

The Impact of Communication Climate on Employees' Motivation (An applied study on Travel Agencies)

Nehal Mohamed Eltayeb

Faculty of Tourism and Hotel Management

Tourism Department, Pharos University in Alexandria

ABSTRACT:

This study aims to identify the impact of communication climate on employees' motivation (Satisfaction, commitment, and rootedness) in travel agencies category A. Communication climate is the tone of relationships between people who work together. Employees can work properly within their organizations if there is good communication between the company represented by the management as a supervisor and the employees as subordinates. This research utilizes quantitative method to analyze data. The research was conducted by surveying 260 travel agents .The findings reveal that there was a statistically significant weak negative correlation (-0.246) between defensive communication climate and employees' motivation and a moderate significant positive correlation (0.512) between supportive communication climate and employees' motivation. Supportive communication climate has a significant impact on employees' motivation representing 26,3% while defensive communication climate has a significant weak negative impact on employees' motivation representing 0.06%.

Key words: Communication climate, Supportive and Defensive communication, Work Motivation and Travel Agencies

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Introduction

The communication climate is a reflection of the collective atmosphere circumstance of employee. It will be very influential, both to increase the ability of each individual and to the efficiency of agencies working in the environment as a whole (Pace & Faules, 2005). Communication climate is defined as "the emotional tone of a relationship" (Adler & Proctor 2011). It is the internal environment of information exchange among people through an organization's formal and informal networks. It includes items to which communication can stimulate employees' motivation to meet the company's goals (Mohamed, Abdalla & Abo-elmaged, 2013).

Communication is considered one of the most important and controlling activities within the organization (Harris & Nelson, 2008). It is important for employers to regularly examine their communication process because that may provide insights for managers regarding how to improve employee performance and organizational outcomes (Attridge, 2009). Employees can work well within their organizations if there is good relationship and communication between the organization represented by the management as a supervisor and the employees as subordinates. (Mohamed et.al,2013).

Communication climate according to Gibb (1961), is categorized into supportive and defensive communication behaviors. Gibb's categories have been applied on different disciplines and are widespread in all text books of different fields (Forward ,Czech & Lee , 2011). Employee motivation is based on a force that pushes employees to accomplish a particular job choice, remain at the job, and put in effort (Simons & Enz, 1995). According to Ramlall (2004), employee motivation is "the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need." Therefore, it is necessary for the employers to be aware of what drives the employees to be unsatisfied.

Employees' satisfaction is an essential part of the success of each company (Kovach, 1995) Therefore, it is very important to examine employees' job satisfaction within the travel agency as this component is important in the development of tourism and travel agencies as employees who are not satisfied will not perform their job properly and will cause a direct damage to the travel agency (Gajic, Kovacevic & Penic, 2012).

Employees' commitment and rootedness is important since it determines whether employees are willing to leave their jobs or improve performance. Employee commitment is highly influenced by the level of

motivation which is essential in the work environment (Morrison & Robinson, 1997). Nevertheless Lee and Chen (2013) stated that most organizations have turned to non-standard work status to provide a high level of scheduling flexibility, meet unexpected demand more efficiently, and cut down on the cost of wages and salaries.

Literature review:

Supportive and defensive communication climate:

Gibb identified, a supportive communication climate as it encourages open, constructive, onset and effective interaction in contrast to defensive climate, leads to a competitive and destructive conflict. The competent communicator strives to maintain a supportive communication climate.

Supportive communication climate:

Gibb (1961) categorized six supportive communication behaviors as follows:

Descriptive:

Statements describing the behavior, giving it context and responding to its impact on employees. It reflects opinions and direct observations of visible behavior back to the other person; avoiding terms like good or bad (Gibb 1961). Adler and Rodman (2002) characterized it as it focuses on the speaker's thoughts and feelings instead of judging the listener and putting the emphasis on judging another's behavior. The descriptive speaker explains the personal effect of the other's action. For instance, instead of saying, "You talk too much," a descriptive communicator would say, "When you don't give me a chance to say what's on my mind, I get frustrated."

