Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management

Bachelor Thesis

Appropriate business communication styles and techniques for a Human Resources Management department

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

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BACHELOR THESIS ASSIGNMENT

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Thesis title

Appropriate business communication styles and techniques for an Human Resources Management department

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Objectives of thesis

Based on a study of the Human Resources profession, this thesis will identify the role it plays in the sphere of communication, negotiation and motivating employees.
The key aim of the Bachelor thesis is to identify the best methods of communications and, if it is appropriate, to come up with and propose some tools for improvement.

Methodology

This thesis consists of two main parts- theoretical and practical. The first part will reflect a review of current literature taken from applicable sources. This is used as a foundation for the practical part of the thesis. For this part, qualitative and quantitative techniques will be applied. Results will be derived from an analysis of research based on survey, psychological tests and analysis of administrative work of employees, review of statistical and methodological developments, publications in appropriate media, and scientific and psychological materials.

The proposed extent of the thesis

approx 40 – 50 pages

Keywords

Communication, Human Resources, business environment, negotiations, psychology

Recommended information sources

DESSLER, G. *Human resource management.* Upper Saddle River, N.J.: Pearson/Prentice Hall, 2015. ISBN 978-1-292-01843-0.
Drucker, P. F. (2002). The effective executive. New York: Harper Business Essentials.
"Investing in people. Financial impact of Human Resources" by KrisWayne Casio
"Never split the difference: negotiating as life depended on it" by Chris Voss

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Declaration

I declare that I have worked on my bachelor thesis "Appropriate business communication styles and techniques for a Human Resources Management department" by myself and I used only appropriate sources that I mentioned at the end of the thesis. I confirm that this thesis does not break the copyrights of any person.

In Prague on 15.03.2022 _____ Polina Bobyleva ____

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Appropriate business communication styles and techniques for a Human Resources Management department

Abstract

This work addresses the ethics of communications between people in an organization with a help of the Human Resources department. The subjects of communications, as a rule, are the authorities of individuals, groups, and organizations. Nowadays information plays a crucial role in the management system of corporations. According to the classical control scheme, the transfer of information is carried out from subject to subject, and this is the basis of the communicative process. The author of this thesis wanted to understand how information is spreading between coworkers, who control this process in different companies.

The theoretical part describes the essentials of communication of the HR department, its concepts, types, basic functioning, and organization. Therefore, the author paid considerable attention to forms, goals of the HR department, initial principles, and motivation of employees in a company.

The information obtained in the literature is used in the practical part. The selected organization was asked to be a part of the research about the upbuilt system of communication in a company and the working process of the HR department. After the analysis of the effectiveness of HR management's functioning, there will be some suggestions on how to improve the communication process.

Keywords: HR management, communication process, business environment, types of communications, organizational ethics, leadership, functions of management, employee involvement.

Abstraktní

Tato práce se zabývá etikou komunikace mezi lidmi v organizaci s pomocí oddělení lidských zdrojů. Subjekty komunikace jsou zpravidla orgány jednotlivců, skupin a organizací. V dnešní době hrají informace klíčovou roli v systému řízení korporací. Podle klasického kontrolního schématu se přenos informací provádí od subjektu k subjektu a to je základem komunikačního procesu. Autor této práce chtěl porozumět tomu, jak se informace šíří mezi spolupracovníky, kteří řídí tento proces v různých společnostech.

Teoretická část popisuje základy komunikace HR oddělení, její pojmy, typy, základní fungování a organizaci. Značnou pozornost proto autor věnoval formám, cílům HR oddělení, výchozím principům a motivaci zaměstnanců ve firmě.

V praktické části jsou použity informace získané v literatuře. Vybraná organizace byla požádána, aby byla součástí výzkumu o vybudovaném systému komunikace ve firmě a pracovním procesu HR oddělení. Po analýze efektivity fungování HR managementu následuje několik návrhů, jak zlepšit komunikační proces.

Klíčová slova: HR management, komunikační proces, podnikatelské prostředí, typy komunikace, organizační etika, vedení, funkce managementu, angažovanost zaměstnanců, komunikační dovednosti.

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1. Introduction

The 21st century has long been called the information age, the knowledge economy, the information or knowledge society, etc. Today, information has begun to play a significant role in the management system of an organization. According to the classical scheme of control theories, the transfer of information is carried out from subject to subject, and this is the basis of the communicative process. The subjects are specific individuals, individuals, groups, and organizations.

Within the organizational structure, communications allow us to efficiently exchange, broadcast, send, receive and forward information. Control over the channels of information transfer in an organization is directly related to its efficiency and productivity. Communications in the management system contribute to the development of the organization, increase the efficiency of labor productivity, and make the right decision. In addition, communications in management help to establish good relations between managers and subordinates, improve the socio-psychological climate among staff eliminate conflicts that arise at various levels in the organization, etc. The success and development of all organizations (regardless of the profile of their activities) depend on communication processes, therefore, the importance of communication is gaining a ubiquitous role.

It is impossible to build a system of channels of hierarchical communication, to establish relations between managers and subordinates without a clear definition of the communication structure. Thus, the effectiveness of the organization's activities, its performance indicators largely depend on the effectiveness of communication chains, both horizontally and vertically.

The most crucial role the HR manager and CEO play in the working system. For example, if the manager holds meetings in a team where certain development problems are discussed, applies methods of encouragement for the initiative, work, etc., creates conditions for the free expression of his opinion, even if it does not coincide with the opinion of the management, then, in this case, it is easy for the staff work at this enterprise. In this case, people realize their importance and try to use all their potential and intelligence to achieve the prosperity of the organization. At such a venture, employees are not afraid of their future, because their problems can be debated at a meeting, some ideas can be introduced and

admitted to the working process and they will be morally and financially rewarded. It is easier for such enterprises to endure the economic and political crises in the country since in a cohesive team, employees will help each other to overcome all accompanying difficulties.

However, the main questions are: what are the most preferable and effective communication styles? Does CEO need to communicate with other employees directly to achieve effective work? Is there an algorithm for building a cohesive team? Does it have the sense to have Human Resources in your company?

There is a great interest to study the chosen topic because every information that we have is relevant to the practice and knowledge that is based on the experience of managers and a company's leaders. Communication and negotiation are one of the most essential components of managing a team.

It can be visualized that a company is a big family where each worker has his own role and obligations in hierarchical form – parents as a CEO are commanders, children are subordinate workers. Of course, in a family between partners and children should be a continuous contact to avoid conflicts and misunderstandings. Furthermore, every family pursues prosperity and idyl as a company does. To get this balance a parent or a leader should be able to direct all resources in the right direction to ensure a decent and comfortable life for his or her subordinates.

Let's come back to the exchange of information among managers of departments in an organization. To study this field and to cover the essence of the thesis it is necessary to take some steps:

1. to consider the current models of communication processes in management;

2. explore methods of improving communication;

3. study communications in a modern enterprise.

4. to discover some shortcomings

5. to suggest some improvements in the corporate communication system

To sum up, communication is a really difficult process because it directly depends on human factors such as emotions, skills, motivation, level of education, and stress tolerance. That is why it is crucial to make each step to create a full picture of the problem in the negotiation system.

2. Objectives and Methodology

Objectives

Based on a study of the Human Resources profession, this thesis will identify the role it plays in the sphere of communication, negotiation, and motivating employees. The key aim of the Bachelor thesis is to identify the best methods of communications and, if it is appropriate, to come up with and propose some tools for improvement.

The main task of literature research is the utilization of accessible sources, such as specialized publications, internet websites, and technical papers and articles, as the basis of the practical part of this thesis

Methodology

This part of the thesis includes an analysis of the HR department roles and working processes in the DHL Czech s.r.o. the company where the author is having practice in the position of intern of Retail and Management department. The survey was used to identify the strengths and weaknesses of the HR department. Employees answered questions anonymously, honestly, and completely voluntarily, as the policy of DHL company prohibits mailings that do not contain information about their immediate duties. After discussions, the survey was distributed in the weekly DHL newspaper.

3. Literature review

The literature review is based on the study of statistical data, scientific and methodological developments and publications in the media on this issue, materials of scientific and practical conferences. The most important resource required for researching the essence and characteristics of enterprise communication is information. An analysis of the literature on strategic management and planning, as well as evidence on the functioning of successful enterprises.

3.1 Communication

Communication is the term that comes from the Latin "communis", that is mean "general". Communication is a type of active interaction between objects of any nature, involving information exchange.

In the now-classic book "Communication in Organizations" (Everett M. Rogers, 1976) emphasize the target aspect of organizational communication: "Communication is the process by which an idea is transmitted from source to recipient to change the behavior of that recipient." R.L. Daft emphasizes the importance of feedback and calls administrative communication: "Management communication is a two-way street, it requires the ability to listen and other forms of feedback."

Organizational communication is the process by which leaders develop a system for delivering information, communicating information to a large number of people within the organization and individuals and institutions outside of it.

Communication in an organization is a complex, multi-level system that encompasses both the organization itself and its elements, and its external environment.

External communications. This is the exchange of information between the organization and its external environment. An organization can not exist detached but interacts with its external environment. And the nature and methods of its communications depend on what factors of this environment (consumers, competitors, government

regulatory bodies, public opinion, etc.) have the greatest impact on the work of the organization and its results.

Organizations have a variety of communication methods with the main elements of their external environment. For example, firms communicate with existing and potential consumers of goods and services produced primarily through advertising and other means of promoting goods on the market (advertisements, billboards, direct mail, personal sales, etc.), as well as by conducting various opinions polls.

A company should pay great attention to the public opinion about their service for the appearance of an organization. For this purpose, there are established departments for public relations whose specialists, using a variety of means, disseminate the information necessary for the favorable image of the company.

There are also **internal communications**. The information exchanges are carried out between the elements of the organization. Within the organization, information is exchanged between levels of management and between divisions.

3.2 Communication process

Communication permeates all elements of the organization. Their main goal is to ensure mutual understanding of people participating in information exchange. However, the fact of information exchange does not guarantee the effectiveness of the communication yet. Quite often, the transmitted message turns out to be misunderstood and, therefore, communications are ineffective. To better understand the essence of the information exchange process and the conditions for its effectiveness, there are considered the main elements and stages of the communication process:

The communication process can be carried out in the presence of the following basic elements: a sender, a message, a communication channel, a recipient. (Mescon, 1988)

Sender and formulation of an idea- a person who seeks to convey certain ideas using the information transmitted to the recipient.

