EFFECTIVE LANGUAGE USE AS A TOOL FOR JOB MOTIVATION AND EMPLOYEE PERFORMANCE

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Abstract
The extant legion studies on what could make or mar job motivation and employee performance pay little or no attention to language use for job characteristics models and performance management systems. This study seeks to demonstrate how effective use of language could engender job motivation and employee performance and thereby bridge the laid-bare knowledge gap. Relying on secondary data and observation, the study argues that the efficiency of job characteristics models and performance management systems depends on effective language use. In organisations where language is used effectively for these purposes, job motivation and employee performance are made rather than marred. Conversely, where language is misused, lack of job motivation and employee underperformance obtains in the organisations. The study concludes that the way language is used determines the efficiency of job characteristics models and performance management systems in organisations. This reality proves language a veritable tool for job motivation and employee performance in organisations, once used effectively. The study recommends that to significantly motivate employees for maximal performance and attain organisational productivity, language must be used effectively in good light.

Keywords: effective, language use, tool, job motivation, employee performance, organisational productivity

Introduction

Studies prove that engaged employees are connected with their work (Hermina & Yosepha, 2019; Etim-Robert, 2016; Kuranchie-Mensah & Amponsah-Tawiah, 2016). By being connected with their work, such employees are committed to their work. Performance appraisal and human resource management are identified as crucial determinants of employee engagement (Ajibola, Mukulu & Orwa, 2019, p. 46). Ajibola, Mukulu & Orwa (2019, p. 46) are of the view that when employees adjudge performance appraisal as fair and just, they feel satisfied to continue with the organisation, see the need to be (more) committed to or engaged in their work, and thereby increase productivity. Committed employees undoubtedly exhibit maximal or ideal performance. Interestingly, organisational productivity is dependent on employee performance, which rests on commitment. Job motivation is a job characteristic model for rousing employee commitment and performance. The performance of employees of every organisation depends largely on human resources management. Studies affirm that human resources are the key and source of competitive strength and advantage in organisations and societies (Ajibola, Mukulu, & Orwa, 2019; Daniel, 2018; Saddam, 2017; Etim-Robert, 2016; Nwachukwu, 2016; Nura, 2014; Ukanwah, 2014; Onodugo, 2012; Ulasi, 2011; Soludo, 2007; Appelbaum, Patton & Shapiro, 2003; Bae & Rowley, 2002; Sano, 2000). As

Ajibola, Mukulu & Orwa (2019, p. 46) rightly observe, the maintenance or management of human resource is essential to every organisation in order to achieve its set goals and objectives.

Human resource management entails the traditional personnel functions of recruitment/hiring, selection, training, motivation, compensation, evaluation (appraisal), performance management, discipline, safety, wellness, benefits, communication, administration (control), organisation development, and termination of employees (Nura, 2014; Ulasi, 2011). Daniel (2018, p. 38) observes that human resource is one of the most under-utilised assets of many organisations. It is the human resource strategy that is evolved, employed, sustained and redesigned accordingly by an orgnanisation or a nation that makes it have an edge over other organisations or nations (Ukanwah, 2014; Etim-Robert, 2016). Sano (2000), Soludo (2007) and Ukanwah (2014) observe that the distinct and efficient human resource strategies evolved, employed and sustained by Japan and Singapore, among others, are what put them on development advantage over many other nations that have failed to do same. It is said that the philosophy of 'people are castle' is what 'provided the needed economic miracle for Japan' (Sano, 2000, p. 404; Soludo, 2007, p. 15). It is in view of the forgoing that this study sets out to demonstrate that effective language use is also a veritable strategy for human resource management leading to job satisfaction and employee performance in organisations and nations. It shall dwell on the argument that the efficiency of job characteristics models and performance management systems depends on effective language use.

Conceptual Perspectives on Language

Although different approaches and perspectives are taken by persons in conceptualising language, the varied definitions point to the common viewpoint or reality that language is that natural phenomenon that serves as a means of communication between and among individuals and groups, humans and animals alike (Dibie & Robert, 2014; Monday & Eze, 2012; Nwala, 2008). When regarded simply as 'language', it is used to imply no specific language, but to the general phenomenon of language. When used with the articles 'a' and 'the', it implies referring to a particular language used, spoken and written by a particular people. On the other hand, when pluralised as 'languages', the term language is used to talk about the distinct speech forms or means of communication used by two or more group of speakers or peoples (Dibie & Robert, 2014; Robert, 2018). Hockett (1958) has maintained that every language displays the core functions of language. In this case, Hockett talks about one language among many languages of the world, where he affirms that every people's language possesses and displays what other peoples' languages possess and display.