Problem Orientation:

This is when a person looks for a solution that will satisfy both people. Finding a solution that will please both people is more important than one person winning and the other person losing; everybody feels like a winner (win-win) (Adler & Rodman, 2002)

Spontaneity:

To express naturalness; free of deception; a "clean id"; straightforwardness; uncomplicated motives are characterized by openness and honesty (Miner, 2005). A forthright message indicates that the speaker's contribution is unplanned and free of ulterior motives (Gibb, 2007).

Empathy:

"To respect the other person and show it; to take his [or her] role; to identify with his [or her] problems; to share his [or her] feelings" (Miner, 2005). Having empathy means accepting another's feelings, putting yourself in another's place. This doesn't mean you need to agree with that person (Adler & Rodman, 2002).

Equality:

Adler and Rodman (2002) mentioned that people who have superior skills and talents are capable of conveying an attitude of equality; which attach little difference in talent, ability, worth, appearance, and status (Miner, 2005).

Provisionalism:

Provisionalism is the supportive behavior that reflects flexibility. This is when people may have strong opinions but are willing to acknowledge that they don't have a corner on the truth and will change their stand if another position seems more reasonable (Adler & Rodman, 2002; Adler & Proctor, 2011).

Defensive communication climate:

Gibb (1961) categorized six defensive communication behaviors:

a. Evaluation:

Evaluation consists of communication behaviors that employ judgmental and accusatory language. Evaluation is often marked by “you language” that places blame on the other person (Czech & Forward, 2013).

b. Control:

A controlling message occurs when a sender seems to be imposing a solution on the receiver with little regard for the receiver’s needs or interests .The control can range from relatively small matters (where to eat dinner or what TV show to watch) to large ones (whether to remain in a relationship or how to spend a large sum of money) (Adler & Rodman, 2002). Someone who is trying to do something to someone else to change an attitude, to influence a behavior, or to restrict the field of activity is exercising control over the other person.(Gribb, 1961).

c. Strategy:

An accurate term to describe this type of behavior is manipulation. Manipulating others to achieve your goals. Well-meant manipulation can cause bad feelings. One of the surest ways to make people defensive is to get caught trying to manipulate them (Adler & Rodman, 2002). This behavior can be hurtful as the speaker is deceitful in this case (Gribb,1961).

b.Neutrality:

Adler & Proctor, 2011 said that the most accurate term for neutrality is indifference A neutral attitude is disconfirming because it indicates that the other person isn’t very important to you

e. Superiority:

When a person communicates to another that he feels superior in position, power, wealth, intellectual ability, physical characteristics, or other ways, he arouses defensiveness and feelings of inadequacy in others (Gribb, 1961).

f. Certainty:

Dogmatism is another term for the behavior Gibb(1961) calls certainty. Single-minded behavior; combined with unwillingness to compromise. People who communicate with certainty appear to have and know all the answers (Czech & Forward, 2013).

Table (1) Categories of Behavior Characteristic of Supportive and Defensive Climates in Small Groups

Supportive Climate	Defensive Climate
Descriptive	Evaluation
Problem Orientation	Control
Spontaneity	Strategy
Empathy	Neutrality
Equality	Superiority
Provisionalism	Certainty

Source: Gibb, J. (1961). Defensive communication. *Journal of Communication*, 11, 141-148.

Supporting communication climate (positive communication climate) can encourage employees to participate in fair communication (free to exchange information and communication).

Otherwise, organization with defensive communication climate (negative communication climate) cannot encourage employees to participate and to communicate openly (Nurlita, 2012).

Motivating employees to peak performance:

Nohria, Groysberg and Lee (2008) theorized that motivation can be assessed by measuring the following indicators: Satisfaction, commitment and rootedness – the degree to which an employee intends to stay with his or her employer.

- a.Satisfaction: Indicates how happy employees are with the experience of work and the way they are treated .
- b.Commitment: Suggests the degree to which employees support the company and its mission
- c.Rootedness (Loyalty): Predicts the likelihood that employees will stay or leave their jobs. A person who is engaged, and committed and who has no intention of quitting can be safely said to be motivated (Bovee & Thill, 2013).

