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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DIPLOMA THESIS ASSIGNMENT

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Corporate Internal Communication in PriceWaterhouseCoopers ČR sro

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Objectives of thesis

The main aim of this diploma thesis is to evaluate the area of employee communication in PriceWaterhouseCoopers CR (PWC), to determine problematic areas in the internal communication and subsequently suggest possible changes and solutions, which will help to eliminate these problems.

Methodology

Theoretical part in this diploma thesis is based on the literature review and available Internet resources, which are focused on defining the terms related to communication, which is necessary for the clear understanding of possible situations that can arise within the corporate internal communication.

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?

Information about PWC's channels of internal communications will be gained from available materials, that are represented in the company's office such as: business documentation, bulk e-mails, guidelines, Intranet, online magazines, flyers, wall newspapers, etc.

Data will also be gathered by questionnaire, which will then be analysed. In order to meet the research goal and to make internal communication more effective, a specific recommendation was drawn up on the basis of the results obtained.

The proposed extent of the thesis

Approx 60 – 70 pages

Keywords

Communication, internal communication, communication channels, verbal communication, non-verbal communication, PriceWaterhouseCoopers ČR, s.r.o.

Recommended information sources

ARMSTRONG, M. *Armstrong's essential human resource management practice : a guide to people management.* London: Kogan Page, 2010. ISBN 978-0-7494-5989-5.

ARMSTRONG, M. *Řízení lidských zdrojů : nejnovější trendy a postupy : 10. vydání.* Praha: Grada, 2007. ISBN 978-80-247-1407-3.

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Declaration

I declare that I have worked on my diploma thesis titled "Corporate Internal Communication in PricewaterhouseCoopers ČR s.r.o." by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on date of submission _____

Acknowledgement

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

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.

Interní komunikace v PricewaterhouseCoopers ČR, s.r.o.

Abstrakt

Tématem této diplomové práce je "Interní komunikace v PricewaterhouseCoopers ČR, s.r.o." Hlavním cílem této diplomové práce je vyhodnotit kvalitu komunikace v PricewaterhouseCoopers ČR, s.r.o., určit problematické oblasti ve vnitrofiremní komunikaci a navrhnout možné změny a řešení, která by mohla být nápomocna při odstraňování problémů vnitřní firemní komunikace ve firmě.

První část diplomové práce se zaměřuje na literární rešerši a vymezení pojmu komunikace, jejích procesů, funkcí, forem, kanálů a bariér.

Druhá část vychází především z výsledků průzkumu. Rovněž jsou prezentovány výsledky dotazníkového šetření spolu s návrhy doporučení.

Klíčová slova: Komunikace, interní komunikace, vnitrofiremní komunikační nástroje, verbální komunikace, neverbální komunikace, PricewaterhouseCoopers ČR, s.r.o.

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1 Introduction

In the modern world, it is hard to deny the fact of political, economic and cultural integration, the process of globalisation. Countries actively cooperate in all spheres of life – from personal communication to international meetings, using the latest inventions in information technology. Therefore, communication is one of the most important aspects and a natural part of everyone's lives. Communication has many definitions. According to the Oxford Dictionary (2019), one of the definitions of communication is the following: "Communication is the imparting or exchanging of information by speaking, writing, or using some other medium." Communication exists among all living creatures. People use communication to express their ideas, views and create interpersonal relationships.

Every day people receive information from different sides of the world or can quickly get information almost from everywhere. Therefore, the question is whether the information is received in time, whether the information is necessary and understandable. Thus, internal communication is considered to be the basis for the entire operation of the organisation.

Internal communication enables collaboration among people affecting the motivation of employees, their awareness, forming desirable work behaviour and attitudes, creates a sense of belonging with the company and with the company culture. The more successful the management of internal communication, the more successful the company can be. It is the most visible in critical situations or growing companies. Building effective internal communication is a long-term process, which requires a significant effort, strategy and time.

This diploma thesis is dedicated to the evaluation of efficiency in information transfer in PricewaterhouseCoopers ČR, s.r.o.
The main aim of this diploma thesis is to analyse the internal communication in PricewaterhouseCoopers ČR, to determine its problem areas and to suggest possible solutions, which will minimise the problems of internal communication.

The given diploma thesis contains two main parts: theoretical and practical. The theoretical part is based on literature review and available Internet resources, which are focused on defining the term of communication, its process, functions, forms, channels and barriers. The second main part of the thesis includes the company introduction, its organisational structure as well as its internal communication channels. Besides, the results of the questionnaire survey are presented along with recommendation proposals.

2 Objectives and Methodology

2.1 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?

2.2 Methodology

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

A written form of questioning is less time-consuming for respondents and less demanding than personal interviewing. One of the advantages of the written kind of questioning is the fact that respondents can choose when and where the questionnaire will be filled according to their time possibilities. 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.

3 Literature Review

3.1 Communication

3.1.1 Definition of communication

Communication is a very wide concept. There is no single definition of communication. Even though it is possible to characterise it as a process of transferring and exchanging information, opinions, ideas and thoughts between people as well as the environment, and as a process of communication, understanding or social interaction (Vymětal, 2008).

The main aim of communication is to understand. A person strives to make the other person to understand what he wants to convey. Mutual misunderstanding is a most often arising problem in the corporate environment between superiors and subordinates. In order communication to be effective, it must meet the following criteria (Vymětal, 2008):

1. Clarity
2. Brevity
3. Correctness
4. Completeness
5. Courtesy

Communication in organisation belongs to more general category of social communication. That is why a view on a social communication is a part of this diploma thesis. People should know how to communicate in daily situations in order to be able to cooperate in a working space. Social communication defines the basic characteristics of communication and the following general principles apply in the organization.

Communication takes place almost constantly. During the life it is impossible not to communicate. That is why communication can be often taken for granted. Its importance and definition people recognise in the moment when it doesn't work, for example in case of an unsuccessful resolution of conflicts, elaboration of tasks without understanding their assignment.

The subject of communication is data, information and knowledge. Every community during its history has created a basic communication tool, its speech, and added gestures and signs. Even though, we use the same language and known gestures in our own community, there are some misunderstandings in a communication not only in a daily life but also in professional. Often, we get to the point "I meant it the other way". But the other person got it wrong. Because we cannot read thoughts of the other and we want to understand each other, we must show enough will to check our domains and clarify what we really want to say (Holá, 2006).

3.1.2 Basic functions and aims of communication

In this subchapter, the thesis focuses on basic functions and aims of communication.

The purpose of communication is to express its main, usually obvious functions.

1. Informative – to send the message, add another one, announce, declare.

2. Instructional – to guide, initiate, learn, give a recipe.

3. Persuasive (convincing) - to get someone, manipulate, influence.

4. Conductive –to cheer up, distract, to talk just like that.

These functions, listed above are connected with the aims.

In corporate communication, we meet all of these features. The whole business day is swept through information, instructions, trying to convince someone that certain solution is the best or to negotiate the best deal with the supplier, and etc.