Essentially, what language does and exhibits constitute its general functions and characteristics across cultures of the globe. Language performs communicative, expressive, informative, performative, directive, ideational, unification and humanisation functions. It is used to: communicate knowledge, etc., inform and direct; give directives, orders, and instructions; perform various activities; and share interactions and exchange of pleasantries, as in greetings, wishes, love and business transactions (Nwala, 2008; Anagbogu et al., 2001; Monday & Eze, 2012; Dibie & Robert, 2014). Language is vocal or auditory, creative, versatile, unique, rule-governed, dynamic, systematic, learnable, dualistic, symbolic, innate, arbitrary, productive, discrete, semantic, interchangeable, displaceable, conventional, culture transmission and universal, etc. (Hockett, 1958; Agbedo, 2000; Nwala, 2008; Monday & Eze, 2012; Dibie & Robert, 2014). In addition to the aforementioned functions of language, Monday and Eze (2012, p. 161) stress that language represents a particular field of human activity, as in Linguistics, English or French. Besides, language is used to keep records, influence people, and as an instrument of faction. Communication can never take place without language, as various communication modes (signs, gestures, attire, gesticulations, silence, dispositions, pictures, singing, dance, etc.) are all aspects of language as well as its functions and types: human, animal and sign (Dibie & Robert, 2014, 7; Nwala, 2008, p. 12; Anagbogu et al., 2001, p. 13).

All human activities involve language use. This reality is expressed by many scholars (e.g. Nder, 2013 cited in Dibie & Robert, 2014; Emeka-Nwobia, 2007; Uche, 1994). In the words of Nder (2013, 27), 'language plays a critical role in all human and non-human activities; its use is central to the gamut of communication process at the receptive, expressive and information levels.' On her part, Emeka-Nwobia (2007, p. 3) avers

that 'there is no human society without language.' And, Uche (1994, p. 101) has argued that 'without language, science cannot strive; this shows that effective communication in science involves [the] ability to use and understand the technical terms as well as interpret information encoded in symbolic form into another non-symbolic form of language.' These three scholars talk about language as a phenomenon that serves as a means communication among individuals and groups. Given the foregoing expressed facts, it is quite clear that language reserves an unequal place in the affairs of organisations and nations. Thus, language reserves such a pride of place in the activities aimed at job motivation and employee performance in organisations and nations.

Conceptualising Job Motivation
The concept 'motivation' is derived from the Latin word 'movere', which means 'to move' (Kreitner & Kinicki, 1998; Ramlall, 2004). In English language too, it is a noun derived from the verb 'motivate', which also means 'to move, push or persuade' or 'to act to satisfy a need' (Butkus & Green, 1999). In the parlance of workplace discourse, the term is used to refer to the process that accounts for an individual's intensity, direction and persistence of effort towards attaining a goal (Page, 2008). For Cole (1996), motivation essentially concerns what drives a person to work in a particular way and with a given amount of effort. By this point, the denotative meaning of the word still comes to bear in that it refers to what moves or pushes an employee to work with commitment and diligence, following some impressions and feelings of job satisfaction. It is in line with this expressed thought that Lindner (2004) has described job motivation as a psychological process that gives behavioural purposefulness and direction.

To Robbins (2005), job motivation means 'willingness to exert high levels of effort towards organisational goals, conditioned by the effort's ability to satisfy some individual need.' Robbins explains that a need is an internal state that makes certain outcomes to appear attractive. Meanwhile, an unsatisfied need creates tension that rouses in the individual the drive for satisfaction or to meet the unsatisfied need, towards reducing or completely eliminating the tension within the individual (Robbins, 2005). In their own contribution to conceptualising the concept of job motivation, Shah and Shah (2010) define it as the act of inspiring people to work individually or in teams, such that maximum results are produced. They note that motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces targeted at achieving more (significant) results both individually and collectively. They illustrate this point with what the perceiving and practicable satisfying offers made by managers to their subordinates implies. That is, when mangers do certain things to satisfy their subordinates, or put in place certain performance management systems, the intension is to make the subordinates act in a desired way and do what would be (more) beneficial to the organisation (Shah & Shah, 2010)

Both as a concept and a practice, job motivation exerts significant impact or influence on both employees and the organisation, inclusive of the employer(s) along with the constituted management authority of the organisation. Job motivation engenders employee performance, which in turns brings to place organisational performance and achievement. The motivation in a team can be reflected and achieved when there is an achievement of goals that are set, having better recognition systems in place, a conducive working environment as well as clear self growth that is evident. All acts and systems of motivation have internal driving force that spur the motivated person(s) into action. Therefore, an effective reward system should be one that retains the high performers in organisations, whose merited rewards have the possibility of proffering high productivity and achievement (Carraher, Gibson & Buckley, 2006). Again, an effective reward system relies more on effective language use than other factors for due implementation and realisation. Thus, ideal or maximal employee performance obtains when and where the employees are duly motivated. This includes being linguistically motivated at the workplace. Being linguistically motivated at the workplace borders on the language/linguistic situation therein and how language is used by the management for organisational relations and communications.