Study objectives:

The objective of this study is to estimate the correlation between defensive communication climate and employees' motivation, as well as determine the correlation between supportive communication climate and employees' motivation. Beside identifying the impact of supportive and defensive communication climate on employees' in travel agents in Egypt .

Methodology:

Sample:

Purposive sampling technique was used to select the sample as the questionnaire was conducted to the sample of 290 travel agencies category “A” in Alexandria and Cairo. The sample consisted of employees in travel agencies. Two hundred and sixty travel agents Category A responded to the questionnaire with response rate 89.6% .

Procedures:

A quantitative descriptive research approach was employed using a questionnaire to collect data needed for this study. The questionnaires forms were distributed by the researcher personally and sent via Survey Monkey, along with instructions on how to submit the completed questionnaires.

Instrumentation:

Communication Climate is based upon Gibb's model of communication climate and it measures all the dimensions of communication climate. The questionnaire that was prepared to measure communication climate consists of 40 items some were taken from Roberts (2013) and Mohamed et.al (2013) ranging from descriptive to supportive. The motivation questionnaire was a 15-item Likert's scale. Cronbach's alpha was calculated as a measure of reliability for each variable. Results of the pilot-test showed Alpha = 0.798 reliability. Thus, the instruments had high reliability.

After making some necessary modifications, a preliminary survey was conducted to a sample of 40 employees. All of the questions were asked on a five-point Likert's scale ranging from “completely agree” to “completely disagree.

Results and discussion:

Descriptive Analysis:

Supportive climate:

Table (2) Supportive climate

Supportive climate:	SD	D	N	A	SA	MEAN	STD.
1- descriptive	%	%	%	%	%		DEV.
My manager describes things accurately and without bias.	21.7	53.3	16.7	6.7	1.7	2.1333	.89190
My manager describes situations without classifying it as good or bad.	11.7	55.0	20.0	8.3	5	2.4000	.97772
My manager expresses his feelings and perceptions without expecting return.	38.3	48.3	6.7	3.3	3.3	1.8500	.93564
2-Problem Orientation:							
My manager is trying to please everybody.	31.7	51.7	10	1.7	5.0	1.9667	.97366
My manager collaborates on finding a solution to satisfy both sides.	11.7	55.9	20.0	8.3	5.0	2.4000	.97772
My manager tries to define and solve problems rather than tell someone what to do.	6.7	73.3	13.3	3.3	3.3	2.2333	.76727
My manager tries to decrease conflict and listen to employees equally.	5.0	38.3	13.3	40.0	3.3	2.9833	1.06551
3- Spontaneity:							
My manager does not have hidden motives in dealing with employees.	16.7	36.7	25.0	20.0	1.7	2.5333	1.04908
I feel I can express my opinion honestly and straight forward to my manager.	0	0	11.7	75.0	13.3	4.0167	.50394
4- Empathy:							
My manager understands the problems that I face in my job.	18.3	58.3	11.7	10.0	1.7	2.1833	.91117
My manager respects my feelings and values.	30.0	43.3	15.0	11.7	0	2.0833	.96184
My manger listens to me when I talk about things that are bothering me.	30	50	5	10	5	2.1000	1.10008
5-Equality:							
My manager treats people with fairness.	28.3	45.0	5.0	16.7	5.0	2.2500	1.18786

My manager doesn't show his higher prominent position while taking decisions.	13.3	45.0	8.3	25.0	8.3	2.7000	1.22544
My manager doesn't try to make me feel inferior.	15	35	18.3	20.0	11.7	2.7833	1.26346
6- Provisionalism:							
My manager listen to new ideas.	11.7	26.7	26.7	25	10.0	2.9500	1.18501
My manager allows flexibility in the job.	11.7	40.0	15.0	21.7	11.7	2.8167	1.24181
My manager is willing to accept alternative point of view or plans of actions.	18.3	38.3	8.3	23.3	11.7	2.7167	1.32884

The results in the previous table indicate that respondents strongly disagree and disagree that their managers do the following practices of supportive climate

1- Descriptive practices of managers:

- Describe things accurately and without Bias.
- Describe situations without classifying it as good or bad.
- Expresses feelings and perceptions without expecting return.

