THE EFFECTS OF COMMUNICATION TRAINING FOR PROMOTING INTRINSIC MOTIVATION IN THE WORKPLACE OF EMPLOYEES

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Abstract - The purpose of the present research was to study the effects of communication training for promoting intrinsic motivation in the workplace. The hypothesis of the study was that after the training, the posttest scores of the employees would be higher for Communication for Promoting Intrinsic Motivation in the Workplace (CPIMP) than the pretest scores with gender functioning as a moderating variable in the relationship between the training program and intrinsic motivation. A pretest-posttest and experimental group design were used and24 employees served as subjects. The subjects were all employees of the food and beverage companies. The employees were trained for communication for promoting intrinsic motivation in the workplace designed specifically for the study. The data were collected prior to the training and two weeks after the training. The tools comprised the training program and a CPIMP questionnaire. Two-way ANOVA was used to analyze the hypothesis of this study. The results of the research can be summarized as follows: 1) A two-way interaction between pretest-posttest and gender was not found in this study 2) After two weeks of training, the employees showed significantly higher CPIMP scores than prior to the training ($p < .05$) 3) Gender did not function as a moderating variable in the relationship between the training and intrinsic motivation and 4) The employees increased their communication for promoting intrinsic motivation in the workplace by 8.65% after two weeks.

Keywords - Communication Training, Intrinsic Motivation, Workplace, Employees.

I. INTRODUCTION

Human behavior is the result of the environment and individual motives. Motivations that drive behavior can be divided into extrinsic motivations and intrinsic motivations. Extrinsic motivations are external stimuli, such as words, objects, or money. Intrinsic motivations are the impulse or psychological drive from within the person expressing the intention to perform an activity on his or her own from the beginning and to continue with consistency. Intrinsic motivationsare based on the feeling that they are independent and able to self-regulate their activities. This demand is the intrinsic need of human beings, which is the key to motivating a person to be willing, to use their full potential, and to push the task to achieve the target [1][2]. Humans want to be perceived for their competence, autonomy, and relatedness with other people. This allows people tohaveself-esteem, happiness and satisfaction in work and life [3].

Communication is considered an important tool in promoting relationships.It is the way to convey facts, opinions, emotions, and feelings from the sender to the receiver, such as between the boss and his subordinates or colleagues.Whether or not the recipient will interpret the data directly to the sender would have an effect on creating and maintaining a working relationship. However, there are many factors that affect the interpretation e.g. how much ability the sender has to convey information, how good the quality of the media is, the atmosphere at the time and how they feel about the media at the time. Many factors can cause misinterpretation of information and lead to poor work relationships in the workplace [4][5].Communication is very important in enhancing relationships in the workplace. It is an important tool in conveying information, advices, opinions, emotions, and needs in order to understand others correctly.It also helps prevent or reduce conflicts [1][6].

Communication methods for working to achieve goals, and building a good relationship in the workplace include: 1) being friendly as a sign of respect and greetings before a conversation begins 2) discussing the essence of the story by understanding the subject to have a clear conversation 3) listening, the most important skill in communication to show that we are ready to accept and understand the conversation partners 4) commenting on the work with a friendly expression and without prejudice or bias 5) encouraging participants to express their opinions in the workplace to make them realize that they are important in their work and 6) finding a conclusion of the conversation to summarizethe main points [7][8][9]. The communication practices for promoting intrinsic motivation in the workplace were created based onIntrinsic Motivation by Edward L. Deci[10]. There are three motivational principles: 1) Support for autonomy 2) Non-controlling positive feedback and 3) Acknowledging the other's perspective [11][12][13][14]. The training method includes interpersonal communication, positive thinking, emotional control, positive feedback, team work, and a workshop for the intrinsic motivation project to be conducted within one month. The project was followed up by human resources officer of the companies. In this research, we are interested in the effects of communication training for promoting intrinsic motivation in the workplace of

employees and the interaction between pretest-posttest and gender. The research results and the training program can help guide organizations to effectively develop their communication with employees and encourage intrinsic motivation to create good relationships in the workplace.

II. METHODOLOGY

2.1. Materials and Methods

2.1.1 Subjects

Anexperimental groupof24 subjectsare the employees of the food and beverage companies. Using a pretest post-test design [15], the subjects were tested before and after the experiment. The employees were trained with the communication for promoting intrinsic motivation in the workplace. The subjects consist of 7 males (29.2%) and 17 females (70.8%). The tools comprised the training program, and a CPIMP questionnaire, which were created based onIntrinsic Motivation by Self-determination Theory [10].

2.1.2 Tools and evaluation: The tools were:

CPIMP questionnaire

The self-reporting questionnaire was used to collect data. The measurement is in the form of a 6-point summated rating scales; absolutely true, true, nearly true, nearly not true, not true and absolutely not true. Someone with a high score exhibit stronger communication for promoting intrinsic motivation in the workplace than someone with a low score. We constructed a pilot questionnaire that contains 14 questions with item discrimination (2.685 to6.397) and item-total correlation (0.452 to0.725). The validity of CPIMP questionnaire was alpha coefficient 0.89.