It is clear that in one message can be fulfilled different types of communication functions. There are also few differences between the functions themselves. However, it is important that the message must correspond to the function that the communication should fulfil. If this is not the case, the message is not obvious and there can be some problems. Similarly, it may be problematic if someone focuses more on the form of communication than on its function (Vybíral, 2000).

3.1.3 Process of communication and its elements

Communication process in a general concept is a concept of communication in two directions. This process includes, not only information sharing but feedbacks, support, mutual influence, and brightening the concept of communication. At the same time it is

also depends on the way, how communication expressed. This affects a success or otherwise failure of the second party's acceptance of that communication (Vybíral, 2000). According to the very famous model of communication process, which was represented by J.L. Gibson, H. Donnelly and M. Ivancevich (1992), there are several types of elements in this process:

Communicator

Communicator sends message and defines what type of channels will be used in order to send it to recipient. It does not have to be informed absolutely accurately, so the message is being unintentionally, partially distort. Very much depends on the way the report submitted. It message reflects its own personality and passion for the thing. It also reveals its own emotions in the message. It can communicate straightforward giving the priority to facts or to fill the message with blank phrases or clichés.

Encoding

The process of communication begins at the moment when one party wants to send a certain idea to the other. The sender must transform the idea into a form that can be sent and understood by the recipient. The major type of encoding is language. It also can be expressed in written form.

Message

Message is a result of encoding process. It can be verbal or nonverbal. Verbal form of communication includes the words that we use and nonverbal form consists of the tone of voice, gestures, and body movements or of any other components of behavior. The message also can be intentional or unintentional. When the message is intentional a sender has an image in its mind and can successfully transfer it to the others mind with reasonable precision.

Medium

Attention should also be paid to the medium or channel, by which the message is sent. The message can be sent electronically, in a written form or by air in a form of a call or in person. It is important to choose appropriate medium, because it can have a big impact on communication success and don't neglect it.

Decoding/Receiver

After the recipient has received the message or the information by specific channel, the decoding process starts- the message transfers back to the ides. It includes many sub-processes, such as understanding spoken or written words, gestures and facial expressions and the like. This term could be understood as a receiver's thought process.

Feedback

The recipient can send a message in a similar way to the original sender- whether the message is understood, after it received and decoded the message. Feedback should follow immediately after decoding so there is a proper understanding of the received information.

Noise

Although this schematically suggested communication process seems to be very simple, there are many potential barriers to effective communication. Distortion of the message may occur throughout the communication process. The message may be badly encoded, poorly decoded, and the quality of the communication channel may be bad.

Noise can also influence the message by negative impact. There are physical, physiological, psychological and semantic noises. For example, physical noise is a street noise or strong and weak light. Physiological noises are different types of health limitations – poor hearing, eyesight, pronunciation, etc. Psychological are for example, stereotypes, hatred, love, and sadness. Semantic noises are affected by variations of slang, foreign words, poor vocabulary, etc.

Basic scheme of communication process

People that want to talk to each other, want not only to share information but their attitude, relationships, feelings and mood. It is very important to unambiguously and understandably construct the thoughts whereas more attention should be paid to the selection of the communication channel. Communication is very uncertain aspect of a human interaction.

The essence for understanding the relationship is the context in which the reports are presented. Majority of relationship information is represented by nonverbal and paralinguistic signals (color tones, loudness, "body language", etc.).
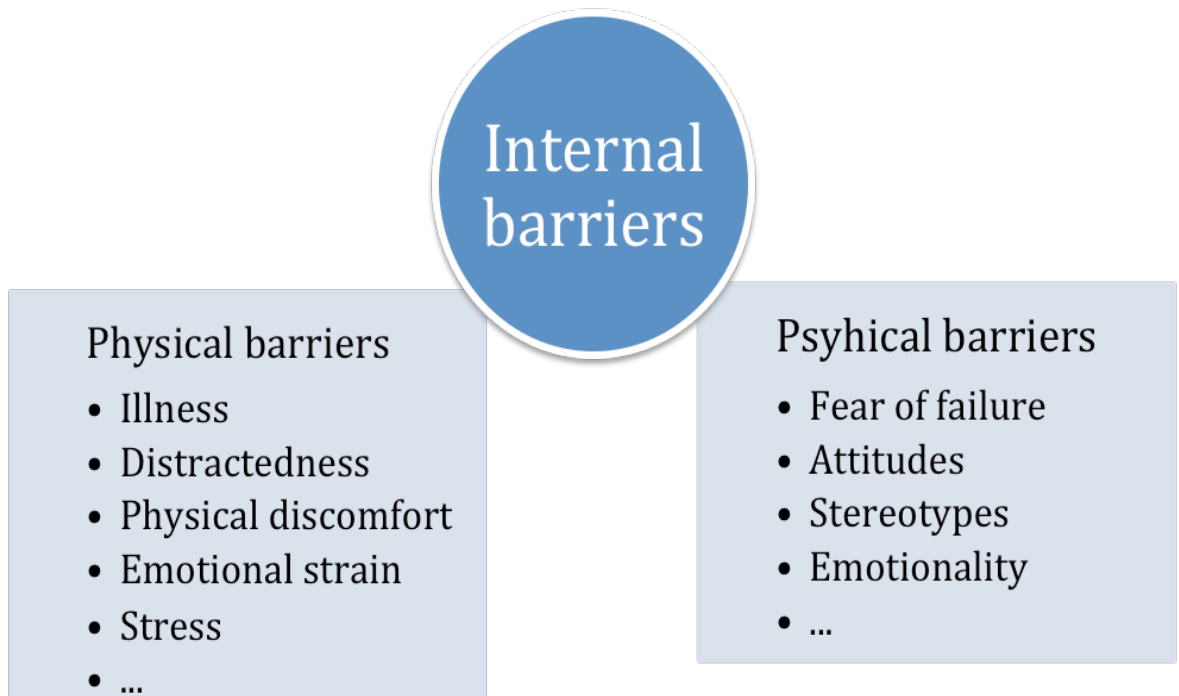
Social behavior often has a shape of a certain regular schematic and progressive behavior, so some certain steps are expected, they can be understood as rules. This is because of the "role" behavior, where the rules are set. These rules allow simplify the way of behavior, do not unnecessarily think over every situation and to predict the certain behavior appropriate to circumstances.

3.1.4 Communication barriers

Communication process sometimes can be more complicated; different factors or barriers can influence it. According to Tureckiová (2004), communication can be decreased by the communication links, environment or combination of both. It also can be different barriers, noises and some problems that can occur during any phase of communication process. The main problems of the links of the communication can have low level of communication skills, they may be less advanced in language or have a lack of experience from previous communication processes. Efficiency of the communication can also be threatened by wrong choice of communication channel or media for a given type of communication. Communication barriers can be distinguished by internal and external (Mikuláštík, 2010). Internal barriers are caused by internal problems of the one initiating the communication. External communication barriers are destructive elements emerging from the external communication environment.