2- Problem Orientation practices of managers:

- Please everybody.
- Collaborate on finding a solution to satisfy both sides.
- Define and solves problems rather than tell someone what to do.

3- Spontaneity practices of managers:

- Doesn't have hidden motives in dealing with employees.

4- Empathy practices of managers:

- Understand the problems that employees face in their job.
- Respect employees' feelings and values.
- Listen to employees when they talk about things that are bothering them.

5-Equality practices of managers:

- Treat people with fairness.
- Don't show higher prominent position while taking decisions.
- Don't try to make employees feel inferior.

6- Provisionalism practices of managers:

- Listen to new ideas.
- Allow flexibility in the job.
- Is willing to accept alternative point of view or plans of actions.

On the other hand, respondents strongly agree and agree that the following practices of managers apply to the following:

1- Spontaneity:

- Make Employees feel they can express their opinion honestly and in a straight forward manner.

Also responses are equal (agree = disagree) about the following practice:

1- Problem orientation:

- Try to tolerance arguments and give a fair hearing to all points of view.

2- Problem Orientation:

- Reduce conflict and listen to employees equally.

Defensive climate:

Table (3) Defensive climate

Defensive climate:	SD	D	N	A	SA	MEAN	STD.
1- Evaluation:	%	%	%	%	%		DEV.
-My manager always criticizes and blames me without allowing me to express my opinion.	38.3	50.0	5.0	3.3	3.3	1.8333	.92364
-My manager criticizes my work in the presence of others.	25.0	55.0	6.7	13.3		2.0833	.92593
-My manager always judges the actions of his /her subordinates.	13.3	16.7	18.3	41.7	10.0	3.1833	1.22808
-My manager always blames me that I am not doing my best.	5.0	10.0	26.7	48.3	10.0	3.4833	.98276
2- Control:							
My manager believes that he/ she must control the way I do my job.	41.7	23.3	13.3	15.0	6.7	2.2167	1.31602
My manager always wants to be in charge of the situation.	28.3	38.3	8.3	16.7	8.3	2.3833	1.29001
My manager always tries to change employees' attitudes and behavior to be (in line) with his\hers.	10.0	40.0	16.7	23.3	10.0	2.8333	1.19557
3-Strategy:							
My manager tries to manipulate employees.	0	5.0	5.0	65	25	4.1000	.70591
I have to be careful while talking to my manager because he might misinterpret what I say.	28.3	11.7	20.0	31.7	8.3	2.8000	1.37533
I don't say directly what is on my mind because it might be twisted by my manager.	35.0	20.0	8.3	26.7	10.0	2.5667	1.45400
4-Neutrality:							

My manager is not interested in listening to employees' problems.	45.0	18.3	6.7	11.7	18.3	2.4000	1.58596
My manager doesn't like to get involved in any conflict among employees.	31.7	36.7	8.3	16.7	6.7	2.3000	1.26625
My manager seldom offers moral support during employees' personal crises.	33.3	33.3	5.0	20.0	8.3	2.3667	1.35255
5- Superiority:							
My manager doesn't make me feel inadequate.	31.7	25.0	13.3	20.0	10.0	2.5167	1.38383
My manager believes that the work won't be done effectively without his/her interference or that he/ she must do it by him/her self.	21.7	33.3	5.0	28.3	11.7	2.7500	1.38546
My manager always indicates that he is in charge and has the authority.	16.7	26.7	6.7	26.7	23.3	2.8667	1.46677
My manager doesn't respond to employees' needs.	10.0	40.0	6.7	38.3	5.0	2.8833	1.18023
6- Certainty:							
My manager is dogmatic.	25.0	18.3	10.0	28.3	18.3	2.9667	1.49538
My manager believes that he is always right.	10.0	28.3	10.0	30.0	21.7	3.2500	1.34826
My manager thinks that he knows everything.	20.0	21.7	10.0	31.7	16.7	3.0333	1.42575
My manager is happy when he can prove that other people are wrong.	16.7	21.7	13.3	30.0	18.3	3.1167	1.39115

The results in the previous table indicate that respondents strongly disagree and disagree that their managers do the following practices of defensive climate:

1- Evaluation practices of managers:

- Criticize employees without allowing them to explain their opinions.
- Criticize employees in the presence of others.

