibility, and growth) and hygiene factors (such as salary, working conditions, and interpersonal relationships). According to this theory, managers should focus on motivating factors to enhance employees' intrinsic motivation and performance.

Self-Determination Theory by Deci and Ryan (1985; Ryan & Deci, 2017) also provides valuable insights into employee motivation. This theory posits that individuals have three innate psychological needs: autonomy, competence, and relatedness. When the work environment, including the manager's communication style, supports the fulfillment of these

needs, employees are more likely to experience higher levels of intrinsic motivation and well-being, leading to improved performance and job satisfaction (Deci et al., 2017).

Additionally, Goal-Setting Theory by Locke and Latham (1990; Locke & Latham, 2019) highlights the importance of specific, challenging, and achievable goals in motivating employees. According to this theory, managers can enhance employee motivation and performance by using language styles that effectively communicate clear expectations, provide constructive feedback, and encourage employee involvement in the goal-setting process (Locke & Latham, 2019).

These theories, among others, provide a conceptual foundation for understanding the dynamics of employee motivation and performance within the context of management. By integrating insights from various theoretical frameworks, researchers and practitioners can develop a richer understanding of how managerial language styles can influence employee outcomes and identify strategies for optimizing managerial communication and leadership.

Existing empirical research has provided support for the relationship between managerial language styles, employee motivation, and performance. A study by Mayfield and Mayfield (2018) investigated the impact of three types of managerial language styles (supportive, restrictive, and aggressive) on employee work motivation. The findings indicated that supportive language styles were positively related to employees' intrinsic motivation, while restrictive and aggressive language styles had negative effects. This research highlights the importance of managers adopting communication styles that foster autonomy, competence, and relatedness to enhance employee motivation.

Another study by Kang and Sung (2017) examined the relationship between CEO communication styles, employee communication transparency, employee engagement, and organizational performance. The study found that open and inclusive CEO communication styles were positively related to employees' perceptions of communication transparency, which in turn predicted higher levels of employee engagement and better organizational performance. These findings demonstrate the crucial role of managerial language styles in shaping employee perceptions and attitudes, as well as their impact on individual and organizational-level outcomes.

Furthermore, a study by Suma and Lesha (2013) investigated the relationship between leadership, employee motivation, and performance. The results showed significant positive correlations between leadership styles, including communication aspects, and employee motivation and performance. This research underscores the importance of managers adopting effective leadership and communication styles to optimize employee outcomes.

Despite this emerging evidence, some gaps in the literature remain. For example, Mayfield and Mayfield (2017) call for further research on potential mediators and moderators of the relationship between managerial language styles and employee outcomes, such as trust, perceived fairness, and team-level variables. Additionally, Kang and Sung (2017) emphasize the need for longitudinal studies to better understand the causal relationships between managerial language styles, employee attitudes, and performance over time.

Overall, existing research supports the idea that managerial language styles play a crucial role in shaping employee motivation and performance. However, more research is needed to fully explain the nuances and complexities of this relationship and identify contextual factors that moderate its impact. By addressing these gaps, future researchers can provide more accurate and timely insights into effective managerial communication strategies in the ever-changing work landscape.

RESEARCH METHOD(S)

To explore the relationship between managerial language styles, employee motivation, and performance, this study adopts a qualitative descriptive approach. Qualitative research designs are particularly suitable when the aim is to gain a rich and in-depth understanding of complex phenomena in their natural context (Creswell & Poth, 2018). A descriptive approach focuses on depicting and characterizing inherent experiences, perceptions, and processes, rather than seeking to quantify or measure variables (Lambert & Lambert, 2012).

In the context of this research, a qualitative descriptive approach allows for the exploration of the nuances and intricacies of managerial language styles and their impact on employee motivation and performance. By engaging in qualitative data collection, such as semi-structured interviews and observations, researchers can capture employees' experiences and perspectives directly, uncovering emergent themes and patterns (Kim et al., 2018). This approach enables a more nuanced understanding of how specific aspects of managerial communication, such as word choice, tone, and nonverbal cues, are interpreted by employees and shape their perceptions and attitudes.

Furthermore, a qualitative research design allows for the exploration of contextual factors that may influence the relationship between managerial language styles and employee outcomes (Merriam & Tisdell, 2016). By adopting a holistic approach, researchers can consider the role of organizational culture, industry norms, and interpersonal dynamics in shaping manager-employee interactions and the subsequent motivational and performance

consequences. This contextual understanding is crucial for developing relevant and actionable insights that can inform managerial practices and leadership development initiatives.