Conceptualising Employee Performance

Employee performance as Borman & Motowidlo (2014) have noted, simply refers to individuals' behaviours in organisations, which could significantly lead to achieving organisational goal(s). For Tabiu, Pangil and Othman (2016), employee performance is the expected value of what people do in organisations, which are relevant to enhancing organisational effectiveness. This definition also points to the fact that employees have certain expectations from their employers to meet. Meeting the expectations portends employee performance; whereas, to put in their efforts, as in human resource inputs in organisations or nations, motivation is imperative. When employees are motivated, they are bound to perform well. On the other hand, organisational performance revolves around the extent to which organisational objectives and goals are being achieved (Ogbo, Kifordu & Ukpere, 2014). As Champathes (2006) observes, whenever employee performance increases, it leads to organisational effectiveness.

On her part, Etim-Robert (2016) does not only share the above views on employee performance but goes on to say that employee training and development relate significantly to organisational performance. She emphasises that the relationship between employee (staff) training and development is likewise between job design and staff training, as they affect each other in successive times (Etim-Robert, 2016). In other words, a well-designed job would likely give rise to (or allow for) staff training, which influences the employees' jobs in turn (Etim-Robert, 2016). By implication, employee training is one means of motivating employees. Etim-Robert (2016) demonstrates that the way a job is designed or redesigned influences how employees perceive their job and, in turn, how they perform their tasks. According to Etim-Robert (2016, pp. 9-10), job design is approached as a top-down process in which an organisation creates jobs and, in turn, selects people with the right knowledge, skills and abilities for these jobs. When employee's experience (e.g. job/work engagement) and behaviours (e.g. performance) tend to decrease, the management is bound to redesign the jobs of their employees (Etim-Robert, 2016, p. 10).

Employee performance is noted to be of several dimensions. The commonest dimensions are task performance, contextual performance and adaptive performance (Borman & Motowidlo, 1993). Accordingly, task performance is defined as the effectiveness with which employee (incumbent job) perform activities or behaviours, which contribute to achieving the organisation's technical core (objectives) either directly by carrying out a part of its technological process, or indirectly by providing the needed services or materials (Borman & Motowidlo, 1993). Contextual performance is described as individual behaviours that support the organisational, social and psychological environments in which the technical cores must function (Borman & Motowidlo, 1993). The contextual employee performance is said to encompass behaviours of employees that are not within the required job description, but still promote organisational effectiveness as well as productivity. Adaptive performance is described as the level to which an individual employee(s) adapts to changes in the workplace (Borman & Motowidlo, 1993; Borman & Motowidlo, 2014).

Employee performance also involves the concept of performance appraisal. Performance appraisal refers to a method of evaluating the behaviour of employees in the workplace, which includes both quantitative and qualitative aspects of job performance (Rao, 2005). The objectives of performance appraisal include historical review of employees' performance; distribution of rewards; and determination of training and development needs (Fajana, 2002). These objectives highlight the essence or importance of performance appraisal. In what lends credence to the foregoing, Manoharan, Muralidharan and Deshmukh (2009) point out that performance appraisal is an important management tool for assessing employees' efficiency in the workplace, and may be defined as a structured formal interaction between a subordinate and a supervisor, which usually takes the form of a periodic review to evaluate work performance, done either annually, semi-annually or quarterly.

Theoretical Framework

This study adopts the Two-factor theory, put forward by Hertzberg (1966). The Two-factor theory of motivation and satisfaction focuses on the design of individual jobs. It postulates that some aspects of the

work environment influence employee satisfaction (Hertzberg, 1966). The intrinsic aspects of the job motivation factors, such as interesting tasks and recognition, were hypothesised to influence employee satisfaction, but would have little impact on dissatisfaction (Hertzberg, 1966; Hertzberg, 1979). Conversely, hygiene factors (i.e. extrinsic aspects of the job), such as pay and company policy, were hypothesised to have little effect on job satisfaction, but would cause dissatisfaction when absent (Hertzberg, 1979). The Two-factor theory also states that a lack of motivating factors in a job tends to draw people's attention to hygienic factors, with the result being that more and more hygiene (e.g. pay) must be provided to obtain the same level of performance (Hertzberg, 1966; Hertzberg, 1979; Etim-Robert, 2016).

Despite being influential, the Two-factor theory has been criticised as a theory that is induced from the data. That is, the results may have been found due to the method Herzbery used in his research, namely, the critical incident technique (Hackman and Oldham 1980; Miner, 1980). For some scholars like Miner (1980), the pitfall of this theory lies in the fact that the two factors are not replicated well when other methods are used. Some scholars Hackman and Oldham (1980) have faulted the presumption of the theory that the motivating factors potentially increase the work motivation of all employees, since some individuals are much likely to respond positively to an enriched complex job than are others. Thus, these scholars and the like feel that the Two-factor theory provides no guidance in determining how individual differences should be dealt with in work settings (Hackman and Oldham 1980). Be that as it may, an important contribution of the Two-factor theory, which remains relevant overtime, is the idea of job enrichment through which it only relates to the first part of the theory– motivation factors (Parker at al., 2001). Job enrichment involves building motivation factors into employee jobs, such as more opportunities for personal achievement and challenging work, while at the same time improving task efficiency and satisfaction (Etim-Robert, 2016).