As an example of internal barriers can be named: fear of failure, personal problems, semantic barriers, attitudes, speech jumping, unpreparedness, and physical discomfort or distraction. Internal barriers are further divided into physical and psychical barriers. As an example of external barriers can be named: unusual environment, demographic barriers, interruption by others, noise or organizational barriers. External barriers are further divided into physical environment and social environment.

Graph 1: Internal barriers in communication

Internal barriers

Physical barriers

- Illness
- Distractedness
- Physical discomfort
- Emotional strain
- Stress
- …

Psyhical barriers

- Fear of failure
- Attitudes
- Stereotypes
- Emotionality
- …

Resource: TURECKIOVÁ, Michaela. Řízení a rozvoj lidí ve firmách. Michaela Tureckiová. Vyd. 1. Praha : Grada, 2004. p.168. *Own processed*

Graph 2: External barriers in communication
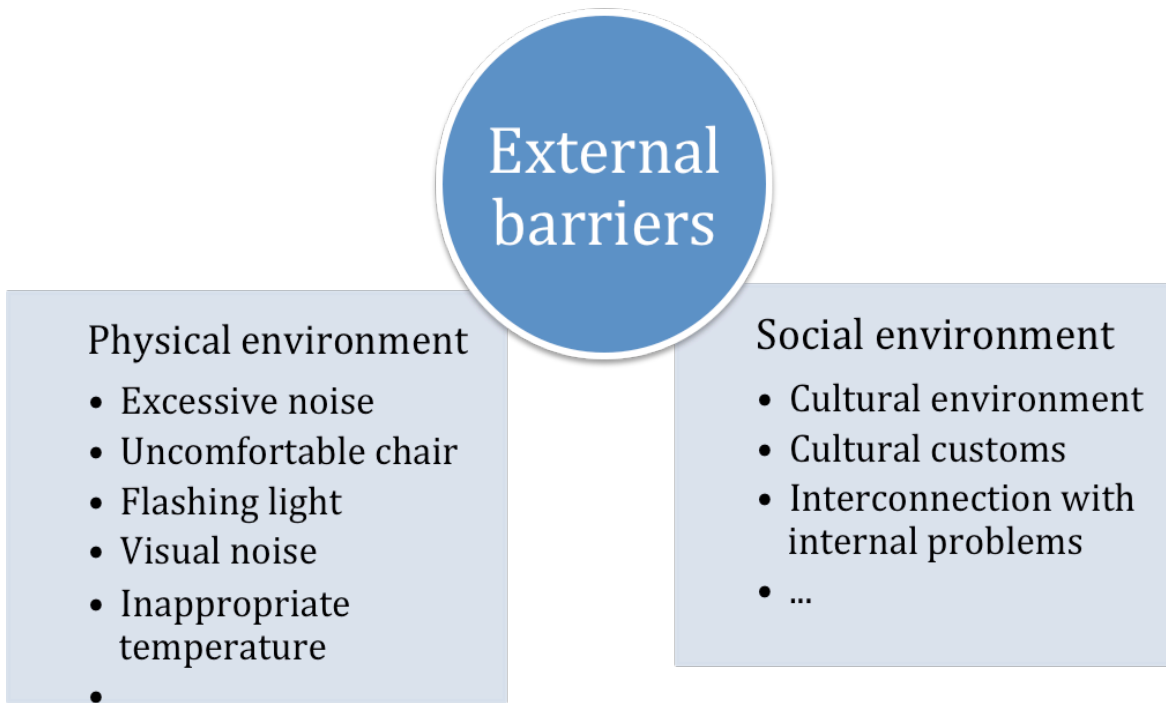
Resource: TURECKIOVÁ, Michaela. *Řízení a rozvoj lidí ve firmách.* Michaela Tureckiová. Vyd. 1. Praha : Grada, 2004. p.168. *Own processed*

Every person is unique and has own views, opinions, ideas, attitude and status (social or working). When it comes to communication with foreigners, cultural differences also should take into account. All these differences are the part of communication process and are projected in the daily life of organization.

All the mentioned barriers are very important for the management of the organization and can be distinguished as a certain signal of bad functioning communication process and that it needs to be solved immediately.

Manager should focus on the root of the problem, the inefficiency of the system and its errors.

Communication barriers can be reduced. Same advices as with the reduction of communication noise apply when it comes to communication barriers. Preparation,

choosing the right environment, the right communication medium, predicting questioning, using feedback and constant work on communication skills is important.

3.2 Division of communication

There are several types of division of communication, however most of the authors coincide on two forms of communication – verbal and nonverbal, which is divided by the means used for communication. In general, 55% of the communication used is verbal and the rest, 45% is nonverbal communication. However, it also depends on what communication concerns and its experience depth. If formal message is passed then verbal communication increases to approximately 70%. Although, the opposite situation occurs when forwarding experience and emotional information where nonverbal communication can achieve up to 90% (Mikuláštík, 2010).

Verbal communication

Verbal communication is almost 60 000 years old, dates back to the human era of Neanderthal. At present, there are 6000 languages used around the world (Vybíral, 2000).

Verbal communication includes writing and speaking, listening and reading. Oral and written speech are involved in the production of the text (the process of transferring information). Listening and reading are involved in the perception of the text and the information contained in it.

Speech is the most universal mean of communication, since during the transmission of information, the meaning of the message defeats the least. However, necessary condition is that, in addition to the understanding the meaning of words, communicators should understand the given social situation.

The basic components of verbal communication are speech and writing. Also, phonetics and paralinguistics are important for the speech itself. Phonetics checks correct pronunciation and paralinguistics examines non-spoken linguistic expressions (Bedrnová, Nový and Jarošová, 2012).

In the process of communication the function, which is performed by language, determines by the words selection and the type of expression. There are several types

of expressions: message, opinion, judgement, recommendation, advice, critical remark or comment, compliment, suggestion, conclusion, question, answer and etc.

Spoken language is still the most often form of communication. It is much faster way of communication than text. The benefit of the spoken language is an immediate feedback, so there is an opportunity to clarify the message. The better people who communicate know each other, the more they use grammatically incorrect and abbreviated speech.

Nonverbal communication

Nonverbal communication is a communication through gestures, facial expressions, body movements and a number of other means, excluding speech. Among various cultures has its own specifics. Nonverbal means of communication are needed to:

a) regulate the process of communication, create psychological contact between partners;

b) enrich the meanings of transferred by words, to guide the interpretation of the verbal text; express emotions and reflect the interpretation of the situation.

Nonverbal communication means cannot independently convey the exact meaning (except for some gestures). Usually they are somehow coordinated among themselves and with verbal texts. The mismatch of individual nonverbal communication means makes interpersonal communication difficult. In the contrary to speech, nonverbal means of communication are not fully understood by both speakers and listeners.

