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MOTIVATION OF EMPLOYEES IN THE PUBLIC SECTOR THROUGH ORGANIZATIONAL COMMUNICATION CASE STUDY: VALA MOBILE COMPANY, KOSOVO

Original scientific paper

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ABSTRACT

The aim of this study is to reveal the role of internal organizational communication in motivating employees in public service organizations. Data were collected from 249 surveyed employees, in the mobile telecommunications sector in Kosovo, specifically in the Vala mobile company. The collected data was analyzed by using the SPSS system. The study found that information sharing had the greatest effect on employee motivation, followed by employee involvement in decision-making. This paper can be useful for managers and heads to create an organizational culture that promotes both motivation and performance. This paper is unique as it examines the links between organizational communication, motivation, and performance.

Keywords: Communication, organization, organizational communication, organizational culture, motivation, performance

INTRODUCTION

The effectiveness of organizational communication is the key factor for the success of the organization, and attention should be paid to: how the communication process develops; what methods are used in order to have effective communication between the members of the organization. The motivating factors that lead to knowledge sharing behavior can be divided into internal and external factors (Kim, 2018). How these motivational factors were received from the employees regarding the way of communication and what effect they had, what the ways of their implementation were, always with the aim of achieving and finding adequate experiences to transmit and understand the given information, which is of strategic importance to the organization. In the public sector organizations, the positive sense of belonging to a group and its impact on other affective reactions of employees should not be underestimated (Leijerholt, Biedenbach, & Hultén, 2022). A number of studies have shown that organizational identification can indeed act as a mediator in public sector settings (Karolidis & Vouzas, 2019). Some researchers argue that public service motivation remains stable over time, while others assert that it is open to management interventions, such as leadership (Hameduddin & Engbers, 2022). However, most empirical evidence has tended to focus on three relationships:
1) the effect of leadership on public service motivation,
2) the effect of public service motivation on leadership, and
3) public service motivation as a mediator or moderator between leadership and attitudes or other work behaviors (Hameduddin & Engbers, 2022).

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The way in which the functioning of internal communication is organized in an organization has to do with the structure, size and activity that the organization carries out. Depending on the size of the organization and its structures, departments, and work units are formed, where communication channels must be created for each member of the organization, which perform the function of receiving and providing information. The organization of internal communication plays a quite large role in the mobility of information, or as they are also known as organizational structures, their coordination and planning have a primary function in the distribution of information to its members.

The ways of applying internal communication have a very big role in motivating employees. Organizational communication is the connection that is in the organization and comes from the authorities, among other things, it contributes to the organization of individuals through the influence on their motivation and the social cohesion of the organization (Ali, 2020). In this way, a common language is created in organizational communication, a language that can be described as the open language of the world of human meanings, evaluated by the organization's action at all levels (Frunză & Grad, 2020). The formation of reliable relationships between colleagues largely depends on our communication method and approach with internal audiences, in our case with colleagues. Organizational communication refers to staff and samples, decision-making structures, structural properties and formalization of work processes, while compliance, formal reporting methods and degrees of cooperation within business are also factors to be considered (Naji et al., 2022). The formation of working teams or as they are known "teamwork", which have excellent communication and relationships among each-other, increases the likelihood of exceeding strict official communication, therefore, the way of carrying out communication becomes more sensitive, closer, which affects employee satisfaction in the workplace and collegiality. Interorganizational partnerships are cooperative relationships that address complex social issues collectively (Wang & Shing, 2023). Given the basis of this context, public sector organizations can be attributed to public organizations, public goods, public services, public policies and other public entities that have a public domain, relation with the public sphere (Dahle & Wæraas, 2020). The communication system should include all its members, which would help in coordinating

and delegating tasks and responsibilities for the function that the employee performs in the organization. Technological development has made many organizations have their own networks and communication channels, making the circulation of information quite easy and fast, however, with this, the risks in the process of understanding and receiving information have also increased. Such an organizational approach places communication at the center of the institution's process, since such communication practices are expected to create and support the organization (Wang & Cooper, 2022). Cases of ambiguity among employees have increased, where now we have a rather interesting situation, long ago we had lack of information and communication channels that did not meet the requirements of the members of the organization to be informed about the events within the organization, and now thanks to technology we have an overload of information, with which the dimensions of development and transmission of it to the employees, can create confusion and uncertainty among the employees. This is precisely what the paper aims to investigate, the ambiguity that overloads in the organization's internal communication cause. Communication is recognized as the key factor for the success of any organization, within any type of organizational structure, individuals must work closely in cooperation, must hold meetings, discuss various issues with each-other various related to their functions and activities; on the other hand, if they develop strained relationships and difficult conditions among one another, then they will not be able to work effectively and cause profitability, productivity and good will within the organization (Kapur, 2018). The lack or interruption of communication increases the possibilities for organizations to face crises, which are related to or belong to the field of communication, both internal and external. A crisis is a circumstance in which the organization cannot function normally, which prevents the achievement of its objectives and threatens its very survival. When a crisis occurs, there is uncertainty, stress, panic, and confusion from management, employees, and the public outside. All this makes it difficult to make the right decisions while the organization is involved in a crisis. With the qualitative method, we estimated the level of motivation of employees from the methods of communication, we surveyed 10% of the employees in the mobile company Vala, in Kosovo, which we took as a case study, where the elements we analyzed are the organizational culture and the internal process of communication, both among colleagues and between employees