2- Control practices of managers:

- Control the way employees do their job.
- Want to be in charge of the situation.
- Want to change employee's attitudes and behavior to be in line with theirs.

3-Strategy practices of managers:

- Don't encourage employees to say directly what is on their minds because he might twist the words.

4-Neutrality practices of managers:

- Interested in employees problems.
- Like to get involved in any conflict among employees.
- Seldom offer moral support during employees' personal crises.

5- Superiority practices of managers:

- Don't make employees feel inadequate.
- Believe that the work won't be done effectively without his/her interference or that he/ she must do it him/her self.
- Don't respond to employees' needs.

On the other hand, respondents agree and strongly agree that their managers do the following practices of defensive climate :

1- Evaluation practices of managers:

- Judges the actions of his /her subordinates.
- Blame employees for not doing their best.

2- Strategy practices of managers:

- Manipulate employees.

3- Neutrality:

- Indicate that he is in charge and has authority.

4- Certainty practices of managers:

- Managers are dogmatic
- Believe that they are always right.
- Think that they know everything.
- Are happy when they prove that the other people are wrong.

Also responses are equal (agree = disagree) in the following practice:

1- Strategy practices of managers:

- Being careful while talking to manager because it might be misinterpreted by them.

Employees' motivation:

Table (4) Employees' motivation

Employees' motivation:	SD	D	N	A	SA	MEAN	STD.
1- Satisfaction:	%	%	%	%	%		DEV.
I have received the training I need to do my job well.	13.3	16.7	10.0	36.7	23.3	3.4000	1.36791
My supervisor gives me regular feedback on how I am doing.	3.3	13.3	8.3	61.7	13.3	3.6833	.98276
My work gives me a feeling of personal accomplishment.	6.7	56.7	18.3	13.3	5.0	2.5333	.98233
When a customer is dissatisfied, I can usually fix the problem so that they become satisfied.	3.3	13.3	8.3	61.7	13.3	3.6833	.98276
My job makes good use of my skills and abilities	38.3	0	21.7	31.7	8.3	3.1000	1.02014
2- Commitment:							
I would accept almost any job to keep working for this organization	26.7	43.3	28.3	0	1.7	2.0667	.84104
I am proud to tell others that I am part of this organization	5.0	51.7	18.3	20.0	5.0	2.6833	1.01667
I really care about the future of this organization	16.7	20.0	41.7	0	21.7	3.6833	.99986
I know what is expected of me at my job.	6.7	15.0	68.3	10.0	0	3.8167	.70089
I feel that I owe this organization quite a lot because of what it has done for me	15	38.3	5.0	15.0	26.7	3.0000	1.49576
3- Rootedness:							
If I were completely free to choose, I would prefer to keep working in this organization	26.7	45.0	25.0	1.7	1.7	2.0667	.86095
I would like to stay at this organization for a long time	28.3	53.3	16.7	0	1.7	1.9333	.77824
If I had to quit work for a while (for example because of personal/family reasons), I would return to this organization	13.3	66.7	15.0	1.7	3.3	2.1500	.79883
I would be very happy to spend the rest of my career with this organization	30.0	38.3	26.7	1.7	3.3	2.1000	.96901
Even if it were to my advantage, I do not feel it would be right to leave my organization now	10.0	53.3	20.0	10.0	6.7	2.5000	1.03334

Results in the previous table indicate that respondents strongly disagree and disagree with the following practices of employees' motivation:

1- Satisfaction practices:

- Employees' work gives them a feeling of personal accomplishment

2- Commitment practices:

- Employees would accept almost any job to keep working for their organizations
- Employees are proud to tell others that they are part of their organizations
- Employees feel that they owe their organizations quite a lot because of what it has done for them

3- Rootedness practices:

- Employees would prefer to keep working in their organization
- Employees are willing to stay at their organization for a long time
- If employees had to quit work for a while (for example because of personal/family reasons), they would return to their organizations
- Even if it were to employees advantage, they do not feel it would be right to leave their organizations now

On the other hand, respondents agree and strongly agree that the following motivation practices are:

1- Satisfaction:

- Employees have received the training they need in order to do their jobs well
- Supervisors give employees regular feedback on how they are doing
- When a customer is dissatisfied, employees usually fix the problem so that the customer is satisfied.