Nonverbal communication means are divided into following cues (Encyclopedia of Communication Theory, 2009):

- visual
- auditory
- tactile
- kinesthetic

Kinesics and gesticulation

Kinesics observes body language. Kinesics divided into chirology, which are hand movements and gestures, which are movements that complete verbal communication. There are authentic and parakinetic movements. Parakinetic movements are nonverbal signals for performance of authentic movements (Křihohlavý, 1988).

Gesticulation, along with mimics is the main people's nonverbal expression. Gestures are often international, exceptionally only local. Gesture is older than verbal communication.

Gestures are divided into (De Vito, 2008):

- Illustrators – part of verbal messages, illustrating the shape, character and size of an object
- Affective display – expression of speaker's emotions. For example, smile, wonder, etc.
- Regulators are nonverbal cues that can adjust, modulate, and support communication between sender and receiver. For example, gestures for volume decrease and increase, slow down or speed up the speech, word transfer, etc.
- Emblems are nonverbal cues that have a verbal duplicate. Every culture has developed its own emblematic gestures. These are true body language, with clear verbal meaning, for example "OK" sign (thumb up) or "Peace sing" (middle and forefinger up, palm facing toward).
- Adaptors are primarily used to satisfy any need, for example scratches. Often they are just manifestation of nervousness, and the need for gestures are consequence of it.

Mimics

It is one of the most important components of nonverbal communication and is very closely crosses with eye contact. The current shape of the muscles around mouth and eyes is a key movement for mimics. Above all, it expresses human emotions. This makes it possible to determine the emotional state of a person without using the speech. Mimic can

last a long or short period. People can change their mimics; however, the real facial expression is reflected at least for about 1/24 up to 1/15 seconds (Ekman, Ellsworth and Friesen, 1972). This can be used in different situations, such as investigation interview, psychological therapy and etc.

Emotions in mimic are divided into primary and secondary. Primary emotions are those, which are innate and therefore are expressed the same way by most people. Secondary emotions are those, which are derived from the primary and are affected by culture and social background.

Eye contact

Eye contact should be mutual. In cases when eye contact is one-sided, for example due to the use of sunglasses, the other party feels unpleasant and the conversation is shorter. Both, positive and negative emotions can be expressed.

The eye contact is used as an aid to moderate the conversation. It helps to indicate when person should start talking, to show the lack of interest or on the contrary, show the interest and passion about the topic. An important signal for the speaker whether others look at it or not.

One of the most important aspects of eye contact is its duration. The longer is eye contact between two people the more intimacy level between them is.

Haptics

Haptics is a nonverbal contact, touch. There are direct and indirect touches. Direct touch is on the skin, while the indirect is over clothing. The culture, relationship between communicating people and personal characteristics play very important role, when it comes to the haptics. Some cultures are well known for being very tactile, and in some, for example, the touch of a stranger is completely taboo.

In general, if two people don't know each other, they would be less tactile than with their close friends. Thanks to the sense of touch humans can receive different signals that the other person wants to share. It is useful to observe haptics in the communication of other people. It gives a lot of information about their relationship, it doesn't even need to know the speakers.

Křivohlavý (1988) mentions the concept of self- touching behaviour like scratching, twirling hair, or fidgeting with fingers or hands. It can tell whether the speaker is nervous or not. In generally higher self-haptics means that in a certain period of conversation the person is more nervous, which can say that the person is lying.

4 Internal corporate communication

Internal communication is a cornerstone of the whole corporate. It is based on the management of the company, communication skills of managers, the right set up of the communication infrastructure and corporate culture.

If communication works properly, employees know what their tasks are and most importantly, the importance of these tasks. The company must look at its employees as internal customers, and "sell" their corporate goals, values and visions. In order to work properly, internal communication should be two-sided, based on trust between the employees and the management (Holá, 2006).

Communication can be divided into external and internal. External communication is a communication with customers, suppliers, competitors, publics and etc. Internal communication is focused on employers and employees of the company. These two types of communication should be connected and complement each other. If internal communication is not working properly then it will have a negative impact on external communication (Tureckiová, 2004). According to this author communication processes in a company can not only support, but also slow down, even block effectiveness of the organizational processes.

Internal communication can be understand as exchanging, transferring and receiving messages that clearly reflect the activities and goals of the company. This is the case of monitoring, interpretation, distribution, sharing and implementation (Holá, 2006).

The system of corporate communication is one of the most important tools of managing and applying influence in the company. This system affects not only corporate processes, but also behavior of employees inside and outside the company. At the same time, this system is a fundamental mean that can create, manage or change the corporate culture. The corporate communication system can help to increase the development of employees' potential. On the other hand, it can also slow it down (Tureckiová, 2004).

4.1 Division of internal communication

Formal communication

Formal communication in a company is a communication, which is tightly planned, has its own order, and it is predetermined who will be involved in such communication.

Furthermore, it has its own rules that need to be followed (Bedrnová, Nový and Jarošová, 2012).

Informal communication

Informal communication is not planned in advance and does not have any formal rules. This type of communication helps to create interpersonal relationships at workplace. A company, which manages internal communication properly, is able to capture and use these informal channels of communication. Informal communication should be at the good quality level and pleasant for employees because every day they come in contact with it. Otherwise, it can cause a crisis in a company. The risk of informal communication is a possibility of rapidly spreading of negative reports, without the privity of company's management (Weihrich and Kontz, 2005).

Vertical, horizontal, diagonal communication

Communication can be spread in different ways. Depending on the direction by which it spreads, it is divided into vertical, horizontal and diagonal communication. The vertical is further divided into descending and ascending.

Vertical communication – ascending

Vertical ascending communication heads a transfer of information from lower organizational level to higher ones. This is the communication of a subordinate with a superior. As an example can be various forms of feedbacks, subscription to corporate magazines or intranet. This communication helps to motivate employees and gives them an opportunity to participate in a management of a company (Vymětal, 2008).

Vertical communication – descending

Vertical descending communication secures a flow of information from higher organizational levels to lower ones. This is the communication of a superior with a subordinate. It also has its own rules and goes through several levels, which make this communication slower. Often, it comes to a transfer of important command and tasks. (Bělohlavek, 1996).

Horizontal communication

This communication takes place on one level, within a single department or unit, or between them. Communication can be problematic because there is no subordination or superiority. Therefore, it is necessary to monitor it carefully and intervene immediately in case of problems. However, among its advantages belong mutual awareness of work,

taking over an experience and improvement of relationships at a workplace (Koubek, 2006). This type of communication is faster and more precise than vertical communication. The reason is that everybody is equal and that is why employees can concentrate on the essence of the communication and not on the formulation or choice of communication tool (Dědina and Odcházel, 2007).

Diagonal communication

Communication takes place across a company regardless of organizational structure. Often there are different training sessions or meetings, where all employees participate, regardless of their position in a company (Bělohlavek, 1996).