However, it is important to acknowledge the inherent limitations of a qualitative descriptive approach. Findings from qualitative studies may not be widely generalizable to larger populations due to smaller sample sizes and a focus on specific contexts (Anderson, 2017). Additionally, qualitative research relies on the skills and interpretation of the researcher, which can introduce potential biases (Chenail, 2011). To address these limitations, researchers must engage in self-reflection, triangulation of data sources, and peer review to enhance the trustworthiness and credibility of their findings.

Overall, a qualitative descriptive approach offers a powerful way to explore the relationship between managerial language styles, employee motivation, and performance in a contextually rich and nuanced manner. By employing diverse data collection methods and remaining sensitive to contextual factors, this research seeks to provide valuable insights into the role of managerial communication in shaping employee attitudes and behaviors.

In this study, the primary data source will be the existing literature on managerial language styles, employee motivation, and performance. A comprehensive literature review will be conducted to identify relevant research, including journal articles, books, and conference papers, that address the relationship between managerial communication and employee outcomes. Leading academic databases such as ProQuest, EBSCO, and Google Scholar will be used to search for relevant literature using a combination of keywords such as "managerial language styles," "employee motivation," "employee performance," "leadership communication," and other related terms (Booth et al., 2016).

Inclusion criteria for the literature review will encompass both qualitative and quantitative empirical studies, as well as conceptual articles, published in peer-reviewed journals within the past 15 years. Priority will be given to studies that specifically focus on the relationship between managerial language styles and employee outcomes, as well as research conducted across diverse organizational and industry contexts. Selected literature will be critically appraised for methodological quality and relevance, with particular attention to the rigor of research design, thoroughness of analysis, and contribution to the existing body of knowledge (Paré et al., 2015).

In addition to relying on existing literature, this research may also incorporate the researcher's personal observations as a complementary data source, where relevant. In their professional or personal roles, the researcher may have observed instances of manager-employee interactions and their impact on motivation and performance. These anecdotal

observations, when carefully documented and reflected upon, can serve to enrich and contextualize the findings from the literature review (Chenail, 2011). However, it is important to acknowledge the subjective nature of personal observations and to treat them as a secondary, complementary data source rather than a substitute for literature-based evidence.

By combining a comprehensive literature review with diligent personal observations, this research seeks to develop a robust and diverse evidence base to inform the exploration of the relationship between managerial language styles, employee motivation, and performance. This multi-source approach aligns with the qualitative research design, which emphasizes the collection of rich and varied data to build a strong, context-based understanding of the phenomenon of interest (Tracy, 2019).

To analyze the data collected from the literature review and personal observations, this study will employ thematic analysis or content analysis techniques. ⁷ Thematic analysis is a qualitative method that involves identifying, analyzing, and reporting patterns or themes within data (Braun & Clarke, 2006). This approach is well-suited for synthesizing and interpreting a diverse body of literature, as it allows researchers to identify recurring ideas and motifs across disciplines and organize them into a cohesive conceptual framework (Castleberry & Nolen, 2018).

The thematic analysis process will involve several iterative stages. First, the researchers will familiarize themselves ³⁰ with the data by reading and re-reading the selected literature, while noting initial observations (Braun & Clarke, 2006). Next, they will engage in an initial coding process, identifying and labeling important features of the text that are relevant to the research question (Saldaña, 2021). These codes will then be grouped and refined into broader themes, which capture meaningful patterns in the data (Braun & Clarke, 2006). These themes will then be reviewed and refined, considering their internal coherence as well as the extent to which they reflect the overall meaning of the dataset (Nowell et al., 2017). Finally, the themes will be clearly defined and named, and their significance and implications will be thoroughly discussed in the written report (Braun & Clarke, 2006).

As an alternative to thematic analysis, researchers may also use ¹¹ content analysis, a research technique for making valid and replicable inferences from texts (or other meaningful matter) to the contexts of their use (Krippendorff, 2018). Content analysis can be quantitative or qualitative, with the latter focusing on interpreting the meanings and patterns that emerge in textual data rather than counting frequencies or measuring variables (Schreier, 2012). In this study, content analysis would involve developing a coding framework, systematically coding

the selected literature, and identifying emergent themes and regularities (White & Marsh, 2006).

Regardless of whether thematic analysis or content analysis is chosen, it is important for researchers to engage in a reflective and recursive process, continually reconsidering and refining their findings to ensure that they accurately represent the complexity and nuances of the phenomenon of interest (Nowell et al., 2017). Additionally, researchers should take steps to enhance the trustworthiness and rigor of their findings, such as involving multiple coders, conducting member checks with subject matter experts, and providing rich and detailed evidence to support their interpretations (Lincoln & Guba, 1985).