1. Message (coding) - information that has a specific form and is encoded using appropriate symbols.

2. A communication channel - is a means of transmitting the information.
3. Decoding information- the process of understanding and absorption of information.
4. Recipient - the person to whom the sender addresses the transmitted message.

The process of communication is a sequence of a lot of steps. For example formulation of an idea - formation of a message with certain meaning - selection of a communication channel and transmission of a message - decoding of a message and perception of information - interpretation of a message and formation of a response to it - transmission of a response to the sender.

Formulation of an idea - the exchange of information always begins with the formulation of an idea and the selection of information for communication. The sender decides what kind of idea he wants to communicate to his addressee. This is an extremely important stage since it is he who largely determines the effectiveness of the process as a whole. Very often you can observe how an ill-considered or unsuccessfully formulated idea serves as a source of misunderstanding and prevents the achievement of mutual understanding. Therefore, the main thing for the sender, even before the message is transmitted, is to clearly define what exactly the recipient should understand and to what extent these ideas are relevant and adequate to a specific situation. So, the idea has been formulated, but it does not have a definite form in which it can be transmitted to the recipient. To continue this process shape the next step should be used.

During the second step, the idea is encrypted (converted into a usable form) using suitable words, diagrams, and other symbols used to convey information. At this stage, the sender also determines the transmission method, the most appropriate word, and symbol order. For example, the content of an oral message is usually different from that of a note. The manager of the office should understand how to speak with a worker or intern the least sharply and motivate to improve his or her assessment or how to sell a good or service to the potential customer. Furthermore, after coding the information the sender should pick up the most preferable channel of communication. Here are the steps according to Allen and Guffey Mary:

Channel. According to the Internet, there is a lot of meaning of channels because they exist in every business communication in the sphere of marketing. But the main role of the

channel is to transmit the information to the target audience. Here the sender should concentrate on the main goal and interests of the recipient. For example, if the sender does not know anything about the recipient it is hardly possible to get an adequate idea of the new project by sending a message over the phone. But it is equally important that the chosen channel corresponds to the idea and the purpose of the message, otherwise the exchange of information becomes ineffective. If the target audience loves a blogger X, then you need to integrate with him. If a product needs expert advice, conferences are held with the participation of such people, they are given product samples for evaluation, and so on. (Allen, 2010)

The second important point for choosing a channel is budget. The same TV commercial may simply not have enough money. Then we are looking for where else we can communicate with the right audience and encode the message in an acceptable format. Often budget constraints give rise to creative solutions.

Having chosen a channel, the sender uses it to send a message to the recipient. We are talking here only about one of the operations - the physical transfer of information, which often takes only a few seconds, which, however, is sometimes does not mean the entire communication process. (Mescon, 1988)

Decoding and perception of information - to perceive the information contained in the message, the recipient must decode it. Decoding is essentially the translation of the message characters into the recipient's thoughts. If the symbols used by the sender have the same meaning for the recipient, he will correctly understand the meaning of the message and the idea behind it. However, for several reasons, which are considered below, in the process of transmitting information, various kinds of interference and distortions (noise) arise that can change the meaning of the message. (Allen, 2010)

Feedbacks. To control the success of delivering the information and fullness of understanding it -feedback is used in a corporation's communication process. It is really important that the recipient analyzed everything and got the main issue.

This feedback is realized through two final stages of the communication process. Interpretation of the message and the formation of the response. At this stage, the sender and the recipient change places: the recipient becomes the sender and forms his response,

which contains his interpretation of the received message and the reaction to it, and the original sender - the recipient, waiting for a message response. (Allen, 2010)

Transmitting a response. The generated response is transmitted to the sender via the selected communication channel, thereby closing the communication cycle.

But although the process of communication with feedback is slower, it is much more accurate and efficient than one-way communication.

Noises. As mentioned earlier, sometimes there are discouraged noises in the messages that can decrease the effectiveness of communication. Noise is called everything that does not have a clue with the main message of the sender. Noises can be verbal and non-verbal it can influence coding the information and decoding it. Sometimes it can even block the perception. For example, the sender is a manager who actively gesticulates thereby he or she distracts the attention of the recipient from his message. (Mescon, 1988)
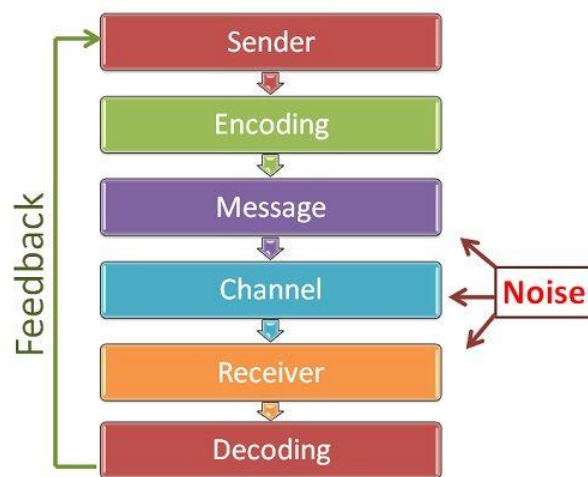

Figure 1(Mescon 1988)

3.3 Types of communication

Currently, the following types of communication are distinguished: verbal communication and non-verbal communication. (Debasish&Das, 2009)

CEO chooses different communication methods to interact with their employees. The choice of the communication method depends on the nature of the transmitted

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information at the disposal of the resource manager, the characteristics of the recipient of the information. Most executives prefer to use several communication methods that complement and reinforce each other.

In verbal communication, words of the human language are used as a symbol. In addition, verbal communication is divided into oral and written. Oral communication is most effective in terms of attracting and retaining the attention of the recipient of information, as well as receiving feedback. Written communication provides a higher degree of purity of information transfer and allows you to keep it unchanged for an indefinite time.

Some examples of oral verbal communications:

Storytelling is an effective form of verbal communication because it helps to build common meanings for individuals in a corporation. Stories are the most

Non-verbal communication involves the transmission of information using the movements of the human body (Wandberg, 2005). Research also shows that 55% of in-person communication comes from nonverbal cues like facial expressions, body stance, and tone of voice. According to one study, only 7% of a Receiver's comprehension of a Message is based on the Sender's actual words; 38% is based on paralanguage (the tone, pace, and volume of speech), and 55% is based on *nonverbal cues* (body language) (Mehrabian, 1981).

3.4 Work teams

Working in a team is the most powerful way to communicate with each group member. It brings employees closer together and allows them to unleash their potential. So, that is why managers like to involve teamwork in the working process. (Arnold, 2016)

Words team and work-group are often used interchangeably. However, some distinctions can be found. Teams rely on interdependence much. On the other hand, teams have membership boundaries because each member has his or her own role in the progress. Teams acquire defined and bounded authority which enables them to manage what they do without undue interference from the outside. In addition, team membership is relatively stable for the lifetime of the team.

The history of interest in team working has its roots from the 1960s and 1970s because of growing concern for the quality of working life in Europe. It was an initial interest and admiration in Japanese management styles, with their emphasis on multi-functional employees, loyalty to the collective, accuracy, meticulousness, and responsibility for the quality of work. In addition, there was an interest in the characteristics of a high-performance workplace (HPWP). Teamwork is one of several practices usually associated with HPWP to instill high levels of commitment.

It is a critical aspect to understand when it is supposed to employ teamwork and how often it should be processed.

The IPO model in communication was invented (Frank J. Landy, 2009) and it became a great helpful instrument in organizing literature on research results, this model suggests that many factors influence team productivity. It can process steps that need to be taken to develop a project, monitor resources, and progress, maintain interpersonal relationships and deal with conflict. There is hardly a linear connection between IPO, that is why feedback is important in every team functioning. Three basic stages of team functions:

- Forming (trusting, planning, structuring);
- Functioning (mediators, output);
- Finishing (dispersal and winding-up of a team)

To study the nature of teamwork different approaches were used. For example, scientists asked group members what things they think are important and after evaluation, if the tests correlate with team performance. They try to find differences between successful and unsuccessful teams, to estimate their advantages and disadvantages. They observe a lot of teams studies and try to identify the effects of different features of teams on team performance.

Team cohesion is one of six factors that were found to be connected to team performance. The other factors are communication, coordination, the balanced contribution of members, mutual support, and effort. However, the correlations were highest with team members' assessment of team performance, and much lower when the senior manager's assessment was accounted for. It seems cohesion and the other factors correlate with team members' satisfaction in the first place.

Every project in an organization includes developments and implementation of innovations. So, scientists were interested to research the ability of teams to innovate. Based on a meta-analysis of 104 high-quality studies (Neil Robert Anderson, 2009) following factors were identified: vision, support for innovation, task orientation, external communication, cohesion, job-relevant diversity. Diversity – if differences are accepted, it might help in innovating. If they are not accepted, conflicts will issue. Based on similar results an instrument TCI (Team Climate Inventory) was designed (Anderson, 1994). It can be used to understand team effectiveness, and in team development events. The method was developed based on a study of teams performing at three different levels.

Seven constructs were developed:

- Team purpose – goal clarity and acceptance by members;

- Team organization – allocation of roles, competencies, and structure for operating;

- Leadership – appropriate leadership style and support;

- Team climate – professionalism, morale, respect for differences;

- Interpersonal relations – care and support, healthy rapport, honesty, and liking;

- Team communication – constructive handling of conflict, frequency of contact, coordinated communication;

- Team composition – the mix of personality and abilities.

Knowledge, skills, and attributes (KSA), a list of special qualifications and personal attributes that you need to have for a particular job, of team members which help in team efficiency are, was developed by the US government in 2009. There is the following:

- Conflict resolution – a person's ability to recognize it, to discourage it, and where it is possible to use disagreement positively;

- Collaborative problem-solving skills – person's skills to overcome barriers;

- Communication skills – listening without evaluating, communicating openly, ability to engage in social conversation;

When teams are formed, it is far-reaching and farsighted to look for KSA in potential team members.

M. Belbin, an English researcher, and management consultant, best known for his work on the management team, is the author of the book "Management Teams: Why They Succeed or Fail" (Belbin, 1981). He developed a model that was influential, and which is widely used by organizations. According to him, the key factor behind effective teams is the presence in the team of a set of people who perform specified team roles. The roles are, as follows:

- Coordinator – calm and tolerant.