Also responses are equal (agree = disagree) on the following practice:

1- Satisfaction:

- Employees' jobs make good use of their skills and abilities.

Responses are neutral for the following two practices of motivation:

1- Commitment:

- Employees really care about the future of their organizations
- Employees know what is expected of them at their jobs.
-

Correlation analysis test:

Table (5) Correlation between defensive communication climate and employees motivation in travel agents in Egypt

		Defensive	Motivation
Defensive climate	Pearson Correlation	1	-.246-
	Sig. (2-tailed)		.058
	N	260	260
Motivation	Pearson Correlation	-.246-	1
	Sig. (2-tailed)	.058	
	N	260	260

According to results shown in the previous table there is a significant weak negative correlation (-0.246) between defensive communication climate and employees motivation in travel agents in Egypt.

Table (6) Correlation between supportive communication climate and employees motivation in travel agents in Egypt

		Supportive	Motivation
Supp	Pearson Correlation	1	.512**
	Sig. (2-tailed)		.000
	N	260	260
Moti	Pearson Correlation	.512**	1
	Sig. (2-tailed)	.000	
	N	260	260

** . Correlation is significant at the 0.01 level (2-tailed).

According to results shown in the previous table there is a moderate significant positive correlation (0.512) between supportive communication climate and employees motivation in travel agents in Egypt.

Based on the results, presented in the previous tables, the following figure represents the correlation between the supportive, defensive communication climate and employees motivation in Egyptian travel agents category A. where a moderate significant positive correlation (0.512) between supportive communication climate and employees motivation existed in travel agents in Egypt, and a weak negative correlation (-0.246) between defensive communication climate and employees motivation was found.

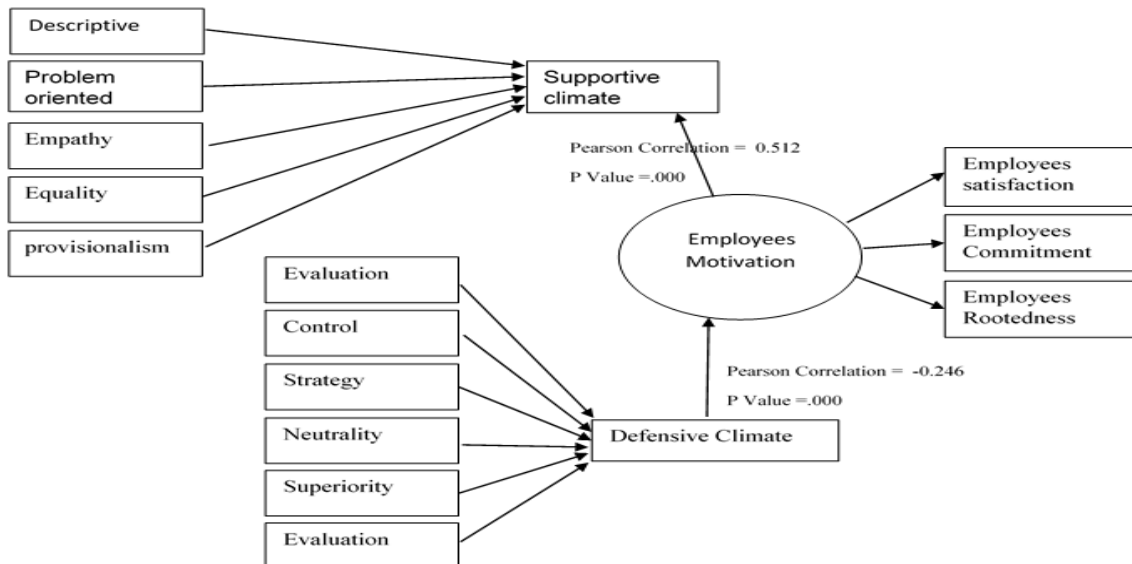


Figure (1) the correlation between the supportive, defensive communication climate and employees motivation in Egyptian travel agents category A.