4.2   Aims of internal communication

Internal communication in the company is a long-term process, which needs a lot of attention. Aims of internal communication are based on the needs of the organization, while setting the goals depends on what the organization wants to achieve on the market by using communication. On the basis of the goals set, new specific strategies are arising and there are established processes in the company, which lead to goals' achievement (Dvořáková, 2012).

Due to internal communication it is possible to create and share a common vision, to create a workplace, where everybody has same goals. Communication leads to a better perception of employees' mutual needs in the company, as long as reduces risks of possible conflicts and supports employees' feeling being an inseparable part of the company. Furthermore, thanks to internal communication it is possible to motivate employees to a better output interconnect individual goals with company's goals. Internal communication should be considered as a tool for supporting other processes through the implementation of the individual tools needed to inform employees about all the important circumstances in the company. Communication helps to enhance the efficiency of existing processes and it is possible to implement a system of feedbacks (Tureckiová, 2004).

Aims of internal communication are not only passing information to employees clearly but also to create the atmosphere of open and honest communication, which contributes to positive relationships in the organization. Main goals of internal communication can include (Holá, 2006):

- Change of employees' attitude

- Building of positive relationships between employees
- Recognition with company's defined goals
- Creation of loyalty and trust in the company
- Greater awareness and efficiency of motivation of employees

Properly functioning internal communication is then reflected in the overall satisfaction of individual employees. They become more loyal – company becomes more stable. Internal communication is the driving force of the entire organization.

4.3 Channels of internal communication

Communication has a lot of types and forms; its quality depends on a number of internal and external factors. There are personal, written and electronic types of communication (Janda, 2004a). It is necessary to decide in advance what type communication to choose. Personal internal communication is one of the most important type of communication in a company. Immediate feedback is one of the benefits of it. There are also some disadvantages: it can be time consuming and there is a high risk when giving a complicated task it can lead to misunderstanding. Personal communication is less effective for workers who require a precise job description. In more complicated cases it is better to combine personal communication with written (Janda, 2004).

Types of personal communication (Holá, 2006)

Discussion, interview, consultation

It is used for forwarding tasks, sharing information, and provides feedbacks. It happens between two or more employees. It can be both formal and informal.

Top management meetings with employees

Purpose is to share important circumstances such as company strategies, goals, results, etc. These types of meetings are less frequent but very important. It can be both formal and informal; they can take place in the form of conferences and even can last several days.

Top management visits to workplaces

They should take place several times a year. It is important for manager to be able to answer questions of subordinates and respond capably. This type of communication requires great preparation and is time consuming.

Consultations or meetings

Consultations can take place regularly or irregularly. Employees should be prepared for a program included to consultation. It is also important to prepare all the materials and tools that are used for presentation at the meeting. The meetings should be fast and efficient. It is good to choose someone who will watch the time; another worker will be responsible for writing and another for the management of the meeting. If the consultation is not properly scheduled, there is a risk that it will be long and inefficient. In general, consultations are always formal.

Educational events

There are several types of educational events, such as different trainings and workshops. The aim is to share new information about company strategy, to inform employees about new products and teach how to use them. These types of events are primarily help to make employees aware of the situations they may have at work process and how to respond to them.

Social events

Different types of teambuilding can be formal and informal. They can be associated with attendance on workshops and often take place outside a company's office. It can be for example some kind of sport competition of cultural event.

Corporate rituals

Corporate rituals can include various annual events, lunches, or for example conferences within the company.

Evaluation interview

This type of interview should be a regular part of the employee's evaluation. It gives an opportunity to express satisfaction or dissatisfaction with the work done and allows an immediate feedback. The evaluation interview should be conducted between superior and subordinate and it should be remained confidential to other employees.

Types of printed (written) internal communication

Compared to personal internal communication, printed or written internal communication transfers information more precisely. It can be in unchanged form transferred from the top management of the company to the lowest level of the company's hierarchy. The disadvantage is impossibility of immediate feedback and that it can be also time consuming. However, the advantage is that it can be archived (Janda, 2004).

Corporate newspapers

For this type of communication it is important to keep text readable. They are mostly output from the events organised by the company. Employees can learn more about the events held if they didn't participate. Mostly, they published regularly. The decision to publish a corporate newspaper or magazine is quite essential and it needs to be well considered. There is a high risk that it will be published only several times. Often, companies switch to electronic form of corporate newspapers or magazines. It is necessary to consider whether all employees have access to electronic form or whether it is better to keep the printed form. This is particularly relevant to manufacturing enterprises.

Notice board

It can be a very valuable source of information. It depends on its location and frequency of change a lot.

Guidelines, instructions, commands and directions

These are important formal documents that an employee should get at the very beginning of their work in the company. They often contain important information and serve as a possible rescue in a complicated situation. It is important that the documents are sorted and it is possible to find what is needed in a simple way.

Flipchart, Whiteboard

It serves as a complement to corporate meetings. The advantage of the flipchart is the ability to re-trace information.

Whiteboards are organised to complete a verbal message in order to be understood.

Records

Records are different statements and results. They can be very specific or, on the contrary made in entertaining way, in the form of infographics. It is a graphical expression of important data in a way that is easy to understand across all employees of a company.

Visual media

Visual media do not work only for communication between workers but also for visitors. A good example is communication in the company's dining room, when menus and napkins contain business logos. Mostly they do not see important information but they serve to attract the attention of workers in a simple and entertaining way or visitors to the company.

Electronic internal communication

Replaces primarily printed media. The advantage is quicker update, better sorting and lower costs. The disadvantage is the need to ensure access to these forms of communication to all employees. It is not suitable, for example, for production where employees have no access to computers or internet (Janda, 2004).

Intranet

It is usually a normal website that is restricted to specific users and possible to access only from the corporate computer network. It shows the contacts to the individual employees within the company, the news from the company, the various recommendations and instructions clearly.

E-mail

It is often used in communication within the company. Recently, it's used overestimated and even things that can be solved in person are sent by email. Different forwarding messages are also very dangerous when the sender does not delete the previous conversation and e-mail will be forwarded to other people.

IM - instant messaging

Instant messaging is an alternative to email. It enables faster communication even a larger number of people. The disadvantage is the limited possibility of archiving and retrieval. It is therefore used only to less important messages. It is on the border between personal communications and communications using e-mail. It combines the advantages of both ways.

Visual media

Visual media are media that are used in a company electronically. These are, for example, information screens in offices, projectors, illuminated signs, logos, etc. They enable faster update against printed visual media. The disadvantage is a certain overstatement and smaller attractiveness compared to the printed form, due to the fact that these resources have expanded massively.

It is obvious that there are many channels of internal communication. Successful internal communication focuses on the widest range of channels used. In the contrary, companies that do not use all available means of communication may have great problems, which can be reflected in the company's financial results.