- Shaper – energetic and extrovert;

- Technical specialist – likes to be an expert;

- Plant – innovative and independent;

- Completer finisher – hardworking and orderly;

- Monitor evaluator – detached and intelligent;

- Resource investigator – friendly and adaptable;

- Team worker – caring and diplomatic;

- Implementer – attends to detail;

People in a team can take on more as one role. While cognitive ability (IQ) is generally accepted as a good predictor of individual performance, in the case of teams it does not hold. Overall cognitive ability was found (by meta-analysis) to explain only 8.9% of team performance. A stronger association between cognitive ability and performance can be found with complex tasks like planning and problem-solving etc. Furthermore, with physical work, the association will be lower. The association goes lower, as well, with the team's growing experience and knowledge of what should be done.

According to the research, the personality of members is not a significant factor as goes about team performance. However, agreeableness and conscientiousness might be welcomed personality traits.

In conclusion, working in a team allows us to know not only our inner qualities but also to develop our potential, to work on the missing skills, and to become more tolerant. As well interaction with colleagues helps to find a common language and come to a consensus. (Arnold, 2016)

3.5 Human resources department

The human resources department is tasked to train and control the development of the company's workers. "The human resource department's mission is to make sure the company's employees are adequately managed, appropriately compensated, and effectively trained" (M.Heathfield, 2020) The department is answerable for hiring, recruitment and should also fire and administrate benefits for employees.

A human resource department should be in every organization because this branch has a solid position and critical role in the office. It makes sure that the company has enough competent workers who complete their work on time. The human resources office provides effective policies, procedures, sometimes it organizes pieces of training for raising of qualification of employees. In addition, it controls that the company's mission and values are fully understandable and honored by coworkers and it is part of the company culture. (Brian Becker, 1996)

3.5.1 Recruiting

Recruiting is the most important part of the responsibilities of the human department. This part contains an evaluation of the candidates and the job which they are hiring for. By this step the HR manager checks the qualification of a future employee, fields resumes, conducts interviews, and acquires a suitable position.

3.5.2 Hiring

The human resource is responsible for meticulous picking up an employee. The reason is the better person he finds, the more productive and efficient an employee will work and will gain the company more profit. In consequence, good hires improve business outcomes and it is not an easy task to check the qualifications, including backgrounds, and experience of working on the shoulders of the HR managers. If both parties are willing to work on certain conditions that suit both, then the new employee onboarding process.

3.5.3 Administration

Continuing the theme of responsibilities and roles of the Human Resource Department, there is a place for paperwork such as the administration part. At this stage, a hired employee should expect to deal with the HR department to fill out required documents such as Form I-9 (Employment Eligibility Verification Form) to normalize an employee's schedule and determine if a worker is eligible to start working in the company.

3.5.4 Compensation

The fourth part of the profession of the Human Resource Manager is to oversee compensation, salary or wages, and benefits such as paid vacation, health insurance, and tax

withholdings. To keep employees satisfied it is essential to provide sufficient and appropriate compensation on time.

3.5.5 Training and development

In addition, the Human Resource department is also responsible for maintaining and organization of various workshops with professionals or pieces of training in-house. The reason for this practice is to bring an employee to the next level of his or her professional life, to make sure that a worker has enough knowledge to contribute to the progress of a company. Furthermore, it is far-reaching to control that certificates or licenses are up-to-date and that they can confirm the accurate knowledge of a person. HR is in charge of employees' development that is focused on planning their schedule and career.

3.5.6 Firing

Unfortunately, when a person does not cope with his or her work the human resource has to decide to transfer a worker to another department or fire. As part of this procedure, the HR manager can conduct an exit interview and manage the employee's last paycheck. (M.Heathfield, 2020)

3.5.7 Types of Human Resource Department Careers

- Human Resource assistant
- Human Resource generalist
- Human Resource director
- Vice President of HR

3.6 How an HR department can improve the enterprise management system

Referring to the object of research the author in his thesis not only wants to understand the communication system in the organization and specialization of the Human Resources department but also to suggest improving the work of many organizations. It will outline how to establish a knowledge management system in an organization according to Natalia Parmenova - Former General (until October 2018) and Executive (2013-2017)

Director of SAP CIS LLC. Natalia completed an MBA program (1999-2000) and a senior executive program "Transition to General Management" (2015) at INSEAD.

To start with, knowledge management is work in two main directions: competent organization of physical media. It is necessary to organize the available books, files, training courses, knowledge bases and work with people. The focus should be on what skills they have, how they manage the information they have, and how effectively they use it.

The likelihood of success of knowledge management projects in a company increases when the following requirements are met:

A) Continuity of the process. If the system works for two months, then stops, and then starts again, then there will be no success of its operation. The organization and the people in it are constantly changing; accordingly, knowledge management must respond flexibly and consistently to ongoing changes.

B) Availability of a sponsor - a key stakeholder. It is critical when the company has a top manager who understands the need for and importance of the process. Such a person should have significant authority to help launch the project and overcome the internal resistance of the organization.

C) Popularization of the project within the organization. Even if the company has already accumulated unique expertise and has a system for preserving and transferring knowledge, your employees may not know about it and periodically face difficulties. Therefore, it is very important to systematically work to disclose and communicate the results of the knowledge management system.

There is a place for several effective formats that can be implemented and introduced to improve knowledge management:

Morning Academy. This is a format in which experienced employees share their experience with newcomers, accelerating the process of their adaptation within the company. For "teachers" this approach is also advantageous because it allows an employee to keep in memory the small details of expertise.

"Smart Monday". When the number of training in an organization exceeds the critical point, it can introduce inaccuracies in the overall scheme of the organization's work. It can be helpful to identify specific time frames for training and deadlines. It is better to define

such a period on Monday and in every possible way encourages the training of employees on Mondays. At the same time, offers to hold various seminars and other training events on other days are not welcomed.

The website for employees. The variety of ways to communicate information to employees leads to confusion. In this case, it will be convenient to develop a variant of systematizing all knowledge, for example, on one page of the portal. You can break down the information by position in the company, so that, for example, a salesperson can see the information that is necessary for his work, however a project manager - for his.

Development plan for the year and reflected in the KPI. The plan is a crucial part of every process, especially in the educational sphere. An employee chooses the knowledge he needs and fixes the mechanism for their development in his development plan. This could be a study of a specific topic within a week, three months after the start of a new reporting period. The development plan is reviewed by the management, and its provisions fit into the employee's KPI. Participation in training directly affects the employee's reward at the end of the year.

The expertise of information intended for entry into the knowledge base. There are a lot of companies that do not pay attention to the structure between beneficial information and not. Under those circumstances, the company should be a group of people where there is a supervisor or curator who controls the working process of other employees. The group should meet regularly to discuss new documents and materials of value to the organization as a whole. If the group considers that the proposed information is worthwhile, it is entered into the database. This allows you to quickly exchange knowledge and introduce useful innovations.

3.7 The usual HR interview questions of HR and their inner meaning

"During interviews, an HR manager put a lot of energy into each candidate as an individual. His goal should be always to find someone brilliant who has great long-term potential, no matter where they are in their career" (Bodnar, 2020) The interview should last no more than 30 minutes in terms not to overwhelm a person and not to spend a lot of time for each candidate.

1) Why did you decide to apply to this role?

The deeper aim of this question is to evaluate the interest and motivation of the candidate. HR manager is expecting to hear that this candidate decide to apply to the position thoughtfully. (Bika, 2022)

2) Tell me about your experience in…

This question is relevant to the most important aspects of the role. Meanwhile, the candidate should cover the experience that is relevant to the position not in another aspect of his/her life.

3) Why are you leaving your current job? Why did you leave your previous job?

The best candidate will say good reasons for moving and change his company. For example, that he or she wants to grow as a professional in a new environment and that the new company will produce more opportunities. The negative answers will be accepted as a red flag because if a candidate says something not appropriate for the previous employer it means that for the next time, he/she can tarnish your company's reputation. (Bika, 2022)

4) What are your salary expectations?

Here HR manager wants to be sure that the candidate does not have excessively high salary expectations. Therefore, the candidate should analyze the market average salary for this position before the interview.

5) Do you have any questions?

"Regardless of the stage in the hiring process, candidates should always have the opportunity to ask questions themselves so they can decide if the job is a good fit for them. The other reason that HR uses this question is to find out if candidates are truly interested in knowing more. They should ask smart questions about the company, and preferably, questions related to the role, too". (Bika, 2022)

3.8 Tips HR department use to hire a person

"We're able to tap into a pipeline of people who are already in our backyard and generate interest in a casual setting where both parties can see if there's a fit," says Nicole Hedrick, CHRO at the Duke Clinical Research Institute in Durham, N.C.

Creating a world-class talent acquisition system that incorporates cool recruiting ideas like these may seem unrealistic to many HR professionals. After all, the need to fill an

ever-growing number of open positions leaves little time for experimentation. And in smaller companies, where recruiting duties are often assigned to an HR person who must conduct interviews in addition to many other daily duties, some talents can be undiscovered. (Lee, 2016)

However, even if you're hiring just one employee a month, using some effective strategies that the top talent acquisition companies use, say those who lead them. You just need to learn about the latest trends and then try to incorporate some of them into your daily hiring efforts.

- Brand a company as a great place to work

A person should desire to work in a company for this reason an HR specialist should tell an advertising story for his potential candidates. Use a site or platform to show what makes you a special company in the market. For example, use the LinkedIn social network to claim about your company in written or video form.

- Payment should be at least as many competitors for talent and be transparent about what you offer

HR and executives should be sure that salary is competitive in the industry. "Create a competitive compensation package that reflects your culture, then put the dollars in front of candidates at the start and you'll likely have to negotiate less," says Steve Browne, SHRM-SCP, executive director of human resources at LaRosa's Inc., a Cincinnati-based restaurant group, and a member of SHRM's board of directors.

- Simplicity of job application

Online applications that are difficult to fill out can lead to the loss of top candidates, among other problems. For example, negative feedback about overly complex processes or bad reviews on rating sites like Glassdoor can hurt the company. In addition, companies can even lose money due to dropped applications if they operate on a cost-per-click recruiting model. "60 percent of job seekers quit in the middle of filling out online job applications because of their length or complexity" according to Career Builder Communication source.

- Force relationship between relevant employees and high schools or students.

"Companies need to partner with centers of higher education to help produce the talent they need" Nicole Hedrick, Duke Clinical Research Institute. It is crucial for a company not to stop developing and constantly updating knowledge with a help of new coming people.