By adopting a rigorous and reflective approach to data analysis, this study seeks to generate credible and meaningful findings that contribute to our understanding of the relationship between managerial language styles, employee motivation, and performance.

FINDINGS AND DUSCUSSION

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Key themes emerging from the analysis of the literature

From the thematic analysis or content analysis conducted on the existing literature, several key themes emerge regarding the relationship between managerial language styles, employee motivation, and performance. These themes provide important insights into the dynamics of managerial communication and its impact on employee attitudes and behaviors.

1. The importance of clear and positive communication One of the most prominent themes in the literature is the importance of clear and positive managerial communication. Research suggests that when managers use language that is easily understood, straightforward, and solution-oriented, employees are more likely to understand expectations, feel valued, and be engaged in their work (Chakraborty & Chakraborty, 2017). Conversely, ambiguous, convoluted, or negatively charged communication can lead to confusion, alienation, and dissatisfaction among employees (Rajhans, 2018). These findings underscore the need for managers to strategically use language that promotes clarity, openness, and mutual understanding.
2. The impact of motivating language on employee engagement Another key theme that emerges is the impact of managers' motivating language on employee engagement and performance. Several studies have found that when managers use language that focuses on strengths, recognizes achievements, and highlights growth opportunities, employees tend to feel more empowered, motivated, and committed to excel (Mayfield & Mayfield, 2016; Gutermann et al., 2017). Motivating language can include sincere

praise, constructive feedback, and the use of inspiring metaphors or analogies (Brannon & Fawcett, 2020). By consistently using uplifting language, managers can create a positive work environment that fosters higher levels of employee engagement and performance.

3. The role of constructive feedback in enhancing performance A third theme that emerges from the literature is the central role of constructive feedback in enhancing employee motivation and performance. Research indicates that when managers provide timely, specific, and action-oriented feedback, employees are more likely to feel supported, valued, and empowered to improve their performance (Hardavella et al., 2017; Zhu & Bao, 2018). Effective feedback should focus on behaviors and outcomes, rather than personal attributes, and should be accompanied by concrete suggestions for improvement (Cannon & Witherspoon, 2005). By embedding constructive feedback into their communications, managers can help employees identify their strengths and areas for development, set meaningful goals, and track progress over time.

Interpretation of the findings in relation to the research questions

The key themes emerging from the analysis of the literature provide important insights into the relationship between managerial language styles, employee motivation, and performance, and address the research questions underlying this study.

The first research question focuses on how employees' perceptions of their managers' language styles influence their work motivation. The findings suggest that when employees perceive managerial communication as clear, positive, and motivating, they tend to experience higher levels of intrinsic motivation (Mayfield & Mayfield, 2018; Brannon & Fawcett, 2020). Language that focuses on strengths, recognition, and growth potential appears to be particularly effective in fostering employee engagement and enthusiasm (Gutermann et al., 2017). Conversely, language styles that are ambiguous, critical, or controlling can diminish employee motivation by engendering feelings of uncertainty, worthlessness, or alienation (Rajhans, 2018).

The second research question explores how employees' perceptions of their managers' language styles influence their job performance. The literature indicates that effective managerial communication, characterized by clarity, constructive feedback, and a supportive tone, can significantly enhance employee performance (Chakraborty & Chakraborty, 2017; Hardavella et al., 2017). When managers use language that sets clear expectations, provides action-oriented guidance, and acknowledges achievements, employees tend to feel more

capable, motivated, and invested in achieving their work goals (Mayfield & Mayfield, 2016; Zhu & Bao, 2018).

The third research question focuses on the key themes and patterns that emerge in the relationship between managerial language styles, employee motivation, and performance. The analysis reveals several cross-cutting themes in the literature, including the importance of clear and positive communication, the impact of motivating language on employee engagement, and the role of constructive feedback in enhancing performance (Chakraborty & Chakraborty, 2017; Mayfield & Mayfield, 2018; Hardavella et al., 2017). These themes highlight the multidimensional nature of effective managerial communication and illustrate the potential pathways through which language styles can shape employee outcomes.

The final research question pertains to the most effective communication strategies and approaches for managers to enhance employee motivation and performance. The findings suggest that managers should strive for clarity, transparency, and consistency in their communications, while strategically incorporating positive, motivating, and growth-oriented messages (Brannon & Fawcett, 2020; Gutermann et al., 2017). Providing frequent, specific, and constructive feedback also emerges as a key practice for encouraging learning, development, and continuous improvement (Hardavella et al., 2017; Cannon & Witherspoon, 2005).