This study further maintains that the efficacy of job motivation and performance management systems rest on effective language use. This assertion leans on the reality that all human activities involve and depend on language use (Nder, 2013; Emeka-Nwobia, 2007; Uche, 1994). It follows that from a linguistic perspective, the extent to which the aims/objectives of job motivation, made manifest through job enrichment and performance management systems, could go and be realised depends on language use. This postulation is in line with Uche's (1994, p. 101) view that 'language plays a critical role in all human and non-human activities; without language, science cannot strive.' Given the foregoing, this study argues that it takes effective language use to create and execute job motivation and carry out performance appraisal. Their implementation also depends on effective language use in order to be meaningful and productive. Therefore, by applying linguistic knowledge to what obtains at the workplace, it is quite obvious that language, as a means of communication in work settings, is a veritable tool for job motivation and employee performance.

Essentially, effective language use produces efficient communication and cordial relationship among employees, and encourages diversity, cohesion and commitment, which combine with other positive job characteristics and models to engender employee performance. Then, employee performance in turn brings to place significant productivity and achievement. Language is central to the gamut of the work aspects that influence employee satisfaction (Herfbery, 1966). Also, the intrinsic aspects of the job motivation factors (e.g. interesting tasks and recognition), affirmed by Herfbery (1966) to influence employee satisfaction, are made manifest and communicated using language. To that end, this study argues that the extent to which the job motivation factors could really motivate employees and cause employee performance depends on the extent to which language is used effectively. Therefore, the foregoing analysis proves Herfbery's (1966) Two-factor theory useful across ages, and to this study. This work maintains that the individual differences noted by critics are only challenges to motivation and performance management systems, which maneuvering them still depends on the extent to which language is used effectively, and on the technicality employed by the management of organisations. The theory demonstrates a two-side influence in work settings, which obviously reflects the two-side flow and use of language in interpersonal and intergroup communication.

Some Empirical Studies: An Applied Linguistics Reflection
Here, a concise reflection on some empirical studies on job motivation and employee performance shall be done in what follows hereafter. The reflection shall be given an applied linguistic perspective. The essence is to show that most extant studies on job motivation and employee performance lack a linguistic perspective, as emphasis is laid on other core job characteristics to the near exclusion of the phenomenon of language, without which nothing could be made known. As Lunenburg (2011, p. 6) rightly notes, there are legion empirical studies that have been carried out to test the job characteristics models in various work settings: multinational corporations, medical/health offices, banks, mobile phones/communication companies, insurance companies, dentist offices, correction departments, government agencies and civil/public services organisations/corporations. Most of the studies are supportive of the aspect of the job models (Benson, Eddy Lorenzet, 2000; Fried & Ferris, 1987; Humphrey, Nahrgand Mogeson, 2007; Johns, Xie and Fang, 1992; Miner, 1980; Zaccaro and Stone, 1988).

From linguistic perspective, this study observes here that the affirmed legion studies are yet to duly explore and support the aspect of the job models that concern language and linguistics. Again, studies consistently demonstrate a relationship between core job characteristics and job satisfaction (Lunenburg, 2011; Judge, 2003; Saavedra & Kwun, 2000). This fact justifies the claim of this study that there exists a relationship between job characteristics and performance management systems, which is and could be remotely created by using language, and could still be bettered by using language effectively. Along with higher job satisfaction and motivation, employees performing enriched jobs usually experience lower absenteeism and turnover (Griffith, Horn and Gaertner, 2000; Rentsch and Steel, 1998; Spector and Jex, 1991; Fried and Ferris, 1987).

Ajibola, Mukulu and Orwa's (2019) carried out a study aimed at determining the relationship between performance appraisal and employee engagement in Nigerian manufacturing firms. The study reveals that there is a positive significant relationship between performance appraisal and employee engagement. This means that their study affirms the same relationship between job motivation and employee performance. But it does not look at the relationship between language and performance appraisal and employee engagement. Engaged employees are motivated and vice versa. Also, engaged employees are capable of being productive. Their being productive is determined by their significant performance, while the performance is largely dependent on motivation. Meanwhile, language is the tool for evolving and successfully executing motivation. Then, as what is central to the gamut of job activities and characteristics and performance management systems, the unfinished task for the HRM is to use language effectively and not loosely. When this is done, organisations and their HRMs doing so would realise the prospects of effective use of language and affirm that language is a viable tool for job motivation and employee performance.