3.9 Organizational Ethics

Nowadays, the problem of organizational ethics in social work life is still current of interest. An organization is formed when individuals from different backgrounds and varied interests come together on a common platform and work towards predefined goals and objectives. Employees are the assets of an organization and they need to maintain the decorum and ambiance of the workplace.

The way an organization should respond to the external environment refers to organizational ethics. Organizational ethics includes various guidelines and principles which decide the way individuals should behave in the workplace. It also refers to the code of conduct of the individuals working in a particular organization. Organizational ethics includes both corporate and business ethics, or, put another way, both the corporate values and the financial practices of the organization. They relate to all aspects of the organization including mission, vision, governance, and leadership. (Magill G, 2004)

"Every organization runs to earn profits but the way it makes money and to communicate with customers and employees is more important. The organization should not depend on unfair means to earn money. One must understand that money is not the only important thing; pride and honor are more important for many workers. An individual's priority can be to make money but he should not stoop too low just to be able to do that. Employees should not indulge in the destruction or manipulation of information to get results." (Ricardo, 2022) Data Tampering is considered strictly unethical and unprofessional in the corporate world. Employees should not pass on the company's information to any of the external parties. The administration of the company must not share any of the organization's policies and guidelines with the outside world. One more addition to the organization's ethics is not to discuss official matters with friends and relatives. Confidential data or information must not be leaked under any circumstances. There must be absolute fairness in monetary transactions and all kinds of trading.

Ancillary, organizations must not discriminate against any employee on the grounds of sex, physical appearance, age, or family background. "Female employees must be treated with respect. The administration of the company should not ask female employees to stay back late at work. It is unethical to discriminate against employees just because they do not belong to an affluent background. Employees should be judged by their work and nothing else." (Mitonga-Monga Jeremy, 2017)

The actual part of organizational ethics is that a company must not exploit any of its employees. The employees must be paid timely and according to their hard work and efforts. If individuals are overworked periodically, the administration should make a payment. There is should be a full understanding that employees get their arrears, bonuses, incentives, and other reimbursements on time. (Suter, 2006)

To make clear some things are unethical to do for a side of an employee, for example, stealing office property is strictly prohibited.

According to the international Labor Code (No.155), organizations must provide the safety and health of the employees. "The convention provides for the adoption of a coherent national occupational safety and health policy, as well as action to be taken by governments and within enterprises to promote occupational safety and health and to improve working conditions". Without any agreement, individuals should not be exposed to hazardous conditions.

There is take a place a contemporary unethical situation then a company deceives its customers and does not fulfill the terms of the contract. It is unprofessional and punishable to make false promises to the consumers. The advertisements must give a clear picture of the product. The organization should not commit to anything which it can't offer. It is important, to be honest with your customers to expect loyalty from them.

According to the organizational contract of employment from an ethical point of view, it is better when an organization gives one month's notice before firing the permanent ones. In the same way, permanent employees need to serve one month's notice before resigning from the current services.

There is a fine line between employee engagement and employee happiness. Someone might be happy at work, but that doesn't necessarily mean they are working hard,

productively on behalf of the organization. While company game rooms, free massages, and Friday keg parties are fun--and may be beneficial for other reasons--making employees happy is different from making them engaged.

Looking through the prism of social life employee engagement doesn't mean that this individual is satisfied. Many companies have "employee satisfaction" surveys and executives talk about "employee satisfaction", but the bar is set too low. A satisfied employee might show up for his/her daily 9-to-5 work without complaint. However, that same "satisfied" employee might not do his or her best without the extra effort on the individual's own. To summarize, satisfaction isn't enough it should combine the motivation of employees. (Ricardo, 2022)

As former Campbell's Soup CEO, Doug Conant, once said, "To win in the marketplace you must first win in the workplace." Employee engagement is the key to activating a high-performing workforce.

3.10 Communication with employees of different ages and generations

In the workplace, we can have a lot of generational cohorts. The word 'generation' means a group of people who were born at approximately the same time and had experience with similar historical events that bond generations together. (Kelan, 2014)

It is important to understand the characteristics of each generation because that people on need to work in the same environment but unfortunately does not discern the behavior of each other sometimes, that is why there has been a call of managers who are competent in how is better to communicate, motivate and teach different generations. For example, how to recognize their achievements in the workplace refrain them. Some authors tried to find out some ways how to create collaboration between generation cohorts and how to teach managers to control them and stimulate work better together on a project.

Six major value-shaping influences impact every generation as its members move through their formative years: family, education, morality, peers, spirituality, and culture. (T.Holm, Summer 2012)

3.10.1 Names of generations and their characteristics

Traditionalists. These are people who were born from 1922 to 1942 this generation is considered as 'diminished', however, these veterans are still working in some places. Some stereotypes are surrounding this generation. For example, they are said to be patriotic and have respect for authority and hierarchy. (Wagner, 2007) It is because of all the historical events that they were living through. For example, the post-war period, the crisis in the 1950s, and so on. Another stereotype is that this generation is difficult to train, but some authors do not agree with this opinion. They said that traditionalists can be motivated by 'pep talks' at work.

Baby Boomers. They were born after World War II in 1943-1964, they say that it is the first generation that was grown up with television and rock and roll on radios. Furthermore, they became adults during the Vietnam War. Baby Boomers have gone through a lot. They saw the first man into space, as well as other discoveries. However, on the other hand, they were not spared by the tragedies of that time. They are more flexible than traditionalists, but unfortunately, they have conflicts with another generation often. "They are characterized as a workaholic, strong-willed employees who are concerned about work content and material gain. They value promotions, titles, corner offices, and reserved parking spaces, and they spend rather than save" (Kupperschmidt, 2000)

Generation X'ers. This population was born between 1964 and 1980. They were raised during the fall the of Berlin Wall and the end of the Cold War. They saw the Soviet Union collapsed and faced an economic crisis. Many families became two-income families when more women went into the workforce and, as a result, "[Generation X] is often described as latchkey kids and the children of divorce" (Stanton, 2017). Flynn reported that Generation X had 40 million members in the US workforce in the mid-1990s (D. Sirias H. B., 20007). They are characterized by uninitiated, however, it does not mean that they do not have loyalty to the organization of their work. "They do not intend to be in one position for 20 years, but they want higher pay rates early in their career" (Stanton, 2017). These people from an early age had to take care of themselves on their own and solve problems, so that is why they have their strong opinion on literally everything and have a lot of conflicts with other groups.

Generation Y'ers or the Millennial generation. They were born from 1980 to 2000 the youngest generation that already is suitable for work. "The most protected generation in our nation's history" (Buchanan, 2011). This generation is still willing to accept risk and changes, a lot of authors claim that it is because of global digital technology progress. "82% [of Millennials] cite flexible working arrangements as a factor that influences their commitment and motivation compared to 58 percent and 69 percent of the other employee age groups" (Downing, 2006). Several Millennials do not understand why they need to dash with defining their profession and why they need to stay in only one company or organization for the whole of their lives. They identify themselves as business people, they want to work for their pleasure and autonomy on the job, but they are high-maintenance employees who want clear direction and manager's support. They need to have feedback about their work and endeavors. This group is characterized as best in a collaborative setting and communication than other cohorts.

Generational stereotypes became more widely recognized, and managers admitted them and began spending extensive amounts of resources, and studying the differences among the generational cohorts. For example, how to train, recruit, motivate and control them. There are a big amount of published books, business articles, workshops, and research that tells us not only that the generational cohorts are more alike than different, but also that many variables affect workplace behavior. The most crucial thing for a manager is to analyze the job longevity, preferences in management communication styles, and their alleged behaviors in the workplace. The fact is that open collab with employees and managers plays a great role in the employee's success and satisfaction than the generational cohort to which the employee belongs.

Proceeding from the general position and relying on the totality of all the previously listed and mentioned facts longevity in a job is the fact of how long a worker would stay in the same work position and geographical location. However, for each generational cohort, the longevity is different. For example, Becton claims that Baby Boomers are not flexible and would have less job mobility in comparison with the behavior of Generation X and Millennials. (J. Becton, 2014)

3.10.2 Management and Communication Preferences in the Workplace

Considering the topic through the prism of social reality, one can put forward a hypothesis that managers should be aware of the stereotypes of each generation and use disparate ways to maintain employees' work. They need to organize the communication strategies and use particular communication styles.

Thus, if we summarize the data obtained, we can draw a decision that different generation cohorts prefer different managements styles also. For example, Baby Boomers and Traditionalists adopt to be separated and keep the framework of their working relationship with a manager. Nevertheless, Millennials are interested in being related to their manager and having continuous feedback and instructions. They also prefer the manager that is not a boss who always controls their work, but a coach who directs them to the right path.

According to Weston (M.Weston, 2001), the best way to reward Traditionalists for their work capacity is money. Baby Boomers instead want to be recognized by the public and among their peers. Generation X and Y are motivated by high salaries and opportunities to grow and push the boundaries of knowledge in the workplace within the company.

Taking all these factors as a basis, communication styles should also be extremely suitable for each cohort. For this reason, a manager must be as selective and tactful as possible. To clarify, traditionalists are not interested in a supervisor knowing about their personal life. However, Baby Boomers will trust more and give their best if the manager would know them on a personal level. Consistently, there is a place for a conflict between aged and modern generations, because of using cells phones and other digital devices during working meetings, subsequently, a manager and administration of the company should specify working policy about this issue.

In addition, a manager of a group should understand that Millennials have a short interval of attention (D. Sirias B. K., 2007) and they need constant entertainment, they prefer to see information graphically to assimilate the material and have continuous feedback.

Thus, to summarize the data obtained during the analysis of information, we can draw the following conclusions: HR department and managers in the workplace should understand that there are more similarities than differences among generation cohorts, they

should build relationships in a group according to the preferences of working people. In addition, they should implement theories about the psychology and stereotypes of every cohort, spend time and energy to learn them. To maintain this they need to communicate with individuals more and to accomplish the practical goals they should unite a group of different ages. Only with the help of communication and knowledge about every stereotype, they will be able to prolong the longevity and productivity of employees. (Stanton, Communicating With Employees: Resisting the Stereotypes, 2017)

Motivation is the desire to act in service of a goal. It's the crucial element in setting and attaining our objectives. To motivate employees is part of the job of the Human Resource Management department and a leader.

Motivation is one of the driving forces behind human behavior. It fuels competition and sparks social connections. Its absence can lead to mental illnesses such as depression. Motivation encompasses the desire to continue striving toward meaning, purpose, and a life worth living.