Overall, the interpretation of these findings deepens our understanding of the critical role that managerial language styles play in shaping employee motivation and performance. By addressing these research questions, this study contributes to the existing body of knowledge and provides practical insights for managers seeking to optimize their communication effectiveness.

Discussion of the findings in relation to relevant theories

The findings from this literature analysis align with several well-established theories of motivation and leadership, providing further support for these conceptual frameworks while extending their application to the domain of managerial communication.

First, the research results are consistent with the principles of Herzberg's Two-Factor Theory (Herzberg et al., 1959; Herzberg, 2003). According to this theory, motivating factors such as recognition, responsibility, and growth are crucial for employee job satisfaction and intrinsic motivation. The findings regarding the positive impact of managerial language that focuses on employee strengths, achievements, and developmental potential (Mayfield & Mayfield, 2018; Gutermann et al., 2017) reflect the importance of these motivating factors.

Conversely, managerial communication that is unclear, inconsistent, or critical can be viewed as hygiene factors that, if inadequate, can lead to dissatisfaction and decreased motivation (Rajhans, 2018).

The findings also align with the tenets of Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2017), which argues that environments that support autonomy, competence, and relatedness can foster intrinsic motivation and well-being. Clear, supportive, and motivating managerial language styles (Chakraborty & Chakraborty, 2017; Brannon & Fawcett, 2020) can contribute to the fulfillment of these psychological needs, thereby promoting higher engagement and performance. On the other hand, controlling, critical, or undermining communication can thwart employees' sense of autonomy, competence, and relatedness, thus diminishing their intrinsic motivation (Rajhans, 2018).

Furthermore, the findings regarding the importance of clear and constructive feedback (Hardavella et al., 2017; Cannon & Witherspoon, 2005) reflect the core principles of Goal-Setting Theory (Locke & Latham, 1990; Locke & Latham, 2019). This theory highlights the central role of feedback in setting challenging yet attainable goals, monitoring progress, and facilitating task performance. By strategically using language to communicate expectations, provide guidance, and acknowledge achievements, managers can harness the motivational power of the goal-setting and feedback cycle (Mayfield & Mayfield, 2016; Zhu & Bao, 2018).

Finally, the findings regarding the impact of managerial communication on employee motivation and performance can also be interpreted through the lens of transformational leadership theory (Bass, 1985; Bass & Riggio, 2006). Language styles that emphasize a shared vision, encourage individual growth, and inspire trust and commitment reflect the core behaviors of transformational leadership (Gutermann et al., 2017; Brannon & Fawcett, 2020). By aligning their communications with these principles, managers can cultivate more meaningful and motivating relationships with their employees, leading to more positive work outcomes.

Overall, the discussion of the findings in relation to these well-established theories of motivation and leadership deepens our understanding of the mechanisms underlying the relationship between managerial language styles, employee motivation, and performance. By connecting the insights from the literature analysis to these conceptual frameworks, this research contributes to a stronger theoretical foundation to inform future managerial communication research and practice.

Implications of the findings for management practice

The findings from this literature analysis have significant practical implications for managers and organizations seeking to optimize communication, employee motivation, and performance. First and foremost, the research results underscore the need for managers to strategically consider their language styles and the impact they have on employee perceptions and attitudes. By consciously adopting clear, positive, and motivating communication, managers can create work environments that foster higher levels of engagement, satisfaction, and productivity (Mayfield & Mayfield, 2018; Brannon & Fawcett, 2020).

To put these insights into practice, managers should strive for clarity and consistency in their messaging, while actively seeking opportunities to acknowledge strengths, celebrate successes, and encourage employee development (Gutermann et al., 2017; Zhu & Bao, 2018). This can involve using communication techniques such as paraphrasing, open-ended questions, and checking for understanding to ensure alignment and transparency (Chakraborty & Chakraborty, 2017). Additionally, incorporating powerful metaphors, analogies, and narratives into communications can help managers inspire and motivate their employees in more personally meaningful ways (Brannon & Fawcett, 2020).

The findings also emphasize the importance of providing frequent, specific, and development-oriented feedback as a key component of effective managerial communication (Hardavella et al., 2017; Cannon & Witherspoon, 2005). Managers should prioritize giving constructive feedback that focuses on behaviors and outcomes, rather than personal attributes, and should be accompanied by clear action steps for improvement. By embedding these strong feedback practices into their communication routines, managers can cultivate a culture of learning, growth, and continuous improvement among their employees (Zhu & Bao, 2018).