The essence of employee performance is reiterated by Daniel (2018), who notes that employee performance system is meant to improve the efficiency of the organisation by ensuring that individuals within it are performing to the best of their ability and developing their potentials. Daniel (2018) shares Etim-Robert's (2016) viewpoint that employee appraisal or evaluation reveals how and the extent to which employees should be rewarded, promoted and/or paid salary. It exposes the weaknesses and strengths of employees, and determines their training, education and development needs (Etim-Robert, 2016; Daniel, 2018). In all these activities, language is central. Language, as a tool for corporate communications and transactions, is a linguistic phenomenon that serves as a viable strategy for carrying out various activities, depending on how well it is used. How it is used determines the results it produces. When or if used well, language makes various human activities worthwhile. But when or if used otherwise, it mars them as well as makes them worthless or insignificant.

Saddam (2017) investigated the relationship between perceived strategic human resource management (SHRM) and organisational performance and found that these SHRM practices: recruitment and selection, training and development, and compensation and rewards are directly linked with organisational performance. Meanwhile, training and development, compensation and rewards indirectly influence organisational performance through organiation citizenship behaviour. Saddam's study submits that strategic human resource management (SHRM) plays a vital role in the success and performance of organisations. Saddam's study is empirical and as well reflects our subject matter in some regards, but it leaves out the language/linguistic aspect of our study. In other words, the study fails to investigate and establish the place of (effective) language use in the relationship between perceived strategic human resource management (SHRM) and organisational performance.

Also, recent studies show that there exists a strong link between job design and employee engagement (Etim-Robert, 2016). As Etim-Robert (2016) rightly states, all such human resources management strategies, models and instruments employed by organisations, firms or/and institutions to attain their target goals via employee performance and productivity together constitute job design. Employee engagement is a vital characteristic of job design, which in turn affects performance. It is gathered from Etim-Robert's (2016) study that the motivation in a team can be reflected and achieved when there is an achievement of goals that are set, having better recognition systems in place, and a conducive working environment as well as clear self growth that is evident. Effective communication is one of the better recognition systems, though Etim-Robert does not state that in her study. It follows that she does not explicitly consider and state the place of language use in job design and motivation.

Essentially, in reflection on the above, this study maintains that effective communication allows for significant recognition systems, including performance appraisal through which the performance is recognised as either adequate or inadequate by the management. Self-growth is possible with effective communication, as employees recognise the motivation systems put in place by the management, while management also recognises the efficiency or deficiency of employees. Language is used to communicate motivation systems by management to employees. It is with effective communication that the gap between management/employers and employees get bridged. And, where communication with appropriate channels obtains, the working environment is undoubtedly conducive to employees. Again, effective communication as well as the appropriateness of its channels rests on effective language use. Where language is misused, the working environment cannot be found conducive. Examples include using language to devalue or dehumanise employees or using it in an annoying manner with employees. Consequently, job dissatisfaction sets in and employee performance decreases.

In investigating the influence of HRM practices on the employee performance in the Nigerian public sector, Tabiu, Pangil and Othman (2016) used cross sectional method on 265 participants from local government areas. The study found that HRM practices, such as job rotation, job autonomy and career planning, have a significant and positive influence on all the three dimensions of employee performance (task, contextual and adaptive performance). Although their investigation focused more on human resources management (HRM) and employee performance, it indirectly demonstrates that job motivation leads to employee performance. This is because the task of job motivation is part of what HR managers and personnel do. In carrying out all their tasks, the HR managers and personnel make use of language. The way they use language determines the extent of their success as well as failure. If they use language effectively (in good light), the end result is bound to be positive. The laid-bare gap created by the Tabiu, Pangil and Othman's (2016) study, like most others, is what this present study attempts to fill. The gap is the negligence of the language factors in job motivation and employee performance. Tabiu, Pangil and Othman (2016), like many other scholars concerned with our subject matter, neglect or undermine the place of language in it – job motivation and employee performance.

Nwachukwu (2016) investigated strategic human resource management (SHRM), competitive strategy (CS) and human resource management practices (HRMP) in Nigeria medium-sized enterprises (NMSEs).

The aim was to establish the linkage between them. From survey data got from 323 top management and HR professionals in NMSEs, the study established the linkage between CS and HRMP in NMSEs and the direction and strengths of linkage; and the business-level strategies and people management practices that suit Nigerian context. The study found three levels of linkage in NMSEs, which are administrative, one-way and two-way linkages; and both positive and negative outcomes in NMSEs. Key contextual factors are found to impact on CS-HRMp linkage. The factors are culture, religion, language differences, ethnicity, economy, currency value, corruption, governmental policies, labour union, family and personal relationships. This study takes cognizance of language in work settings, job characteristics and performance management systems. On the contrary, as it concerns this current study, Nwachukwu's (2016) investigation leaves out the place of language in what it discusses. Its lacuna too adds to the central problem of relegating language in studies on job characteristics models and performance management systems.