4.4   Measurement of internal communication

Measurement of internal communication can be divided into two types: measurement of state of internal communication and measurement of changes in internal communication. Changes take place either spontaneously targeted on the basis of an internal communication campaign. An internal communication campaign should be should be based on a strategic plan. This could be a summary of the activities that are performed using internal communication channels and which should be related to each other.
It is necessary to record the results of internal communication, in order to measure the effectiveness of internal communication or specific communication campaigns.
Among the most common tools that are used for measurement for internal communication belong: surveys among employees – questionnaires, interviews or group discussions, focusing in particular on the development of indicators such as utilization rates, response (monitoring of feedback), satisfaction in terms of quantity and quality and the use of communication tools in vertical or horizontal cooperation. The success of the internal press campaign (magazines, leaflets) is determined through readability, knowledge of printed information. The easiest way is to measure electronic communications, such as intranet usage - from now on there are many tools, such as the number of clicks, the connection or the reading of the article, or the time of stay on a particular page. Another tool is electronic questionnaires, surveys, and forums where users can express their views and preferences (Armstrong, 2010).
The most common questionnaires for internal communication research include the following four types:

Audit of the International Communication Association
This type of questionnaire is very detailed and divided into eight sections, where respondents respond to 122 questions. Using five degrees, it evaluates the amount of information that they actually receive and which they should receive. The sections of questionnaire are (Downs & Adrian 2004):

- the amount of information sent on different topics
- the number of responses
- the amount of information obtained from different sources
- the amount of information obtained from different channels
- timeliness of information

- In-house relationships
- Satisfaction with organizational results

The Organizational Communicational Scale – OCS

The questionnaire consist of 35 questions divided into 16 categories and is largely focused on the evaluation of vertical communication within the company. The questionnaire is very brief and works rather for a quick general overview of the situation internal communication in a company (Hargie and Tourish, 2004).

Audit of internal communication development

The official name is The Organizational Communication Development Audit Questionnaire (OCD). The questionnaire is divided into 12 categories with a total of 76 questions. The aim of the questionnaire is to determine how the companies achieve goals with the help of internal communication. The categories are as follows (Hargie and Tourish, 2004):

- Satisfaction with communication
- The actual amount of information obtained from different sources
- Optimal information obtained from different sources
- The actual amount of information gained on specific work aspects
- The optimum amount of information gained on specific work aspects
- Areas of communication that need to be improved
- Job satisfaction
- Availability of computer information systems
- Layout of time during workday
- Respondent's general communication behaviour
- Company-specific issues
- Characteristics of information search

The Communication Satisfaction Questionnaire – CSQ

Preparation of this questionnaire lasted few years and went through different phases. The final version of the questionnaire has 8 categories, each of which contains 5 questions. Respondents respond with a seven-point scale. Individually, categories measure satisfaction with (Downs & Adrian 2004):

- Communication climate
- Communication with superiors

- Media quality
- Communications
- Corporate information
- Communication with subordinates
- Feedbacks

Measurement by means of variations of quantities

The way of measuring by means of variations is better for internal communication campaigns. Before the campaign itself, the values that company wants to change has to be measured and the same values are being measured during or after the campaign ends. The disadvantage of this method is that values are measured twice, which increases the costs. If there is no specific campaign over a long period of time, it is difficult to combine the results of changing values with a change in internal communication.

5 Practical part

5.1 Company overview

PricewaterhouseCoopers was found in 1849, when Samuel Lowell Price started up his own business in London. After, in 1854, William Cooper also set up his business in London, which 7 years later became Cooper Brothers. In 1874 name Price, Waterhouse & Co was chosen, after 1865, when Price, Holyland and Waterhouse joined forces in a partnership. Year 1998 is very important in the history of the nowadays company because in 1998 the worldwide merger happened, which led to the creation of PricewaterhouseCoopers. It was a merger of Coopers & Lybrand with Price Waterhouse. Furthermore, Coopers & Lybrand was created by a merger in a number of countries with Deloitte Haskins & Sells. The name PwC firm has got in 2010. Nowadays PwC is one of the 'Big 4' firms. In the USA PricewaterhouseCoopers is considered as the sixth largest private organization.

Nowadays PricewaterhouseCoopers one of the biggest multinational chains of consulting firms, which offers services in auditing, taxes and advisory. It involves not only with private organizations but also with state organizations in almost all industrial sectors. It is headquartered in London, United Kingdom.

Brief history of PwC in the Czech Republic

PricewaterhouseCoopers Czech Republic is a part of the worldwide network employing more than 250 thousands people all over the world, specifically in 158 countries. PwC Czech Republic also provides auditing, tax and advisory services.

The history of PwC in the Czech Republic dates back to 1990 when Joseph Vedlich was named as "resident manager", who after managed Price Waterhouse (PW). During the conference in Budapest, Hungary was made a very important decision to open the PW office in Prague. While PW opens its first office in the Kaiserštejn Palace in Lesser Town, Coopers & Lybrand (C&L) opens its Prague office. Then in 1994 PW moves to Office Center at Vinohrady, Římská 15, Prague 2; C&L moves to Karlovo náměstí 17, Prague.

In 1995 in order to get closer to the Moravian – Silesian clients, the C&L opens an office in Brno. In July 1998 Price Waterhouse and Coopers & Lybrand merged. The global PricewaterhouseCoopers giant is emerging. In 2010 PricewaterhouseCoopers is shortening the name to PwC. In 2013 company moves to the new modern office at Pankrác. In 2015 PwC celebrates its 25th birthday on the Czech market and Brno office celebrates 20 years

of its presence in the Moravian – Silesian region. Since April 2010 Country Managing Partner and CEE Advisory leader in PwC has been Jiří Moser.

5.1.1 Characteristics of PwC, its mission and values

As was mentioned before, PwC is a multinational network operating in 158 countries. The company's mission and its values are the same for all countries. Its values are based on five values, which are stakeholder oriented and form the foundation of its decision-making processes and its priority setting.

PwC Values "To build trust in society and solve important problems":

"Act with integrity
- Speak up for what is right, especially when it feels difficult
- Expect and deliver the highest quality outcomes
- Make decisions and act as if our personal reputations were at stake

Make a difference
- Stay informed and ask questions about the future of the world we live in
- Create impact with our colleagues, our clients and society through our actions
- Respond with agility to the ever changing environment in which we operate

Care
- Make the effort to understand every individual and what matters to them
- Recognise the value that each person contributes
- Support others to grow and work in the way that brings out their best

Work together
- Collaborate and share relationships, ideas and knowledge beyond boundaries
- Seek and integrate a diverse range of perspectives, people and ideas
- Give and ask for feedback to improve ourselves and others

Reimagine the possible
- Dare to challenge the status quo and try new things
- Innovate, test and learn from failure

- Have an open mind to the possibilities in every idea"

PwC mission is to deliver the best quality work right across the world, with the right solutions for PwC's clients and stakeholders, maintaining PwC's reputation for excellence. PwC always looks to identify the root cause of the problems, improve systems and approach, and counsel and train the people involved. PwC's mission in the area of corporate responsibility is to be part of the solution to responsible business challenges.