Regression analysis test:

Regression analysis test was carried out to test the causal relationships among independent and dependent variables and depict the regression weights of independent variables on dependent ones.

Table (7) Variables Entered/Removed ^a

Model	Variables Entered	Variables Removed	Method
1	Supportive climate	.	Enter

a. Dependent Variable: employees Motivation

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.512 ^a	.263	.250	.39660	.263	20.644	1

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	58	.000

a. Predictors: (Constant), Supp

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.247	1	3.247	20.644	.000 ^b
	Residual	9.123	258	.157		
	Total	12.370	260			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Supportive climate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.716	.238		7.223	.000
	Supp	.404	.089	.512	4.544	.000

a. Dependent Variable: Motivation

Results of regression analysis test in the previous tables indicate that supportive communication climate has significant effect on employees' motivation and interpret 26,3% of it in Egyptian travel agents Category A ($\beta=0.512$, $P<0.01$).

Table (8) Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Defensive climate ^b	.	Enter

a. Dependent Variable: Employees' Motivation

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.246 ^a	.060	.044	.44765	.060	3.729	1

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	58	.058

a. Predictors: (Constant), Defensive climate

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.747	1	.747	3.729	.058 ^b
	Residual	11.623	58	.200		
	Total	12.370	59			

a. Dependent Variable :Employees' Motivation

b. Predictors: (Constant), Defensive climate

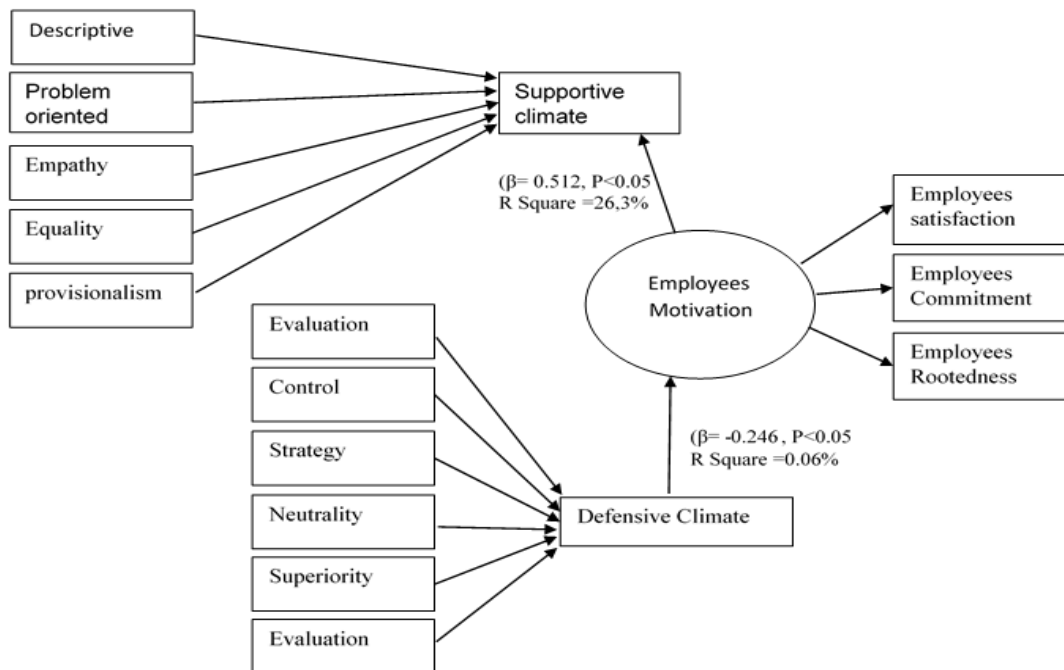
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.230	.245		13.167	.000
	Defensive climate	-.174-	.090	-.246-	-1.931-	.058

a. Dependent Variable: Employees' Motivation

Results of regression analysis test in the previous tables indicate that defensive communication climate has significant weak negative impact on employees' motivation and interpret just 0.06% of it in Egyptian travel agents class A ($\beta = -.246, P < 0.01$).