Similarly, Nura's (2014) study examined the relationship between the six human resource management practices (procurement, development, compensation, integration, maintenance and separation) and all the four dimensions of performance management system (organisational objective, individual objective, performance development, and employee satisfaction) among academics in higher educational institutions in Nigeria. His study also investigates the mediating effects of employee behaviour and information and communication technology (ICT) adoption on the relationship between human resource management practices and performance management system among academics in higher educational institutions in Nigeria. The results show that majority of the hypothesised relationships, thirteen (13) out of twenty (20) direct relationships, were supported. Besides, the results of the mediation tests show that five (5) mediating hypotheses out of twelve were significant. The findings provide invaluable insight to performance management system in the public sector, particularly higher educational institutions. Empirical and interesting as Nura's work is, it has no concern with language impact on its concerns. Again, it is to that end that this study engages with a considerable exposition of the place of language in job characteristics models and performance management systems, which are the cores of Nura's study.

In addition, the research carried out by Boadu, Dwomo-Fokuo, Boakye and Kwaning (2014) reveals that there is a direct relationship between training and development and employee performance. Next, there is a significant relationship between training and development and job satisfaction management. The study also shows that employees face peculiar problems during training and development exercises. It also reveals that management of the studied company complained about funds, while the employees expressed concern about the time allotted to various training and development programmes. Their findings reflect Harel and Tsafrir's (1999), who have observed that training given to employees improves their performance by the way of development in their skills. One way of improving employee performance is through employee (staff) training, which can increase employees' commitment level, knowledge sharing and their honor to work in the organisation (Harel & Tsafrir, 1999; Burke & Day, 1986). Burke and Day (1986) gathered that the manager's performance can also be increased in the organisation by providing training. The cost of training is the organisation's investment, which provides its benefit for a long period of time. The reason for this is that the employee's morale would increase, for which they become more committed to performing their duties in the organisation (Bartel, 1994).

Moreover, Anyadike (2013) investigated and proved the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria public organisations. She reveals that effective management of the workforce of every organisation rests with the HRM that does so by planning for what has to be done and what ought not to be done to ensure employee performance, which brings about productivity. She submits that human resource planning is the solution to employee underperformance in Nigerian public organisations. It is imperative to note that language is what is used to make the plan known to employees. The study neither comments on nor discusses the place of language in HRP in ensuring employee performance that then leads to employee productivity as well as organisational productivity and achievement. The study disregards language use by the HRM in planning and managing the workforce. It

follows that since HRP is the solution to employee underperformance in Nigerian public organisations, as Anyadike (2013) avers, effective language use is what is needed first and foremost for efficient planning and managing of workforce by the HRM. Without effective use of language here, the perceived solution can neither be got nor offered.

In their contribution to the subject matter of this paper, Ude and Coker (2012) hold that the obvious strategic position of employees in every organisation makes it imperative for them to be duly and efficiently compensated for their labour. When duly compensated or treated, employees become undoubtedly more committed and productive and thereby guarantee organisational productivity. These scholars also emphasise due compensation and positioning of employees without any consideration of the language-based factors that could better the exercise of due compensation and positioning of employees by the management/employer(s). While positioning employees, if language is used effectively for communication among all members of the organisation, the choosing, selection or election of those to hold the concerned positions and/or get the compensation would be worthwhile, more impactful and appreciated than if otherwise. In the course of using language effectively to communicate the activities, employees would undoubtedly feel satisfied with both the due compensation and the positioning by the management. The foregoing reiterates the all-important place of language use in job characteristics models and performance management systems (job motivation and employee performance in our context).

Organisational goals set together in a team are more likely to be valued more because the members are part of setting the goal and thereby feel bound by the goals. As such, they have the zeal to pursue the realisation of the goals they had joined others to set. In that case, the employees feel satisfied and pushed to be committed more and more and thereby give out maximal results that prove their performance and lead to organisational productivity and achievement. Effective use of language makes it possible for employees, as a team, and the management to set organisational goals together and pursue productivity and achievement together. Several studies affirm the reality that motivation does not only rouse productivity but incentives too (Banjoko, 2006; Etim-Robert, 2016). According to Banjoko (2006), incentives are variable payments made to employees or a group of employees on the basis of the amount of output or results achieved. Alternatively, they could be payments made with the aim of pushing employees' performance towards higher targets (Banjoko, 2006). Employees of every organisation deserve incentives along with their wages so as to boost their morale for commitment, efficiency and high performance, which give rise to organisational productivity and achievement (Drucker, 1977; Etim-Robert, 2016).

Again, Shadare and Hammed (2009) have revealed that the motivation of employees has a greater influence on the organisation's performance, and motivated employees are more likely to produce more outputs that are of great benefit to their organisation. These scholars also observe that efficient leadership influences organisational and employee performance (Shadare & Hammed, 2009). Their points imply that where and when employees are motivated with effective language use, such as through persuasive and impressive communication, verbal praises and appreciation, and so on, the motivation exerts a greater influence on employee and organisational performance. Regrettably, Shadare and Hammed do not consider the role of language in what grounds the greater influence motivation exerts on employee and organisational performance. Thus, their study takes no cognizance of the imperative of applying linguistic knowledge and models to matters concerning work settings, particularly job characteristics and performance management systems. The current study makes an attempt to fill that vacuum and rouse deserving attention to the place of language in these workplace activities.