There are two types of motivation (Tranquillo J):

Extrinsic- are those that arise from outside of the individual and often involve rewards such as trophies, money, social recognition, or praise.

Intrinsic- are those that arise from within the individual, such as doing things that are purely for the personal satisfaction of solving a problem.

There are also factors in teamwork that are caused motivational losses for an individual. For example, motivation level decreases as the number of members in a group increases. Social loafing increased, but there is a solution to this problem if every member will see his or her role in a team and feel a connection to the result. According to Maslow, humans are better motivated if they work by themselves and move forward expressing their full potential-self-actualization-by satisfying the most fundamental levels of need, such as food and safety, to the highest level -love, belonging, and self-esteem.

In addition, if there are a high level of cultural differences in a group and people feel do not see mental understanding, the individuals support the group less. To increase

productivity and decrease demotivation of employees team members should know each other, communicate and have common goals for the project.

There is a broad spectrum of using of motivation, because that may have an impact on the different spheres of working and social life. Motivation helps to improve the efficiency of people during the work, people are able to take serious decisions and actions, encourages people to avoid some risking and reckless operations, improves the level of life and well-being of the company. (What is Motivation, 2020)

There are three main components of motivation: activation, persistence, and intensity. (Hockenbury DH, 2010)

- Activation – the direction of initiate behavior, for example when a person starts a new hobby or takes a new project with his enthusiasm.
- Persistence- the ability not to give up in the face of failure, to remain faithful to a specific, close, operational goal, to unrelentingly maintain action regardless of difficulties, moods, and feelings.
- Intensity is the concentration and energy needed to achieve the goal. (Zhou Y, 2015)

All these factors are indicators of the motivation of workers. For activation of motivation, the manager or HR department should use some features, for example, to provide employees with a professional business coach or a leader for a group who will use some tips to increase the efficiency of the working process through motivation.

3.11   Suggestions of improvement

As an object of this thesis includes some suggestions on how to improve communications in the business environment, there are some methods how to motivate an employee without spending too much money. If the CEO puts into practice at least some of them, this will immediately allow them to make great progress in this direction.

- Top management assessment

Staff motivation does not require a lot of money from you. Just one phone call from a manager congratulating and grateful for a "great week" is often as effective as sending an

employee to training or presenting him with a gift certificate. There are times when a company, unfortunately, cannot afford the costly material incentives for employees. The more important is correct communication with them during this period so that they continue to feel their importance and value for your company.

- Positive attitude

It is vital that managers take into account the current economic situation in the process of setting goals and objectives for their subordinates. For example, there are difficult periods when it is very difficult to turn leads into real sales. Managers should set only realistic goals and try in every possible way to encourage and inspire their subordinates to achieve the set goals.

- Avoidance of routine

Any, even the most interesting and favorite work, can eventually become boring. And then there is fatigue and a feeling of monotony. This is especially true for contact centers. Therefore, a manager should try to avoid routine, come up with new rules of the game, new bonuses, and incentives. An HR manager needs to get your employees excited.

- Continuous learning

Conducting regular training is very important not only to improve the skills of employees but also to motivate them. Employees feel that management is not only interested in the results of their work, but also helps them achieve them.

- Career opportunities

Since a lot of young people are working right now, they must have an idea of what further development awaits them in the company. A visible, understandable career ladder is a great motivating factor. At each of its stages - new opportunities, new responsibilities, and new earnings. For example, PhotoBox regularly e-mails contact center employees with a list of vacancies for which they can apply now.

- Establishment of regular evaluation sessions

It is necessary to introduce regular meetings with meetings during which managers will discuss with staff their work, complexity, and location of the parties. At the end of such a meeting, the employee should be given new goals and objectives that will help him work effectively and move up the career ladder more successfully.

- Morning routine

It takes only five minutes at the beginning of the shift to get in the right mood it can be really useful for managers and their command. At this time, they can exchange important information and also exchange jokes. In a way, a warm-up before a fight.

- Implement motivational games

Motivating games can also help break the daily routine, which sometimes is a typical problem of working nowadays. They enliven the working day, stimulate healthy competition among employees and, as a result, increase productivity.

To conclude, knowledge of motivation factors and implementation of it should be used in marketing and other spheres of businesses ubiquitously. Understanding motivation and its benefits are really important not only for managers and companies but also for all individuals in social life.

4. Practical part

In this section, the author will provide an analysis of the working process of the HR department of a company DHL Express (Czech Republic) s.r.o. Firstly, general information about the company will be considered, its internal goals, and communication between employees. Thereafter, the effectiveness of communication of the HR management department will be analyzed and suggestions of improvements will be proposed.

4.1 DHL Company

Nowadays, DHL (Deutsche Post DHL) is the leading logistic company. There are 550,000 employees and over 220 countries are served by this company. A logistic company is a spine of trading by providing everything that needs to be delivered such as parcels, documents, etc. There are 1, 614,000,00 parcels delivered per year.

4.1.1   Company characteristics

DHL is a private company, and it was founded in 1969 by three people Adrian Dalsey, Larry Hillblom, and Robert Lynn. Nowadays it is the oldest and largest international air-express company. It is delivering to over 70,000 destinations in 227 countries. By 1998 DHL station was founded in the Prague Czech Republic. There are established 6 corporate divisions such as Post and Paket Deuschland, DHL Express, DHL Global Forwarding, DHL Freight, DHL Supply Chain, DHL Parcel.

DHL is a global company with a unique portfolio: first Germany's mail and parcel provider, a Global E-commerce enabler, the first in international delivery, the leader in the forwarding business, the first in contract logistics.

Key facts:

- About 550,000 employees in 220 countries and territories, 59.3% outside of Germany
- Group revenues EUR 63.3 bn
- Group EBIT EUR 4.1 bn
- Market capitalization EUR 42.1 bn

- Approximately 55m letters per working day in Germany (6 days/week)
- Approximately 5,2m parcels per working day in Germany (6 days/week)
- Around 26,000 sales points, 4,500 Packastations in Germany
- Around 1,009.00 Time-define international shipments per working day
- +5.7% versus 2018
- Supply chain 12.5m square meters^3
- More than 1bn international parcel shipments per year

4.1.2 The main elements of the corporate culture of the company.

DHL company is an aged corporation that has its long history and, of course, its own culture, slogans, and traditions. "The DHL family is composed of independent divisions that are connected by the same core values, principles, and a common management approach." (DHL, 2022). Their slogan is straightforward but so heartfelt "Excellence. Simply delivered."

It is important to say that DHL's corporate culture is developed very well and the company truly cares about its customers and employees. It is noticeable because of thoughtful and convenient sites, a huge number of DHLServicePoints, discounts for customers, and benefits for employees. In DHL company they use the platform Sociuu, where they can source social media content and distribute it to their pre-selected brand ambassadors to share it. Until now this process was managed by the HR department, though in some countries they already have the marketing people involved as admins. To align the process, they have decided that the Sociuu administration should be transferred to marketing, so DHL could benefit from all its options and features.

DHL is working on improving its Retail website and expanding its business in more countries, that is why the company must set up business communication not only offline but also online, use appropriate styles to support a huge number of employees.

4.2 Analysis of communication in DHL Czech Republic s.r.o.

As the author mentioned in the previous section, the corporate culture and communication are developed in DHL company as well as in the DHL Czech Republic. The organization has a corporate weekly newsletter, a corporate portal (RON), employees are encouraged by HR management to participate in corporate events. In addition, DHL company uses Outlook, Skype, MS Teams as corporate connections.

HR management is mainly responsible for the first impression of the company, organizes meetings and workshops, motivates employees, handles newspapers with company news, and posts additional information.

Here the author wants to analyze the effectiveness of the work process of HR department management in DHL Czech Republic s.r.o. In order to test it, a survey was created. The main goal of this questionnaire was to ask employees about their satisfaction with HR management work. The anonymous form was created online due to the Google Forms feature and addressed to regular employees of the organization.

The first part of the survey was to estimate the satisfaction of employees of HR department communication styles and the working process overall. The author decided to analyze not only the working process of HR but also was interested in a particular department of an employee and how much time does he/she work in the company of DHL. According to the research, there are responses from the Retail & Management department, HR department, Finance department, Customs export department, Accounting department, RtR department, IT department, NET OPS department, MDM, TCE department, and Claims Management department. Here we can see that different departments took the survey, so it was unbiased and independent. Most of the interviewees are working longer than 10 years (26,6%), there are 20% of who are working 4-5 and 1-3 years in the company, 6,7 % is 6-10 years, the rest are the new employees.

As the author said earlier, the HR department is responsible for the first impression, that is the survey begins with questions about employees' feelings about the HR department.
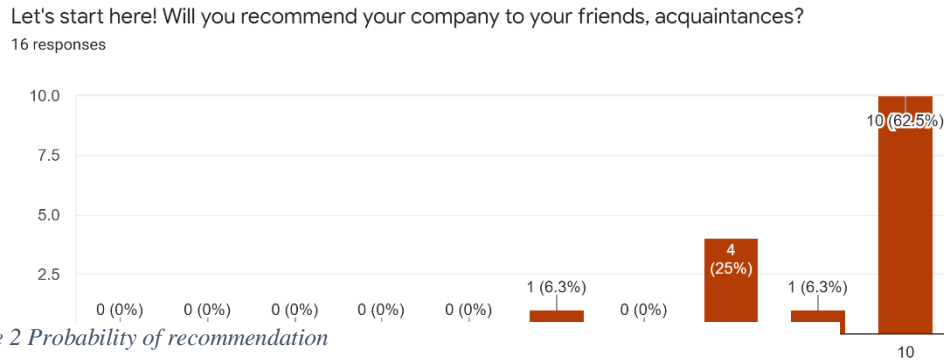
Let's start here! Will you recommend your company to your friends, acquaintances?
16 responses

Figure 2 Probability of recommendation

The question (Figure 2. Probability of recommendation) was for workers to rate the likelihood of recommending their company on a scale of 1-10 (where 1 is never, 10 – with full confidence). So, as we can see most of the workers of the office in the DHL Czech Republic s.r.o are satisfied by the company. The author supposes that it is because of corporate culture, positive attitudes, and the high rate of salaries and benefits.