and supervisors. This paper finds that sharing and exchange of information with all the employees of the organization affects their sensitivity to the organization, to be motivated and feel themselves as an integral part of the organization, and has an impact on higher performance and work success.

Literature review – Organizational communication

Communication is an important element of workplace interaction and can decisively determine the success of an organization (Casoria, Riedl, & Werner, 2020). A closer look at communication allows us to identify different communication behavior that can be systematically analyzed using methods from the field of communication analysis to identify their dynamics and effect on the success or failure of organizational interactions (Müller-Frommeyer & Kauffeld, 2021). An effective communication process within an organization has a positive effect on the intensity of social change (Ivashova et al., 2021). The effective functioning of internal communication would help the organization to create a positive and sustainable image for both internal and external audience. Also, in business organizations, communication conveys a special relevance in the way of implementation, and that communication also works at three levels: organization, leaders and colleagues (Curado et al., 2022). Unfortunately, organizations do not comprehend that harnessing the creative potential of employees requires a sufficient amount of information on the one hand and sufficient confidence in their abilities on the other (Stacho et al., 2019). The mechanism by which strategic internal communication works to facilitate employees' coping with unplanned change events warrants attention from public relations scholars and practitioners who are tasked with maintaining positive employee morale and organization-employee relations during periods of turbulent (Li, Sun, Tao, & Lee, 2021). Responsible transparency indicates that organizations should provide comprehensive and complete information, including positive and negative news (eg, threats and opportunities) to their employees (Li et al., 2021). In many organizations, there are struggles and tensions between an administrative elite with managers and specialists on the one hand and colleagues belonging to powerful professions on the other, in other words, professionals are in a situation of strong power in relation to the administrative elite and with members of semi-professions such as economists, communications officers and

human resource strategists (Falkheimer et al., 2022). Therefore, the traditional focus of internal crisis communication on providing guidance through effective channels must be expanded to build employee trust and loyalty, especially during a prolonged crisis (Falkheimer et al., 2022). Effective and efficient communication is of great importance to the success of organizations. Effective verbal, non-verbal and electronic communication is the exchange of meaning as intended and allows the exchange of information to create a connected world (Robles, 2019). People have different communication styles. Large and diverse workplaces, with generational differences and ever-changing technology, can create barriers to effective communication (Robles, 2019). Indicators of effective communication include: Comprehension, which is the ability to correctly understand messages as transmitted by the communicator. In this case, the communicator is said to be effective if he can understand correctly. Meanwhile, communicators are said to be effective if they manage to deliver the message carefully (Mahdani et al., 2022). Activities in current work environments suggest that the survival of organizations is largely based on effective communication. Communication is the wheel for the survival of the organization as the workers in the organization must master the communication amongst each-other and with the external public of the organization. The flow of communication helps to create, reshape and create facilities for the overall well-being in organizations (Amadu & Anyarayor, 2022). A cordial organization of internal communication in an organization contributes significantly to the elimination of apathy in the performance of individual roles. Again, cordial communication between management and employees will lead to employee job satisfaction (Amadu & Anyarayor, 2022). In these theories, leadership is the process by which a person engages with others and is able to "make a connection," resulting in increased motivation and morale in both followers and leaders (Vinh, Hien, & Do, 2022). However, until recently, no comprehensive framework has described the spectrum of communication roles that employees can be expected to fulfill in the workplace in a more comprehensive way. This is unfortunate because the lack of a well-defined framework for active communication roles hinders our understanding of the communication challenges faced by employees in post-bureaucratic organizations and the strategic importance of employees as communicators (Verhoeven & Madsen, 2022). The downward flow of information is reserved for communication

from management to subordinates, while the upward flow is information from subordinates to management; this can happen through different types of reactions (Reynolds, 2022). One of the challenges for senior managers is that there has been a need to convey a large amount of information to employees and to manage multiple mediums used by many senior managers (Sanders et al., 2020). Moreover, the process of good communication can give something positive to increase the commitment of employees to organizations (Widyanti, Basuki, & Susiladewi, 2020).