Beyond these individual-level implications, the findings also suggest a need for organization-level interventions to support effective managerial communication. Organizations should consider providing training, mentoring, and resources to help managers develop and refine their communication skills (Mayfield & Mayfield, 2018). These programs can include workshops on language styles, feedback training, and communication simulations, with an emphasis on evidence-based strategies for motivating and engaging employees (Gutermann et al., 2017; Hardavella et al., 2017).

Furthermore, organizations should assess and enhance their internal communication systems and processes to ensure alignment, transparency, and consistency across all levels of management (Rajhans, 2018). This can involve reviewing existing communication channels, implementing collaboration platforms, and establishing guidelines for clear and regular

information exchange (Chakraborty & Chakraborty, 2017). By creating an infrastructure that supports effective managerial communication, organizations can foster a culture of openness, trust, and high performance (Brannon & Fawcett, 2020).

Overall, the implications of this research highlight the need for a deliberate and multi-faceted approach to optimizing managerial language styles and their impact on employee motivation and performance. By incorporating changes at both the individual and organizational levels, managers and companies can harness the power of communication to cultivate an engaged, energized, and high-achieving workforce.

CONCLUSION AND RECOMMENDATION

This research explores the relationship between managerial language styles, employee motivation, and performance through a thematic analysis or content analysis of the existing literature. The findings indicate that clear, positive, and motivating managerial communication is significantly related to higher levels of intrinsic motivation, engagement, and performance among employees (Mayfield & Mayfield, 2018; Gutermann et al., 2017; Chakraborty & Chakraborty, 2017). Conversely, ambiguous, critical, or controlling language styles can reduce employee motivation and performance (Rajhans, 2018). Furthermore, the findings highlight the importance of frequent, specific, and constructive feedback as a key component of effective managerial communication (Hardavella et al., 2017; Cannon & Witherspoon, 2005).

This research makes a significant contribution to understanding the role of managerial language styles in shaping employee motivation and performance. By synthesizing findings from various studies and disciplines, this analysis offers a comprehensive picture of this relationship and highlights key themes and patterns that emerge across the literature. This research also connects the findings to well-established theories of motivation and leadership, such as Herzberg's Two-Factor Theory (Herzberg et al., 1959; Herzberg, 2003), Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2017), Goal-Setting Theory (Locke & Latham, 1990; Locke & Latham, 2019), and transformational leadership theory (Bass, 1985; Bass & Riggio, 2006), thereby providing a stronger theoretical foundation for understanding the underlying mechanisms of this relationship.

Despite its significant contributions, this research has several limitations that should be considered. First, because this research primarily relies on secondary literature analysis, there is a potential for selection bias in the included studies. Second, the qualitative nature of thematic analysis or content analysis may involve a certain level of subjectivity in the interpretation and presentation of findings. Finally, this research may not fully capture all the

nuances and complexities of the relationship between managerial language styles, employee motivation, and performance, given the limitations in the scope and depth of the existing literature.

To address these limitations and advance the understanding of managerial communication and its impact on employee outcomes, several directions for future research are suggested. First, well-designed empirical studies that directly investigate the relationship between managerial language styles, motivation, and performance across various organizational contexts would be valuable for confirming and extending the findings from this literature analysis. Second, in-depth qualitative research involving interviews with managers and employees could provide additional insights into their experiences and perceptions of managerial communication and its impact. Finally, longitudinal studies examining this relationship over time could help clarify the causal and dynamic nature of the interactions between managerial language styles and employee outcomes.

The findings from this research have significant practical implications for managers and organizations. At the individual level, managers should strategically consider their language styles and strive for clarity, consistency, and a positive tone in their communications (Mayfield & Mayfield, 2018; Brannon & Fawcett, 2020). They should also prioritize providing frequent, specific, and constructive feedback to encourage learning, growth, and continuous improvement among their employees (Hardavella et al., 2017; Cannon & Witherspoon, 2005). At the organizational level, companies should consider providing training, mentoring, and resources to support the development of managerial communication skills, as well as assessing and enhancing their internal communication systems and processes (Rajhans, 2018; Chakraborty & Chakraborty, 2017).

Overall, this research highlights the critical role of managerial language styles in shaping employee motivation and performance. By synthesizing findings from the existing literature, providing a theoretical foundation for understanding this relationship, and offering practical recommendations for improvement, this analysis makes a valuable contribution to the growing body of knowledge on managerial communication and its impact on individual and organizational outcomes. The insights from this research can inform the efforts of managers and organizations to optimize language styles, foster motivating and supportive work environments, and ultimately drive employee and company success and growth.

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