What was your first impression of the HR people who were first in contact with you?
16 responses
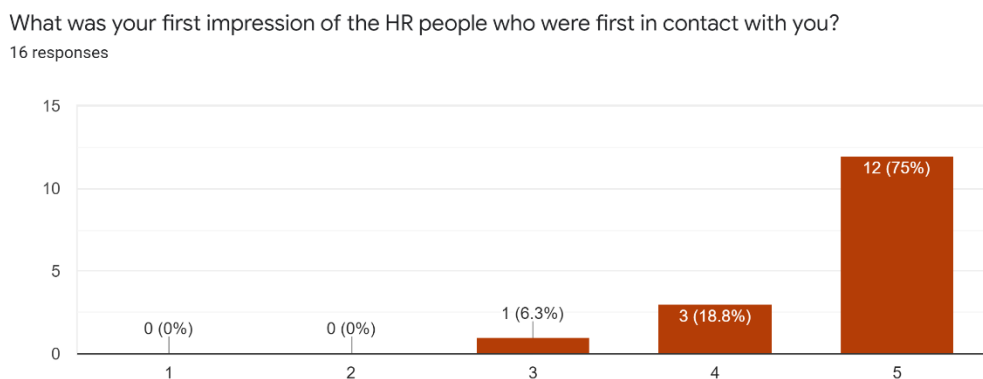
Figure 3 The first impression

The second question (Figure 3. The first impression) was about the first impression of the HR people who were first in contact with a new candidate to evaluate on a scale of 1-5 (where 1-bad impression, 5-perfect impression). To clarify this answer, the next question was about why an interviewee pointed exactly that way. The answers were pleasantly surprising. For example, an employee answered, "They acted very professional and I had a good feeling about their approach." Other's responses covered the same theme that HR

people were friendly, professional, and competent. However, there was one negative reaction and the person said that the HR department was not interested in people. But, the conclusion is that the most employees were satisfied by the work of the HR department and the process of recruitment and we can see the proof of this statement on the next diagram.

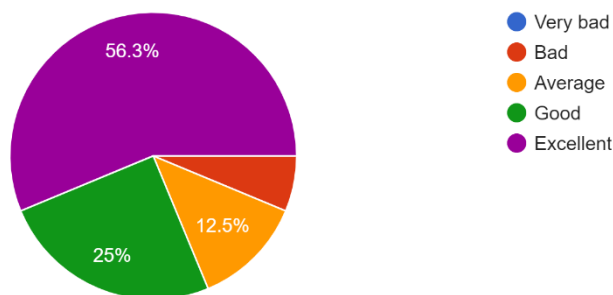Overall, how satisfied are you with your HR department?
16 responses

Figure 4 Satisfaction rate

On the diagram (Figure 4. Satisfaction rate), we can see that almost 60% of interviewees evaluated the work process of the HR department in DHL Czech Republic s.r.o – excellent, 25%- good, 12,5%- average and only 6.7% answered that they are not satisfied with their work and said bad.

The goal of the second part of the survey was to know how employees did contact the company for the first time and what is the most preferable way to contact the HR department right now.

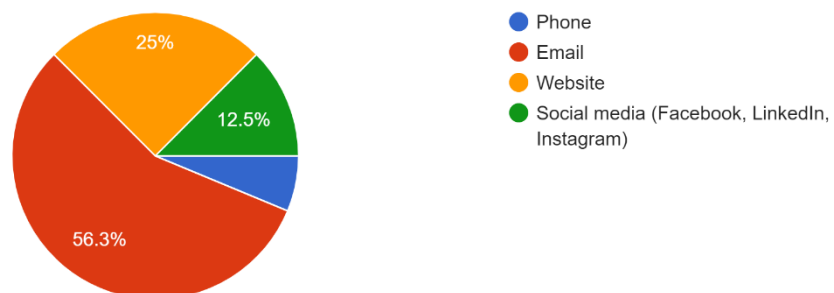How did you first contact the company?
16 responses

Figure 5 The first contact

On the diagram (Figure 5.The first contact), we can see that the most favorable way to contact a company for a new candidate is due Email (56,3%).

It is also confirmed that email is the most convenient way of communication with the following answers (Figure 6. Preferences of communication way).
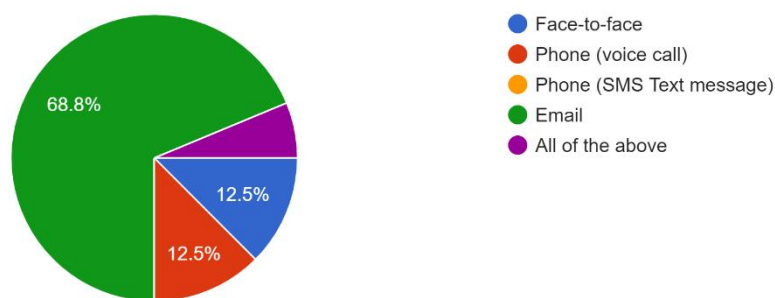

Figure 6 Preferences of communication way

On the Figure 6. Preferences of communication way we can see that people prefer email HR department, but sometimes is it faster to call or have a face-to-face meeting.

The next question is about the reasons to contact HR and how this department can be helpful and how often people need the HR department in their everyday work (Figure 7)
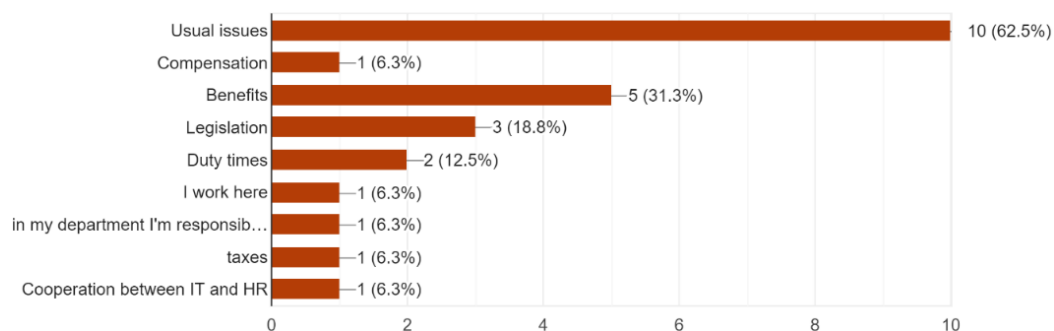

)

Figure 7 Reasons of a contact with HR

After analysis of these answers, the conclusion is that people usually contact the HR department for usual issues that do not cover compensation or benefits.

How much contact do you usually have with the HR department now when you are an employee?
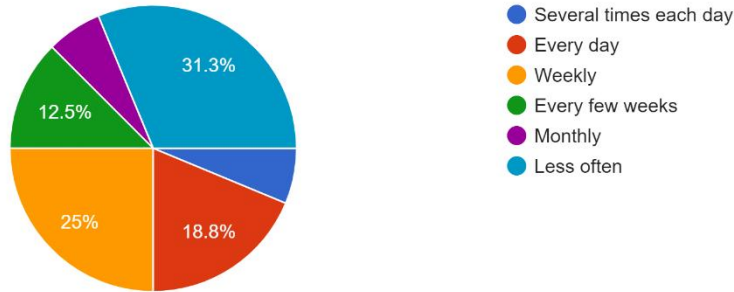16 responses

Figure 8 Frequency

However, the statistics about the frequency of contact is depressing because most workers contact the HR department less than once a month if they do not work in the HR department (Figure 8. Frequency)

The second part of the survey covers trainings and workshops that are organized by HR departments for inner entertainment and increasing the level of awareness. The goal of these questions to know how the HR department of DHL company is interested in raising the level of education and skills of their workers.

The first question is about are there any trainings and workshops at all (Figure 9. Existence of trainings and workshops).

Does your HR department organize some workshops with professionals or trainings due to improve your efficiency?
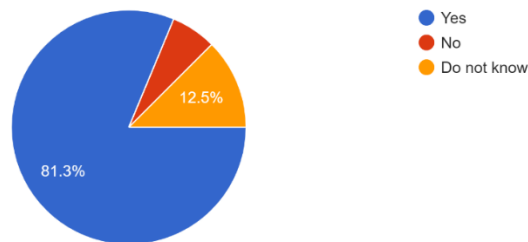16 responses

Figure 9 Existence of trainings and workshops

As we can see most office workers are familiarized with some trainings and workshops (81,3%), but some of them still do not know just because they are new employees.

After the author asked if an employee could name some courses, workshops, or trainings. The result left a good impression because almost all interviewees could name at least one entertainment. For example, mandatory e-Learning trainings, MS Teams, Time management, Basic communication, Presentation skills, Soft skills training, Taxes workshops and Motivation lessons, OPS Academy, Time Management, Assertive Behaviour, Memory Training, Handling Challenging Situations, How to Work in Teams, etc.

According to these answers, the author can draw a conclusion that there is a lot of programs for employees that are organized by the HR department and help them become more skilled and demanded.

Definitely, the author asked about the feedback of workshops and training (Figure 10 Trainings satisfaction).
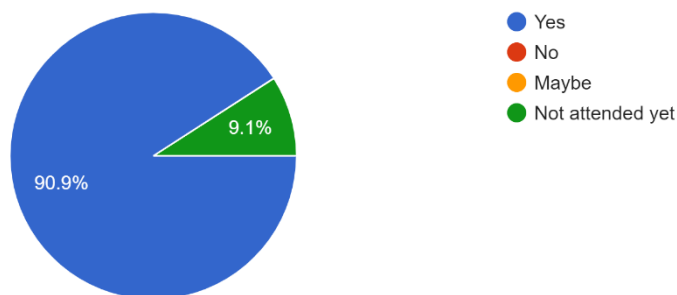

Figure 10 Trainings satisfaction

We can see that 90,9% were satisfied by training and workshops, other 9.1% have not participated yet.