Figure (2) impacts of supportive and defensive communication climate on employees' motivation



Based on the results presented in the previous tables the previous figure shows that supportive communication climate has significant impact on employees' motivation and interprets 26,3% of it on Egyptian travel agencies category A ($\beta = 0.512, P < 0.01$). In addition, defensive communication climate has

significant weak negative impact on employees' motivation and interprets just 0.06% of it in Egyptian travel agencies Category A ($\beta = -246, P < 0.01$).

Conclusion:

This study measured the impact of communication climate on employees' motivation in travel agencies in Egypt. The results of the study revealed that there is a moderate significant correlation (0.512) between supportive communication climate and employees motivation. Moreover, supportive communication climate has significant Impact on employees' motivation representing 26,3% .

Defensive communication climate results revealed that supervisors judge the actions of their employees and blame them, are not interested in their problems, not involved in any conflict among employees in order to help, not responding to their needs ,are dogmatic , and think that they know everything and are happy to prove that other people are wrong . A defensive climate makes it hard for people to receive and give information and to take action, which is necessary in working in a travel agency. And that was revealed statistically that there is significant negative correlation (-0.246) between defensive communication climate and employees motivation, and defensive communication climate has significant negative impact on employees' motivation representing just 0.06% (R^2) of Egyptian travel agencies Category A.

The results of employees' motivation show that they feel their work doesn't provide them with personal accomplishment. In addition, they are not willing to keep working in the same travel agency. They don't owe to the travel agency anything. They are not willing to return to the same travel agency in case they quit. They are willing to leave their job even if it is against the interest of their organization

Recommendations:

In order to encourage employees' motivation, CEOs and directors of travel agents in Egypt must create a supportive communication climate in their travel agencies. Moreover they should implement this by communicating their expectations clearly and without bias. They should try to encourage their employees by providing guidance to resolve their issues and finding solutions for their problems. They should encourage employees to be creative and coming up with ideas to resolve the problems rather than directing someone what to do. They shouldn't have hidden motives in dealing with employees, understanding employee's job problems. They should listen to them not just by letting them express their opinion, but also by respecting employees' feelings and values. They should treat them all equal, do not show higher prominent position while taking decisions. CEOs and Directors should also care about employees' satisfaction, commitment and Rootedness.

Recommendations for future research on this topic, the following points will be suggested to further exploration:

- Evaluating the impact of communication climate in 4 and 5 star hotels in Egypt.
- Exploring the Communication Climate and Job Satisfaction of Faculty Members at faculties of tourism and hotel management in Egypt.

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تأثير مناخ التواصل في دافعية الموظفين (دراسة تطبيقية على شركات السياحة)

نهال محمد الطيب

كلية السياحة و إدارة الفنادق – جامعة فاروس

الملخص

تهدف هذه الدراسة إلى قياس أثر مناخ التواصل في دافعية الموظفين (الرضا و الالتزام و التجذر) في شركات السياحة فئة أ . مناخ التواصل هو نهج العلاقات بين الأشخاص الذين يعملون سويا . إن الموظفين يستطيعون العمل بشكل افضل داخل مؤسساتهم إذا كان هناك تواصل أفضل بين الإدارة ممثلة في الرؤساء و المرؤوسين .

و يتناول هذا البحث الطريقة الكمية لتحليل البيانات . و قد أجرى البحث على عينة ممثلة من 260 شركة سياحية . و قد كشفت النتائج عن أن هناك معامل ارتباط سالب ضعيف ذو دلالة احصائية (-0.246) بين مناخ التواصل الدفاعي و دافعية الموظفين . ووجود معامل ارتباط موجب متوسط ذو دلالة إحصائية (0.512) بين مناخ التواصل الداعم و دافعية الموظفين . إن مناخ التواصل الداعم له تأثير ذو دلالة على دافعية الموظفين بنسبة 26.3% بينما مناخ التواصل الدفاعي له دلالة سالبة ضعيفة على دافعية الموظفين بنسبة 0.06%.

الكلمات الدالة : مناخ التواصل ، التواصل الداعم و الدفاعي ، دافعية العمل ، شركات السياحة.