Organizational culture

Organizational culture affects the flow of information within organizational actors, the existence of a common organizational culture motivates employees and provides the ability to create and exchange information, improving and developing their skills and experiences and allowing these ideas to be combined (Xanthopoulou et al., 2022). However, there are actually many definitions regarding organizational culture, we have focused on one of them, which we can say is more meaningful, where according to Schein (2004), organizational culture is defined as a set of shared basic assumptions for an organization about what is valued, how people should behave, and beliefs about what is "normal" within the organization. There are many different factors that affect the functioning of the organization, but, "organizational culture, instead of factors such as structure, policy or politics, is seen as essential for organizational performance (Bamidele, 2022). When we talk about such factors, obviously the organizational subculture of its departments also plays a crucial role, "in large organizations, subcultures tend to evolve to represent common challenges or experiences faced by members in the same department or location (Bamidele, 2022). A subculture that includes the core values of the dominant culture, plus additional values specific to representatives of that department, may be present in each of the different departments (Bamidele, 2022). Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not be articulated but that shape the ways in which people in organizations behave and things are conducted. Values are open to discussion and people can agree to disagree about them. Basic assumptions are so taken for granted that anyone who does not hold them is seen as "foreign" or "crazy" and automatically dismissed (Schein, 2004).

There are many factors that contribute to an organization's culture, but there are only three basic components; the behavior of workers in the workplace, the attitudes, temperaments and cohesiveness of the staff, as well as the vision and values of the staff and leadership (Galli, 2022). The focus on organizational culture over the decade has increasingly become a key component of day-to-day organizational functioning because performance has been perceived to depend on organizational culture. The challenge of performance management has equally attracted the attention of management researchers (Akpa, Asikhia, & Nneji, 2021). Business managers empower their employees to participate in the critical decision-making process within a healthy organizational culture (Pathiranage, Jayatilake, & Abeysekera, 2020). Creating a strong organizational culture requires a process due to the changes that occur in the organization in relation to the change of people who are in the organization including differences in perception, desire, attitude and behavior (Kurniady et al., 2020). Compatibility between organizational characteristics and employee desires must be achieved, which leads to a high level of union. In preparation for changes, employees are expected to feel confident and happy in doing their work (Kurniady et al., 2020). From the point of view of an individual, regardless of the relevant experience for a certain job, in a situation where the employer changes, it takes time for an individual to "adapt" to the organizational culture (Omazic, Mihanovic, & Sopta, 2020). And to be actively involved in organizational life.

RESEARCH METHODOLOGY

The public sector organization of mobile telephony Vala in Kosovo, in this study, operates in the telecommunications sector by providing mobile and internet services. In addition to these aforementioned services, being the largest company in the country, it also consists of the largest number of employees. For data collection, we conducted a survey with 249 employees of the mobile company Vala, to obtain data on employee motivation, their job satisfaction, their communication with superiors, their communication with colleagues, their satisfaction with employee training, and individual outcomes related to competency outcomes. The survey included a clarification for potential respondents that the target audience was the employees within the operational departments of the mobile company Vala.

Data was collected by distributing the survey to department heads who forwarded it to staff within their units. The collected data were processed using the SPSS system.

Table 1.

Question	Results			
	Correct	**Satisfactory**	**Frivolous**	**Not good**
How do you rate your communication with your supervisor?	34.4	40.6	15.4	9.6
How do you rate the communication skills of your colleagues?	43.6	38.3	9.5	8.6
How do you evaluate the selection procedure of new staff?	50.4	38.4	4.5	6.7
	Yes	**No**	**Depending on the time**	**I don't know**
Do you communicate with your colleagues about situations not related to work?	46.8	31.7	11.7	9.8
Various disputes are resolved by communication or should the commission intervene?	49.0	40.7	4.5	5.8
Have you had training on how to communication and motivation?	49.6	38.9	7.4	4.1
Are you motivated to come to work willingly?	45.4	41.7	5.0	7.9

FINDINGS

Based on the results of the employee survey, we can estimate that we have a way of communication which has cynical elements affecting the motivation and performance of employees at work. The rest has assessed it as correct and they have superior-subordinate collegiality and all communication takes place on work issues. In the workplace, it is not enough just to provide information/message, the other party must also have communication and information analysis skills in order to achieve a higher performance and that affects the motivation and satisfaction of employees. Respecting and implementing the rules for the selection of new staff helps in the selection of candidates who are more profiled for the required position and more prepared, where the employees of these organizations have evaluated this process as correct and within the normal parameters. A very important element in the workplace and not only, and for the complete understanding of human and collegue relations, is communication, even on issues that are not directly related to the work they carry out. Sharing personal or even family information with work colleagues affects the creation of closeness between colleagues and is of course an indicator of correct relationships in the workplace, this is best supported by the results of the research where 45.7% of employees stated that they communicate even outside the workplace. It is unimaginable that there would not be misunderstandings or even different worldviews between employees in the workplace, also in terms of carrying and transmitting information. Based on the research in these organizations, we witness that communication is still a tool for overcoming these situations. Based on the profile of the work of these organizations, we are dealing with organizations that have organized training for their employees on how to communicate and motivate at work. Almost half of the respondents stated that they attended such trainings. This is confirmed by the last question which is presented in this form, whether you are motivated to come to work, nearly half of the annexed employees have expressed their attitude as to how motivated they are.