What did you like the most?
11 responses

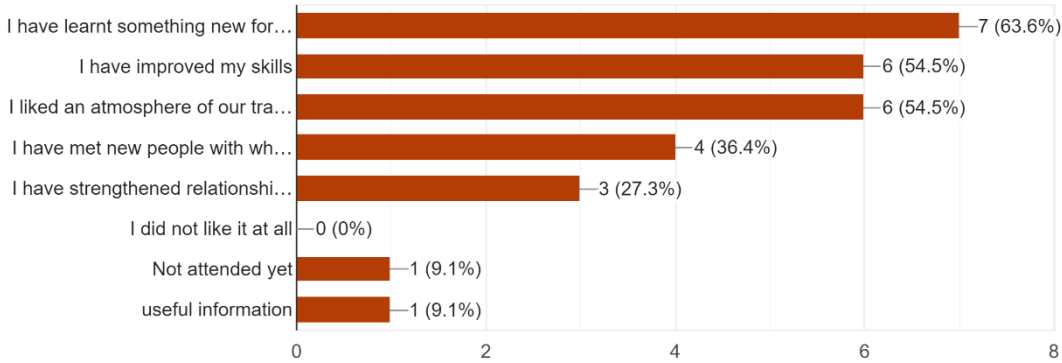|	
I have learnt something new for…	7 (63.6%)
I have improved my skills	6 (54.5%)
I liked an atmosphere of our tra…	6 (54.5%)
I have met new people with wh…	4 (36.4%)
I have strengthened relationshi…	3 (27.3%)
I did not like it at all	0 (0%)
Not attended yet	1 (9.1%)
useful information	1 (9.1%)

Figure 11Feedback 1

The author specified the answers to simplify the process (Figure 11. Feedback 1). Well, we can see that 63,6% said that they have learned something new for themselves, 54,5% improves their skills, the same percentage liked the atmosphere of the training, 36,4 met new people, 27,3% strengthened relationships with their colleagues, it is the most important outflow of workshops. There is 0% did not like training at all.

Maybe there was something that you did not like?
11 responses

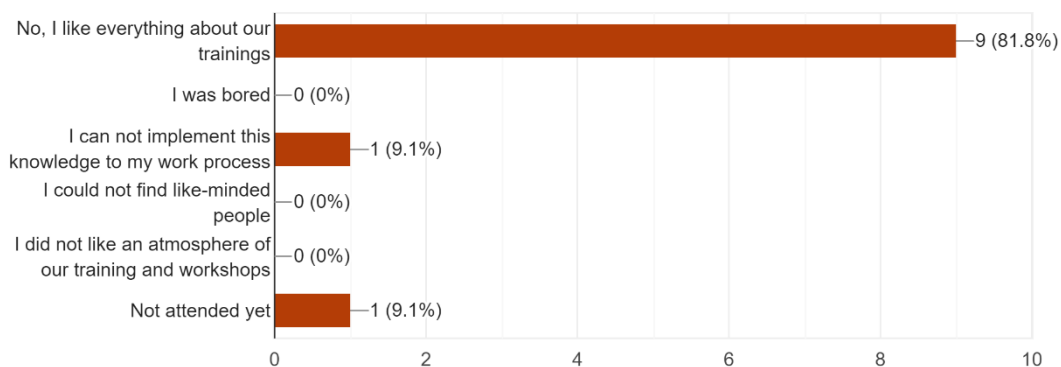|	
No, I like everything about our trainings	9 (81.8%)
I was bored	0 (0%)
I can not implement this knowledge to my work process	1 (9.1%)
I could not find like-minded people	0 (0%)
I did not like an atmosphere of our training and workshops	0 (0%)
Not attended yet	1 (9.1%)

Figure 12 Feedback 2

The next question considers aspects that might not like by employers (Figure 12 Feedback 2). The interesting fact is 81,8% answered that they liked everything about

training. However, 9,1% said that there is no way to implement given information to his/her work.

In conclusion, it is clear that workers like and appreciate entertainments that are prepared by the HR department. Understandably, HR department plays a crucial role in DHL company's culture and routine life.

The third part of the survey was about personal information of each worker, such as gender, age, employment, and level of education.

The author was curious about gender and age of workers, because as mentioned earlier it is crucial to know generation of employees to generate and maintain their work in comfortable way for themselves.

According to the research (Figure 13. Age group), most of interviewees are female 81.3% and 18.8% males, unfortunately, these research cannot be accurate for the 100% , because this survey cannot be mandatory to fill in.

However, even on this survey we can see that people of different ages and generations work in the office.

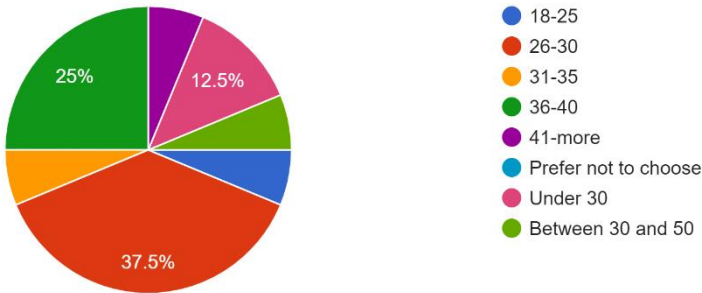Please, choose your age group
16 responses

- 18-25
- 26-30
- 31-35
- 36-40
- 41-more
- Prefer not to choose
- Under 30
- Between 30 and 50

Figure 13 Age group

According to the answers, the most of workers are between 26-30 as was mentioned in literature review part of the thesis people who were born in 1980-2000 are Generation Y's or Millennials and they identify themselves as business people, who are trying to

explore the world and its opportunities. They want some autonomy of the work but also it is important to feel support from the manager or boss.

There is 25% of workers who are belong to Generation X's (1964-1980) who are considered as uninitiated, however, it does not mean that they do not have loyalty to the organization of their work. They needed to take risks in their lives path, and the circumstance of this is the high level of responsibility and persistence.

Only 6.3% is 41-more and it is considered as Baby Boomers (1943-1964). For Boomers its important if the team accepts their authority, acknowledges them, and respects their word. Sometimes this opinion can lead to conflict. They think the longer you stay in one place of work, the more experience you have, and it should have an impact on your salary. It's not natural for them to change jobs every three years.

This section was one of the most important parts of this thesis, where the author analyzed how well the collective DHL can work with each other and the conclusion is that since most people born around 1980 – it brings the team together. They've had the same experiences in life, they can understand inner personalities of each other, so they are able to communicate with each other without any serious conflicts.

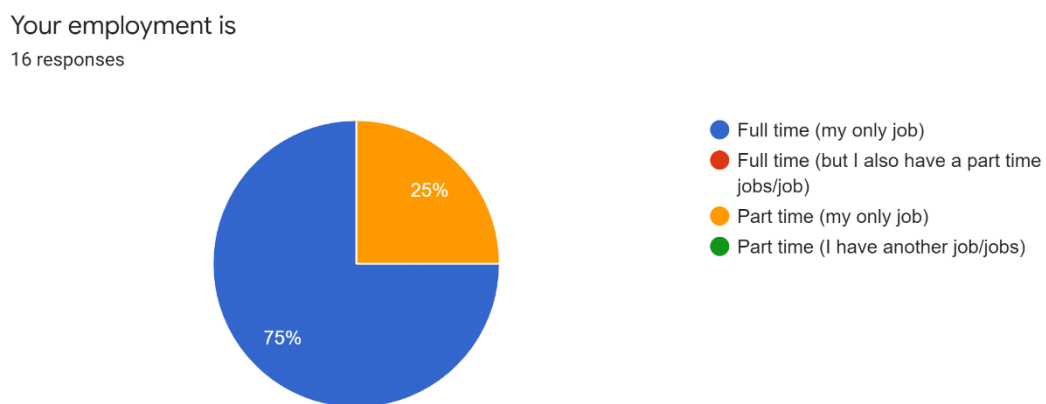Two last questions were addressed to employment (Figure 14) and level of education (Figure 15).

Your employment is
16 responses

- Full time (my only job)
- Full time (but I also have a part time jobs/job)
- Part time (my only job)
- Part time (I have another job/jobs)

Figure 14 Employment

We can see, that the most of employees have their full time and only job in DHL company Czech Republic s.r.o. We can conclude that the DHL company provides good

working conditions and a high level of wages. So there is no point for looking for a part-time job.

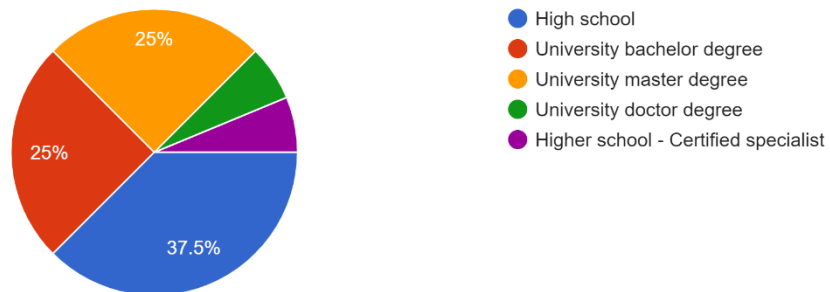The last but not least survey question is about level of education of each worker.

Figure 15 Level of education

37.5% of employees have high school education and certified specialist, 25% University bachelor degree, 25% University of master degree, 6.3% University doctor degree.

4.3 Suggestions

As was mentioned earlier DHL company has well-expressed strategy of communication of employees even not only between HR department. It seems that it is useless and meaningless to provide some suggestions in this situation. However, the author has some ideas to improve communication between employees with the help of HR department.

The pandemic of Covid-19 has a huge impact on the structure of communication in the modern world. A lot of offices decided to switch to online. For 2 years people were communicating via digital devices and got used to do it. "There is a need to regulate the digital social connectedness which can be established by mindful and healthy digital habits that can promote a balance between plugging in and unplugging, consequently impacting well-being and mental health." (Aparvakumar Pandya, 2021)The problem is that during quarantine times people became more unofficial and relaxed: they did not have the same

51

strict regimes and they could afford to eat during some meetings, there was no need to wear suits or make-up. So, employees are weary of styles of offline communication.

Nevertheless, nowadays a lot of employees are vaccinated and returned to offices and their previous routine, but unfortunately, plenty of employees are struggling with the overwhelming amount of information and communication. "As organizational leaders chart the path toward the postpandemic world, they need to communicate more frequently with their employees—even if their plans have yet to solidify fully. Organizations that *have* articulated more specific policies and approaches for the future workplace have seen employee well-being and productivity rise." (Andrea Alexander, 2021)

According to McKinsney&Company survey, there is 47% of interviewees said that they feel anxiety at the work place and feel lack of clear vision about the post-pandemic world is a cause for concern. Anxiety is one of the most frequent feeling among workers, but at the same time it is the most dangerous one because it decreases work efficiency, reduces job satisfaction and provokes losses of profit.