Training Program

The training program for the communication practice for promoting intrinsic motivation in the workplace was created based on Intrinsic Motivation Theory [10]. The practices were as follows:

a) Interpersonal communication creates a working environment that encourages people to perceive competence and autonomy and have a good relationship [16][17][18].

b) Positive thinking is an important part of self-motivation. People who are optimistic seek to revert a bad situation and do not become discouraged with barriers so they can motivate themselves[19][20][21].

c) Emotional management is the ability of a person to deal with emotions appropriately, which allows them to be self-reliant, trustworthy, and adaptable [22][23][24].

d) Positive feedback is used to provide accurate information and give feedback to work instead of criticism or blame [10][25].

e) Teamwork refers to a group of people where each member has a role, and contributes to the achievement of the performance targets [26][27].

f) A successful experience in working relationships in real work situations is promoted by having the employees conduct an intrinsic motivation project within one month [8][28][29]. The project would be followed up by a human resources officer of the companies [31][31].

2.1.3 Data analysis

Descriptive statistics is conducted to analyze and find an average and standard deviation of the communication practice for promoting intrinsic motivation in the workplace**.**Two-way ANOVA is conducted to study the effect of the communication practice for promoting intrinsic motivation in the workplace.

III. RESULTS AND DISCUSSION

The results are divided into two parts.

Part 1: Descriptive statistics of subjects

Table 1 Mean and standard deviation of the communication practice for promoting intrinsic motivation in the workplace of employees' gender and pretest-posttest scores.

Variables	Mean	S.D.
posttest	5.37	0.14
pretest	4.91	0.14
Female	5.16	0.11
Male	5.11	0.17

Table 1 shows the average and standard deviation of the communication practice for promoting intrinsic motivation in the workplace of employees. The subjects were employees of the food and beverage companies. They consist of 7 males (29.2%) and 17 females (70.8%). Their agesrange between 24 and 44 years. They have 1-18 years of work experience. Eighteen of the subjects (75%) have a bachelor's degree and 6 of them have below bachelor's degree education (25%).

Part 2: Data analysis to test the hypothesis

Data were analyzed for the interaction and main effects of the communication practice for promoting intrinsic motivation in the workplace score. A two-way interaction between pretest-posttest and gender was not found in this study ($F = 0.44$, $p < .59$).Table 3 shows a summary of F-values by performing a two way ANOVA on the communication practice for promoting intrinsic motivation in the workplace using pretest-posttest and gender as independent variables. The results revealed that the posttest score for the communication practice for promoting intrinsic motivation in the workplace was higher than the pretest score ($F = 5.09$, $p < .05$; $Mean_{(posttest)} = 5.37$, $Mean_{(pretest)} = 4.91$). Female employees had nearly similar average to that of the male employees. Gender shows no significant difference ($F_{class} = 0.06$, $p < .80$;

$Mean_{(female)}$ = 5.16, $Mean_{(male)}$ = 5.11). The results are presented in Table 2.

Table 2 Summary of F-values by performing Two-way ANOVA on the communication practice for promoting intrinsic motivation in the workplace using pretest-posttest scores and gender as independent variables.

Source	Tp. SS	df	MS	F	Sig
Corrected Model	2.207	3	0.736	1.750	.171
Intercept	1049.082	1	1049.082	2495.529	.000
Pretest-posttest	2.143	1	2.143	5.098	.029
Gender	0.026	1	0.026	0.060	.800
P*G	0.187	1	0.187	0.444	.509
Error	18.497	20	2.420		
Total	1295.403	24			
Corrected Total	20.704	23			

a. R Squared = .107 (Adjusted R Squared = .047)
Note: Tp.SS = Type III Sum of Squares

The results show that after two weeks of training, the subjects showed significantly higher scores for the communication for promoting intrinsic motivation in the workplace than prior to training ($p < .05$). The results show that the training can promote intrinsic motivation to create working relationships regardless of gender. The Motivational communication could create a working climate that encouraged people to perceive competence and autonomy and to have a good relationship [11]. In addition, work situation where there was a competition, deadline at work, external evaluations, and the atmosphere was not as rigorous promotion to better work together [32]. This research result was consistent with Rungroth's research which found that the interpersonal communication competency scores after attending the psychological training program were higher than before the training and attending training was a statistically factor at a level of .05.[18]

CONCLUSION

The employees who practiced the communication for promoting intrinsic motivation in the workplace have significantly higher CPIMP scores than prior to the training. The scores for communication for promoting intrinsic motivation in the workplace were increased by 8.65% after two weeks.A two-way interaction between pretest-posttest and gender was not found in this study.

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