Organisational structure of the company

PwC has a determined hierarchical structure. On the top of the structure is Partner. This position is a most important decision-maker, authority of the company. The next position is director, the one who is responsible for all projects and functions that are managed in the company, supervises all working staff under this position. After Director comes the position of the Senior Manager, who takes care of all tasks related to a management and guarantees smooth flow of the project management. After the Senior Manager position comes Manager position. Manager ensures daily tasks are being solved without problems. The next position in the hierarchy is Senior Associate, who takes care of all the project working. He or she should have at least 2-3 years of experience to be promoted to the Manager position. The lowest position in the PwC hierarchy is Associate, who helps superiors with taking care of a project. He or she has to gain 1-2 years of experience to become a Senior Associate.

PwC Career Hierarchy
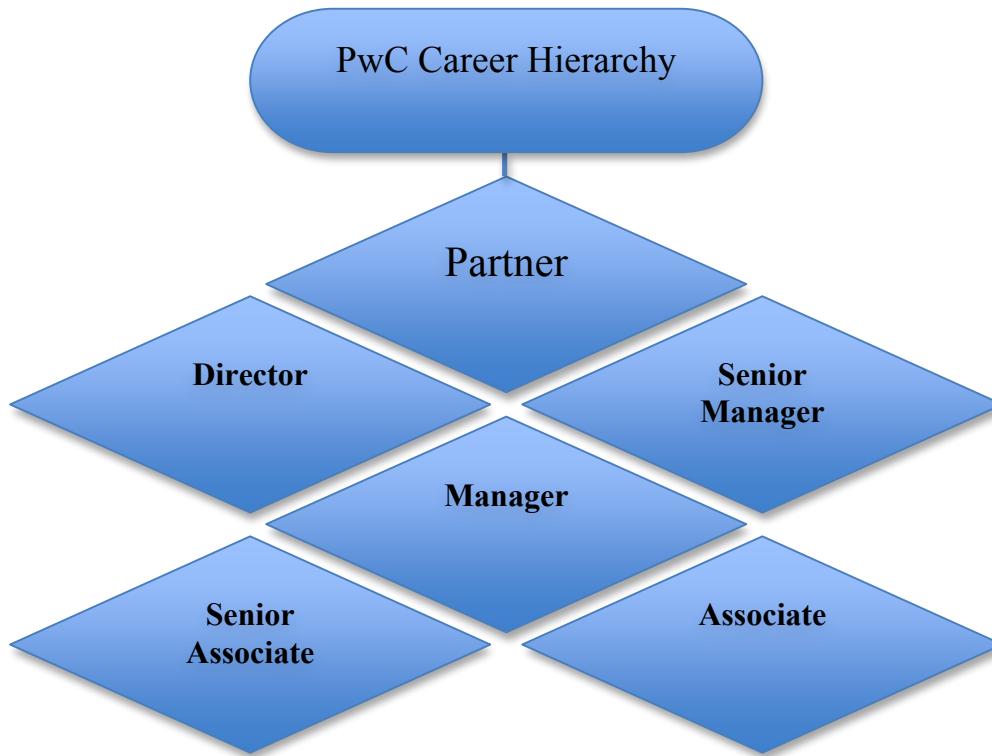
Resource: Pricewaterhousecoopers (PwC) Career Hierarchy Chart. Hierarchical Structures - Visual Organisational Charts For All Categories [online]. Copyright © 2018 [cit. 27.03.2019]. Available at: https://www.hierarchystructure.com/pwc-career-hierarchy/ *Own processed*

5.1.2   Tools of internal communication used within the company

In the following chapter are described means of internal communication, which are used in PwC. For clear understanding, communication tools used in the company are ordered in the same way as in the theoretical part.

The largest share of internal communication in the company has personal and electronic form. Communication channels and their resources have been identified on the basis of the study of corporate materials, questioning and non-systematic observation in the areas of interviews, consultations, discussions, meetings, seminars, boards, rituals, teambuilding activities, sports events, and observing the general state of internal communications. It was found that the company uses the following communication channels:

Face to face communication

This type of communication is the most important for most communication. The personal touch can be very sufficient and prevent misunderstandings and confusion.

These options can be considered as an example:

- One-to-one meetings/phone calls
- Attending group regular meetings
- Asking team leaders to cascade message – very useful as they can best relate to their teams and their needs

Trainings

PricewaterhouseCoopers uses different types of trainings, which are available for employees of the company; some of them are even freely available for externals. Trainings are held in the company's office and are led by staff across the organizational structure. Company is carrying about its employee personal and professional development that is why trainings are held regularly and every employee can participate.

Induction training

On the first day of the month, PwC organises the compulsory initial training for new employees, the so-called Induction training. During this training, new joiner learns the basic information about PwC (strategy, structure, values, basic rules and internal regulations), all the departments, teams, which can help new joiner and also about the tools that PwC uses – whether it is a different database or application.

Sport and social events

The company is also paying attention to sports and social events for employees. It organises a sports day for employees and their families. There is also an event for children of employees, which is full of different activities, competitions, entertainments and games. Also, at the end of the year the biggest event of the company takes place, which is Christmas party. Furthermore, the company does not forget about their ex employees as well, as every year it organises alumni party, where current employees can meet with their old friends, employees who don't work at PwC anymore. Every month there is event called "Friday after work", which is clear from the name of the event takes place every last Friday of the current month after working hours.

Posters, leaflets

The majority of posters and leaflets is a part of a devoted campaign only, with the messages and design following PwC brand approved by the Marketing and Communications department.

Newsletters

Newsletters are monthly e-mail updates that provide employees with the latest important news largely in the Human Capital area, information about new joiners and leavers, vacancies, learning and development opportunities, trainings and performance and couching news.

Lotus Notes e-mails

Communication through e-mail from the internal point of view is very important tool of communication in the company. It is on a similar level as a personal communication and is used very often on a daily basis. Every employee has own desk with a computer and Internet connection, so there is a guarantee that the e-mail will always be received. The majority of important information is delivered by internal Lotus Notes e-mails. It can be both bulk and individual e-mails. However, company has some rules and guidelines when it comes to e-mail communication.

Mass mailing rules in the company are following:

- All messages designed to being distributed in the form of mass mailing should be shown to the Marketing and Communications department and need to be approved by a Partner before being released to the staff
- The mass mailing groups should only be used for communicating business matters of the highest importance
- Never send personal announcements to mass mailing groups

Google chat as a corporate chat

The company uses Google chat as a corporate chat, which supports multi-threaded conversations in chat rooms.

Google chat addresses the technical service weaknesses that negatively impact users of Classic Hangouts; principally the ability to maintain persistent discussions using the chat service and the sharing of attachments and images via the chat thread.

Skype for Business

The company also uses Skype for Business, which offers great functionalities:

- Telephony service – audio calls
- Audio and Video conferencing
- On-line meetings and screen sharing
- Instant Messaging (alternative for Google chat)
- Collaboration with external clients via web application

Intranet

Intranet is the preferred tool to approach a wide audience and serves as the primary information source.