49% of employees reported that they feel burned-out at work due to a lack of organizational communication about the future (Figure 16).
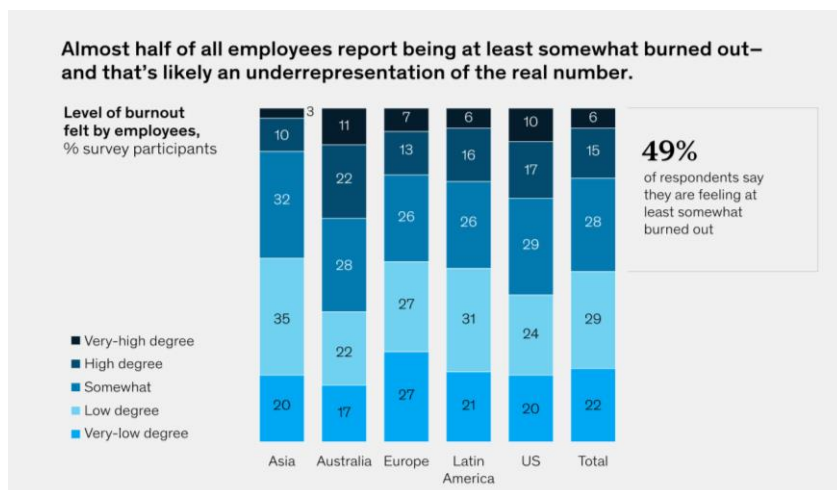

Almost half of all employees report being at least somewhat burned out— and that's likely an underrepresentation of the real number.

Figure 16 Source:McKinsey&Company. Remaingine Work:Employee Survey (Dec 2020-Jan 2021)

To prevent this situation in the DHL company not only in Czech Republic, but in other points, HR department and CEO of the company should provide flexibility of working model, where employees are sometimes on-premises and sometimes working remotely. 52% of employees after COVID-19 require more flexibility to have more time with children,

to concentrate better at home, to prevent burnt-out and mental-health diseases (Figure 17). 50% of employees prefer to stay at home at least 3 days in a week (Figure 18).
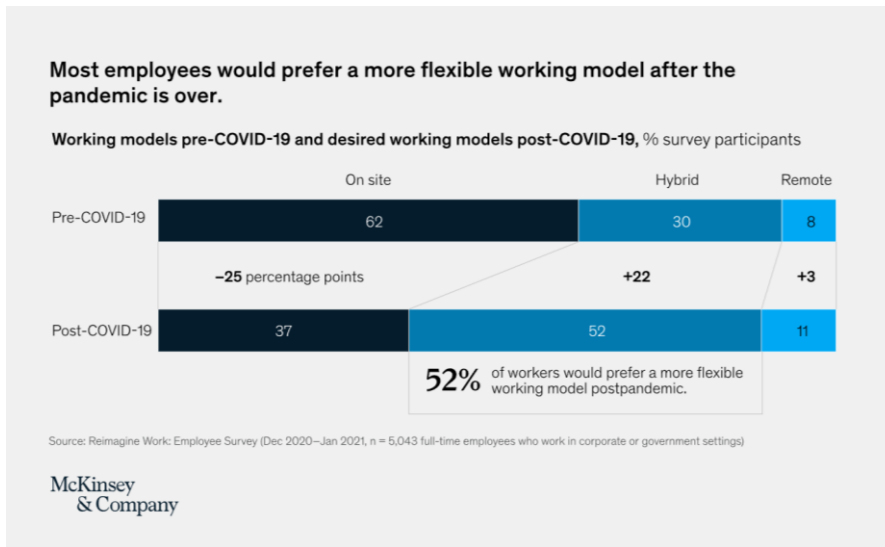

Figure 17 McKinsey&Company flexible working model
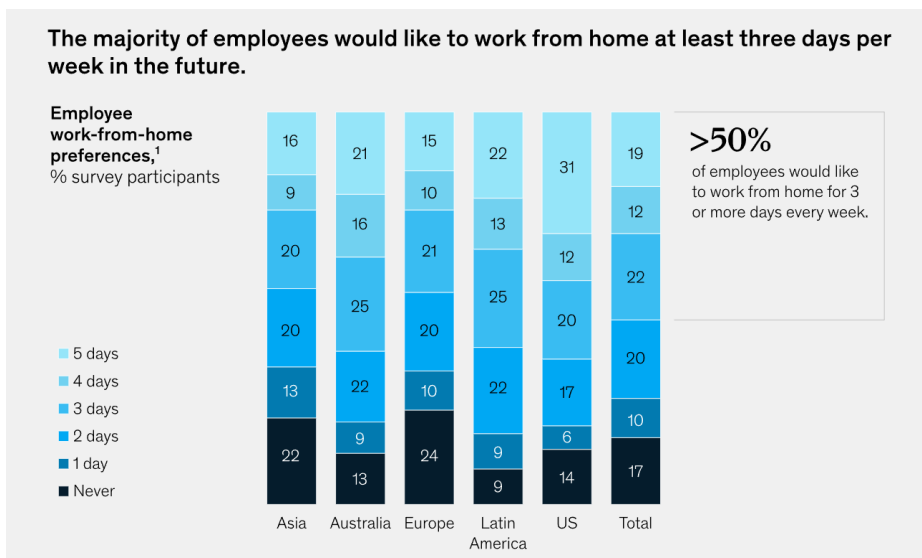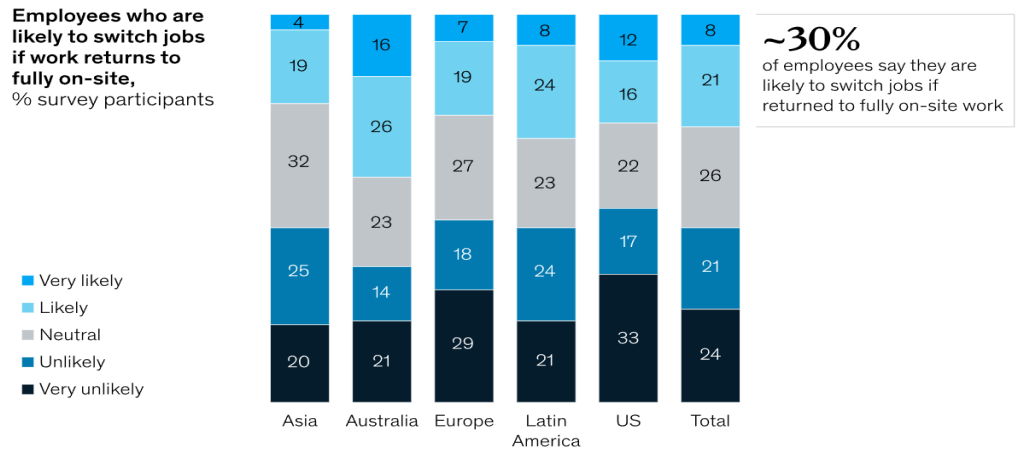

Figure 18 McKinsey&Company employees require 3 days at home

   Firstly, HR department and executive should seriously think about mental health of employees, so the author of this thesis suggest creating a workshop or training with professional psychologist who will provide the information about anxiety, depression, burned-out and etc. in interesting and accessible way. To explain employees that it is normal to feel like that in post-pandemic world.

Secondly, HR department, Finance department and CEO should think about the level of comfort of company's workers since 30% of employees want to go fully on-site model because they are worried about COVID-19 disease (Figure 19).

They agreed that for them would be better to have irrigator of air in their offices.

Going back to a fully on-site model might have significant talent implications.

Employees who are likely to switch jobs if work returns to fully on-site, % survey participants

~**30%** of employees say they are likely to switch jobs if returned to fully on-site work

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

McKinsey & Company

Figure 19 McKinsey&Company Fully on-site

"Across the board, employees are eager to see organizations put a greater emphasis on flexibility, competitive compensation, and well-being once the pandemic is over—and conversely, they're concerned that future work, regardless of whether it is on-site or remote, will negatively affect these needs. Employees also fear that on-site work will lead to a greater chance of getting sick and that remote work will reduce community and collaboration between colleagues." (Andrea Alexander, 2021) (Figure 20).
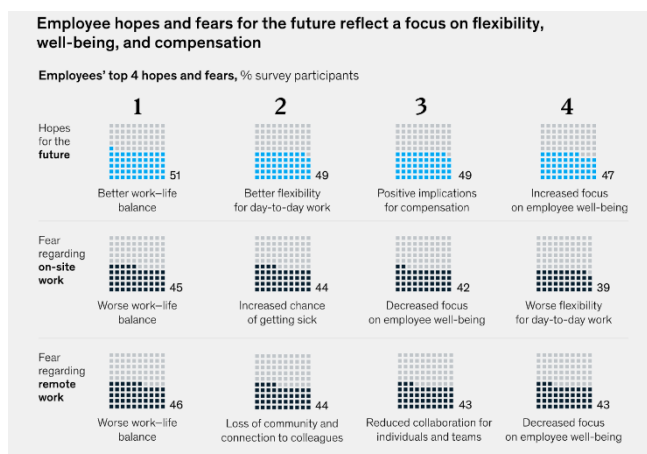

Figure 20 McKinsey&Company Hopes and Fears of employees

5. Conclusion

To conclude, nowadays communication is important in all areas of human activity. The importance of information and communication at the present stage is constantly growing. Scientific and technical developments, constant changes in the political and economic environment force managers to use more and more new technologies in their work related to information and communication.

There are no organizations without communication. Without communication, employees have no information about what colleagues are doing, management has no primary data, and supervisors and team leaders can't give direction.

In order to achieve this objective in theoretical part was given definition of communication, HR department's responsibilities. The most important role of communication in organization takes HR department that is the connecting link between employees and executives of the company. This department is in charge of recruiting, hiring, training and developing, administration, compensation, benefits and firing.

According to the research, HR department uses a lot of management and psychological techniques to requit and retain staff in a company.

The aim of the practical part of the thisis was to analyze effeciency of HR department of a certain comapany. The survey in DHL company Czech republic s.r.o. was used. According to analysis, DHL company has well-developed system of communication and use not only one source of connecting its employees. HR department occupies the crucial position in communication between workers. Employees usually conctact HR department via Email and the address of the objects are usual issues, copensation, legislation, benefits, duty times, taxes and etc. There are a lot of different motivational and educational trainings in DHL company organized by HR department such as , mandatory e-Learning trainings, Presentation skills, Soft skills training, Taxes workshops and Motivation lessons.

The purpose of this thesis was to analyze the process and appropriate techniques of communcation of HR department and give suggestions if needed to improve their effectiveness. Thus, it can be argued that the goal of the work has been achieved.

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