The foregoing empirical studies, drawn from among legion empirical studies by scholars on workplace activities, reflect and justify our subject matter. On one hand, the studies affirm that job motivation leads to employee performance. On the other hand, most of them do not reflect language-based factors and models in job characteristics and performance management systems. Thus, this study dwells on the neglected laid-bare aspect of job characteristics and performance management systems and demonstrates the place of language in work settings in general and job characteristics and performance management systems in

particular. In this very section, this study has looked at some of the empirical studies on job motivation, employee performance, other job characteristics and performance management systems through the lens of applied linguistics. It realises and demonstrates that the place of language in these themes is continuously undermined by scholars preoccupied with the themes. Through the lens of applied linguistics, the value of language in these themes is upheld and the benefits highlighted. Here, this study demonstrates that the practice of all the activities empirically engaged with regarding work, organisation and management is only possible with the use of language. It argues that to better all that concerns these activities, language should be used effectively– positively and in good light– rather than otherwise. And, using language effectively to realise organisational goals must begin with the management and then run down to all employees of organisations.

By giving the foregoing empirical studies a critical reflection from the angle of applied linguistics, this study reveals the gap created by such studies on linguistic lane and advocates the consideration of language and the extension of research studies on these themes to language/linguistic factors surrounding and behind the themes (work, organisational and management studies, job motivation, employee performance, other job characteristics and performance management systems) and such others. Since the concern of the study is not on language and society proper, it shifts from sociolinguistics to applied linguistics. The study leans on applied linguistics, as the practice of language study itself and the theory that could be drawn from that practice (Kramsch, 2015, p. 455). It takes side with Kramsch (2015) rather than with Brumfit (1997, p. 93) and Knapp (2014), among others, who conceive Applied Linguistics as the mere application of linguistic theory or any other theory to the real-life problem of language learning and teaching. From the perspective of conceiving applied linguistics as both a vast practice and a multifaceted theory of language study, this study reiterates and rouses consciousness to the practice of language in work settings, job motivation, employee performance, and other job characteristics and performance management systems.

Effective Language Use, Job Motivation and Employee Performance
Effective language use undoubtedly has a significant impact on job motivation and employee performance, because when it used rightly by management and employers of organisations while communicating with employees, they feel valued and get motivated. At that point, language is said to be used effectively. But when used otherwise, employees feel hurt and unsatisfied and lack the motivation to be committed, diligent and productive. Profanity is a common trend among contemporary users of language. Profanity entails much more than blasphemy against God to fellow humans. Religiously, psychologically, socially and otherwise; profanity, vulgarity or obscenity is offensive and a show of indecorum. That a person works under you as a junior or an employee does not mean his or her personal dignity means nothing and can trampled upon by you. Unfortunately, many workplace bosses (employers inclusive) seldom understand this reality; neither are they conscious of this reality. Many workplace bosses are (very) rude, arrogant, pompous and inimical to employees and junior co-workers. Employees working with such bosses certainly feel dissatisfied, uneasy and lack motivation. Linguistically speaking, motivation requires verbal and gestural impressions from one person to another.

Thus, seeing the employee a less human person or a slave, such workplace bosses resort to using profane or vulgar words on their employees, which are undoubtedly dehumanising. Employees, who find themselves in such hostile work environment characterised by verbal abuse, lack real job motivation and feel their performance gets affected (depreciated) un/consciously. Different motivation systems could be used, including material offers and various learning, experiential and socio-economic opportunities, without getting employees really motivated because of the lingering problems surrounding them. For example, if employees get verbal abuse along with all the motivation systems, material offers and various opportunities, most of them are bound to be dissatisfied with both the job and the accompanying motivators. This is simply because the psychology of these given employees is tampered with. The troubles and demoralising thoughts about the verbal abuse would undoubtedly outweigh the attraction to or interest in the motivators. The situation could be likened to that of offering a dog meat, bone and/or delicious food with one hand and

flogging it or holding a cane in the other hand to flog it. Certainly, in that situation, the dog would run away. If it realises or sees cane while coming for the food, it would not come forward for the food. That is because that dog realises that the food is only a substance for attraction or enticement. But as it considers its safety, it rather withdraws. That is also the case with employees who suffer verbal abuse amidst certain comfortable motivators. With the persistency of the problem, amidst whatever motivators and benefits put in place, such employees would rather opt out of the job, so they could have peace. If it is the one they cannot opt out for the fear of being jobless and/or what have you, their performance decreases. They would certainly not work with all their strength. There is bound to be some reservation by such employees. For example, an employee, who is given a good position in an organisation along with several motivators, but suffers verbal abuse and/or lack of verbal appreciation of his/her unceasing efforts and contributions to the organisation, is bound to feel dissatisfied with both the job and the position as well as the motivators. The abuse, troubles or lack of verbal appreciation tampers with the person emotion, happiness, pleasure and real (internal or self) comfort and value. Most persons cannot afford to ruin or sacrifice all these for such a dissatisfying job that lacks real motivation.