DISCUSSIONS

The findings reported in this study provide evidence of the important role of values in internal communication, positive organizational practices, and organizational culture. Undoubtedly, each organization has its own characteristics that distinguish it from other organizations, not only from its field of action but there are also many elements that are characteristic of organizations. However, there are some elements that, regardless of the organization's scope and purpose, are characteristic of most organizations and they are: the activity, the organizational structure that is related to the way communication works, and the organizational culture, and that affect the feeling and satisfaction of employees for being part of the organization. Since the sense of pride and satisfaction with the workplace and among employees can be related to their profession, and then can be transferred to a sense of pride in the organization (Trybou et al., 2014). The most frequent opportunities for misunderstandings in the communication process within the organization are when changes occur in the organization, which affect the interests of employees. There will be no room for misunderstanding when no new decisions are made, when there are no changes and this is a state of organization. Misunderstandings and conflicting situations exist in the minds of people who are participants in them. People emotionally enter into conflict, and this conflict stems from their role in the company's operating process. What this means is that the fear of changes, eventual loss of the position and benefits that you use can lead to a conflict situation with the manager or the owner of the organization, and is an indicator that the organization has failed to have a transparent communication process in order to raise awareness among its employees. The main obstacles in carrying out communication can be divided into two large groups: the group of technological obstacles and the group of human obstacles. Communication barriers are all that prevent the order from being accepted. A technological problem does not usually stop communication, although it may block it temporarily. Barriers are usually human in origin, not technological in origin. Human barriers are often difficult to investigate, but they are more important. Human barriers include many factors such as: socio-cultural; psychological and organizational. And they require more time and attention to put in the right direction to avoid these barriers. Regarding organizational barriers, we are mainly dealing with the barrier,

which is either caused by a weak organizational structure or we are dealing with a low level of organization. Where in both elements we are dealing with communication as a process. The research findings in these business organizations have provided us with interesting data regarding the role of organizational communication within an organization. Communication networks should include all its members, which helps in coordinating and delegating tasks and responsibilities for the function that the employee performs in the organization. Whereas, the fulfillment of communication functions depends on the use of information and the meanings that this information contains. Of course, the weight of the information and its importance also determines the classification of who should possess that information.

CONCLUSIONS

The access to the strategic information of the employees should be higher because the employees of the organization should be informed about the path that the organization has and the path that should be followed. The level of employee involvement in discussions about the implementation of the company's goals and objectives, but also their non-fulfillment, should be higher, and possibly exceed 50.0% of the total number of employees. Business organizations must include all employees in their communication network, regardless of what tools or platforms they use, even if only one member of the organization remains without being included in the communication network can be considered a weakness of the organization, and it can bring loss. Organizations must be flexible and react in time in terms of informing their employees, about the change and growth that occurs in the organization, because in the business world information is of great importance for the existence of the business organization itself. The ideas related to the improvement of the work environment, which comes from the line or departmental employees, must be evaluated and handled by the management of the organization for many reasons. One of these reasons would be because the employees are in the line of first contact with both customers and people outside the organization and are more aware of the requests or complaints they may have towards the organization. Superior-employee communication must be at the level of positive evaluation, and we can best know this if surveys are carried out with employees within the organization to evaluate the way superiors communicate, from the management

side, and to look at the relationships and relations between supervisors and employees. It is in the interest of business organizations to monitor the state of their employees' communication skills. They can do this best by engaging them to make this evaluation themselves for their colleagues. Such assessments would help the organization to be informed about the level of communication skills of its employees. The management of organizations should also address the level of the progress of rumors within the organization and not allow information or official positions of the organization's management to be forwarded by certain employees and thus affect the volume of the progress of rumors. It is very important for the business organization that various disputes between colleagues are handled in a proper and fair manner. The management of the organization should cultivate the spirit of communication and conversation to resolve disputes between colleagues and avoid other measures. The process of selecting new members is very important for the creation of working teams and for the relations between colleagues, such transparent and influence-free process would greatly influence the creation of sound and sincere colleague relations. Likewise, it would affect the rise of professionalism in the organization, otherwise we would have relations not at the desired level between colleagues with a tendency to deteriorate.

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