

Czech University of Life Sciences Prague

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Diploma Thesis

**Corporate Internal Communication in
PricewaterhouseCoopers ČR, s.r.o.**

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Abstract

The topic of the given diploma thesis is “Corporate Internal Communication in PricewaterhouseCoopers ČR, s.r.o.” The main aim of this diploma thesis is to evaluate the area of employee communication in PricewaterhouseCoopers ČR, s.r.o., to determine problematic areas in the internal communication and subsequently suggest possible changes and solutions, which could be helpful to eliminate issues of internal corporate communication in the company.

The first part of diploma thesis focuses on literature review and defining the concept of communication, its process, functions, forms, channels and barriers.

The second part is mainly contain the results received based on the questionnaire survey. Also, the results of the questionnaire survey are presented along with recommendation proposals.

Keywords: Communication, internal communication, communication channels, verbal communication, non-verbal communication, PricewaterhouseCoopers ČR, s.r.o.

Objectives

The primary aim of this diploma thesis is to analyse the internal communication in PricewaterhouseCoopers ČR, to determine its current environment, its problem areas and to identify the necessary tools of internal communication.

Based on this analysis, reveal any weaknesses in internal communication and then suggest possible solutions, which will minimise the problems of internal communication.

To achieve this primary goal, the following sub-goals are set:

- Definition of fundamental characteristics of business documentation based on the study of business documentation
- Analysis of internal communication tools
- Implementation of empirical research in the form of a questionnaire survey

The research question is: How to ensure the achievement of selected goals for internal communication: sharing of common values, goals and working feedback in the company?

Methodology

The questionnaire survey was chosen as a methodological tool in the form of a standardised questionnaire, to meet the research goal.

The questionnaire was designed to meet the criteria of simplicity and clarity, thus eliminating possible distortion of the questionnaire. Employees were stimulated by the possibility of expressing their anonymous opinion, which can contribute to the improvement of internal communication. The questionnaire is essentially based on closed questions with the option of picking one answer from proposed variants. The open answers are minimised in the survey. At the same time, all questions have been set as mandatory to ensure that the respondent does not skip the question.

At the beginning of the survey, five sample questionnaires were sent to five employees in order to determine whether that questions are 100% understandable. Subsequently, the final version of the questionnaire was distributed. The questionnaire was distributed to employees via internal e-mail.

The questions were focused on knowledge of aims, values, and visions of the company, the most used communication channels and forms of communication, the atmosphere at the workplace and overall employees' satisfaction, the efficiency of internal communication.

1 Recommendations and Discussion

This part of the diploma thesis contains results received from the questionnaire survey.

Questionnaires evaluated show that internal communication in the selected company is at a relatively good level. The respondents according to their answers have all the information they need to complete their tasks and they usually get the information in time. Most frequently used internal communication means are an electronic form of communication and personal form communication. Specifically, e-mails, mobile/telephone calls and corporate chat. However, in some areas, internal communication has some reservations.

The question: “Do you agree with the statement that internal communication in PwC is efficient and correctly regulated and can you suggest any recommendations to improve it?” was the part of the questionnaire survey. This question helped or allowed them to express their opinion and also suggest any recommendation to improve internal communication in the company. Answers to this question contain a lot of different suggestions and remarks from the respondents' side.

The majority of the respondents believe that management communication affects the working performance and behaviour of the employee. This means that management of the company should always pay attention on the state of internal communication

The most of respondents also evaluate the atmosphere at the workplace as friendly. However, a friendly or healthy environment in the company always needs to be maintained.

Management of the company should not forget about the employees, which are one of the most valuable assets of every company.

There are various communication tools used in the company. The main problem that respondents complain about is e-mail. The quality and the amount of information received are mostly related to e-mails.

Meaningless e-mails and infinitely repetitive responses take a large part of their time, as each email needs to be opened, read and deleted or moved.

As an example could be worldwide PwC e-mails that receive all employees across the regions. This type of e-mails can be interesting only for some of the employees. To improve this situation the filtering of these types of e-mails can be suggested. It can be filtered rather by managers or team supervisors. Their task could be to filter these messages on the subject whether they are important or not. Important messages, which have a specific impact or should be communicated to team members, would be further sent by managers or team supervisors in an understandable and acceptable form to the team members.

This could also eliminate the problem of duplicate e-mails.

For better use, the different “smart-reply” buttons can be used to simplify the response if necessary. At the same time it is easier to evaluate such answers.

Another suggestion would be to filter all the distribution lists because often happens that distribution lists contain e-mail addresses of employees who no longer work in the company or currently in different positions.

Another interesting fact was that, the majority of the respondents definitely agree or rather agree that sometimes they get important information from unofficial sources first and then from management. Therefore, managers should pay more attention to this issue, focus on sufficient employee awareness of important issues and information in time, and be convinced of feedback. Although all managers require feedback, this does not mean that

they always receive feedback, which would solve the transfer of information in a personal form.

There also could be some general guidelines how to communicate effectively, which could contain some following steps:

- Define the objective
- Define the audience
- Chose the write timing and communication channel
- All communication should be direct, clear and purposeful
- Provide context
- Present negative as a negative, honest assessment of the issue
- Provide opportunities for additional questions or feedback
- Keep staff informed about any important further developments or changings
- Avoid using jargon or clichés
- Avoid stereotyping
- Avoid any kind of religious, gender or racial biases
- Humor should be used cautiously

It is clear that the management of big corporation is not easy. Therefore, excessive amount of information is one of the common problems in a big company.

However, the company can provide trainings in order to improve employees' communication competence and skills in general. This could help to minimise potential problems connected to internal communication and to prepare employees to distinguish essential from irrelevant, listen to others, and transfer information as clearly as possible.

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