Meanwhile, without those motivators but verbal appreciation and the absence of verbal abuse and profanity, most employees could work patiently, happily and diligently under any tasking conditions. That is because they get motivated. Take for instance, where an employer owes his/her employees salary for a month or more and resorts to effective use of language to persuade, explain and plead with them for patience, the employees would be willing to really bear with him/her and be patient for even many months. But in a case where an owing employer uses anyhow, profane, abusive or coercive words with his/her employees, trouble would ensue, as the employees would feel hurt the more by the words and threatened by the rising job insecurity. To that end, they would rather decide to quit the job. The inconveniences as well as the troubles their quitting the job would cause that employer or management are undoubtedly the manifestations of ineffective use of language. In contrast, the persuasive and humane employer, who keeps his/her owed employers with the use of language-based strategies, demonstrates effective use of language. Essentially, words matter. The kind of language one uses in communicating with/to others also matter. Again, whenever anyone uses hurtful, denigrating, degrading, dehumanising, unpleasant and worthless words, the person (language user/speaker) demonstrates ineffective use of language. When this occurs in the workplace, workers get demoralised, unmotivated and unproductive. In what follows, let us reflect on the findings of Jeff Bowers' research for a better or an empirical understanding of the central gist of this paper's subtitle. Here, the thesis of the gist is that effective or good language use makes job motivation and employee performance, while ineffective or bad use of language mars them.

Jeff Bowers at the University of Bristol demonstrates how the use of bad language can alter individuals' behaviour. Bowers wired volunteered participants up to a machine that would assess their stress levels by measuring their sweat. He then asked them to say swear words and their euphemisms aloud. The participants showed higher stress levels when they were asked to swear than when asked to state the common euphemism (Tickle, 2011; www.plosone). Bowers says that the difference in stress levels between swear words and euphemisms shows that individuals do not only respond to the meaning of a swear word but also react variously to the words. For Bowers, 'euphemisms are effective because they replace the trigger – the offending word form – with another word that is similar conceptually' (Tickle, 2011, p. 2; www.plosone). He emphasises that euphemisms allow transactions and relations between/among persons with minimal discomfort, unlike swear words. Bowers further maintains that word form rather than meaning affects how one thinks as a result of word influence on one's psychology, thinking, behaviour and emotion. In demonstrating that taboo words are capable of creating a physiological effect, Bowers uses his research to show how two words that mean the same thing can provoke different responses from individuals, and, in terms of human relationships, how 'subtle differences can make all the difference in the world' (Tickle, 2011, p. 3; www.plosone).

Essentially, Bowers' research shows that swearing words provokes a physical stress response, even when used accidentally. Also, the research proves that bad words make one more uncomfortable than good ones. This implies that it is better and more profitable to use good words than bad ones. Bowers' research reveals that strong emotional reactions to swear words happen as a result of early verbal conditioning, and not the conveyed meaning (Tickle, 2011; www.plosone). It is for this reason that children possibly or easily take note of their parents' reactions to taboo words before they could understand what the words mean. Bowers says that all sorts of emotions are associated with the sound of swear words by individuals while growing up. Again, Bowers proves that the words one says affect the way one thinks and perceives the world (Tickle, 2011; www.plosone). Given Bowers' research findings, it is quite clear that the words workplace bosses use affect the way they think and perceive the world, especially the work world. No doubt, many bosses, who use nasty, profane and vulgar words with/on employees, perceive their employees as slaves or inferior human beings who have to be abused, denigrated and/or maltreated. In addition to Bowers' above noted view on the effect of profane words on users, this study posits that the words one says to others do not only affect them, the speakers, but the audience too. Thus, affected by bad words from workplace bosses, lack of job motivation arises with job dissatisfaction and consequently causes employee underperformance, which in turn causes poor/low organisational performance and productivity.

Conclusion
This study looks at job motivation and employee performance through the lens of applied linguistics. It decries the negligence to the language/linguistic aspects of workplace, job motivation, employee performance, and other job characteristics and performance management systems. It has so far demonstrated that language is a veritable tool for job motivation and employee performance. In other words, when language is used effectively by the HRM of an organisation, it serves as a veritable tool for job motivation and employee performance, which in turn leads to organisational productivity and achievement. The study demonstrates that the efficacy of job motivation of all kinds depends largely on how language is used by the HRM. The success of every activity as well as role of the HRM, including planning and execution of motivation plans, performance management systems and performance appraisal is determined by how language is used.
Ultimately, the efficacy of job motivation and employee performance as well as other job characteristics models and performance management systems in organisations is determined by effective language use. Where language is used effectively and positively, job motivation and employee performance obtain significantly. The end results of positive/effective use of language in work settings are organisational productivity and achievement (realisation of organisation goals). But where language is misused– in bad form/way, the otherwise obtains. The major recommendation made is that to significantly motivate employees for maximal performance and attain organisational productivity, language must be used effectively.

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