The main idea of the Central and Eastern Europe/Czech (CEE/CZ) intranet is to create a way to share, collaborate and connect employees across CEE and to easily learn about what's going on in territories across the region. Each country has its own homepage interface and employees can easily visit the intranet of other CEE countries.

It offers several interesting communication features like banners and option polls.

Spark

Spark is the global social network of PwC - the environment is similar to Facebook or Twitter. As a general rule content is created inside groups that can be set up by all employees (with different level of access). The groups are dedicated to business or non-business issues and are easily searchable. The Czech homepage is PwC Česká republika - firm's discussion forum.

InBusiness Forum

The InBusiness Forum (IBF) consists of monthly Lunch&Learn sessions open to everyone who wants to hear news and interesting ideas from various service and project teams. The objective is to make employees better equipped to provide clients with what they need and make employees feel more comfortable when they have discussions about various business issues. Every Forum has a sponsoring partner who comes as a speaker with topical news from his/her business.

Quiet zone

To minimise the distractions for partners and staff during the busy seasons, a "Quiet zone" was implemented across the entire CEE from January to April. During this period the communication flow, particularly newsletters and internal campaigns, should be minimised. While company continues to communicate critical or time-sensitive messages in areas such as quality, efficiency, operations, regulatory matters or human capital,

company keeps notes brief and use Connect for sharing information without cluttering up in-boxes.

5.2 Questionnaire survey

At the beginning of the survey, five sample questionnaires were sent to five employees. The reason for that was to make sure that questions are 100% understandable. The questionnaire was then supplemented by specific comments from the respondents. At the same time, all questions have been set as mandatory to ensure that the respondent does not skip the question. Subsequently, the final version of the questionnaire was distributed. The questionnaire was sent to the senior employees and managers on lower, middle and higher positions for the reason of better evaluation of internal communication in the company. The questionnaire was distributed to employees via internal e-mail. Most employees completed the questionnaire within two days of sending the call. The second wave of responses was supported by a repeated request to fill in the questionnaire.

Identification of respondents

Sample of respondents consisted of employees of the company, men and women in different age category, different length of working life in the company, and from different teams and departments. Because of the internal rules in the company it is impossible to send an email to all employees of the company unless the character of the information contained in e-mail is very important and could have critical impact in case of not announcing it to everybody in the company.

156 completed questionnaires were received. Total average age of the respondents was between 26 and 35 years, which were 57% of the respondents.

Table 1: Age of the respondents

Age	Absolute frequency	Relative frequency
18-25 years	11	7%
26-35 years	89	57%

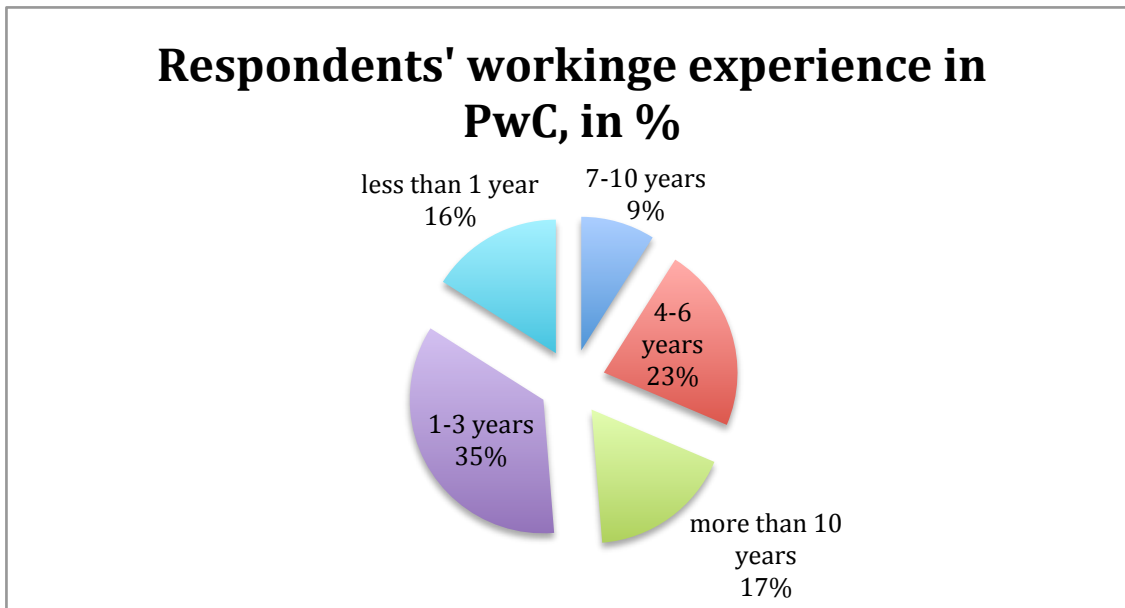|		
36-45 years	34	22%
46-55 years	22	14%
56 and more	0	0
Total	156	100%

Resource: Own processed

The next question was related to the working position in the company. Total of 112 regular employees were participated in questionnaire survey, which is the majority of the respondents. 3 of the respondents were higher management employees and the rest were from lower or middle management.

Respondents also were answering on the question, how long they have been working in the company, since the general view on internal communication can be influenced by different length of working live, experience and opinions in the selected company, which are invoked and shaped during the working career in the firm.

By comparing the job position and the length of working experience in the company, it can be said that the higher the job position is, the longer employee's working experience in the selected company. This result shows that, in order to obtain a higher job position, the length of the working experience in the company is also important.

Graph 3: Respondent's working experience in PwC, in %

Respondents' workinge experience in PwC, in %

less than 1 year
16%

7-10 years
9%

4-6 years
23%

1-3 years
35%

more than 10 years
17%

Resource: Own processed

In terms of job positions, respondents had a choice of 4 options. The number of respondents at each position:

Table 2: Job positions

Type of position	Absolute frequency	Relative frequency
Higher management	0	0
Middle management	7	4%
Lower management	25	16%
Regular employee	124	80%
Total	156	100%

Resource: Own processed

The most represented group were regular employees, representing 80% of the total number of respondents. The next most numerous group was employees in the position of lower management, whose share in the total number was 16%. The lowest is the middle management group with 7 respondents (4%). None answered from higher management.

Aims and vision of the company

First question connected to internal communication was about aims and vision of the company, whether employees are familiar with appropriate documents and know about

company's future plans. It is not necessarily only for higher management but also for regular employees.

Employees that are aware of being a part of targeted aims and visions of the company are generally more motivated for new challenges. Furthermore, they can feel appreciated and needed.

The majority of employees are familiar with aims and visions of the selected company. From the results it is clear that majority of the respondents chose answer "rather yes" (81), almost 40% of the respondents chose answer "yes", and nobody had chosen the answer no, the rest answered "rather no", which was 9% of the respondents.

Graph 4: Knowledge of the company's mission and visions
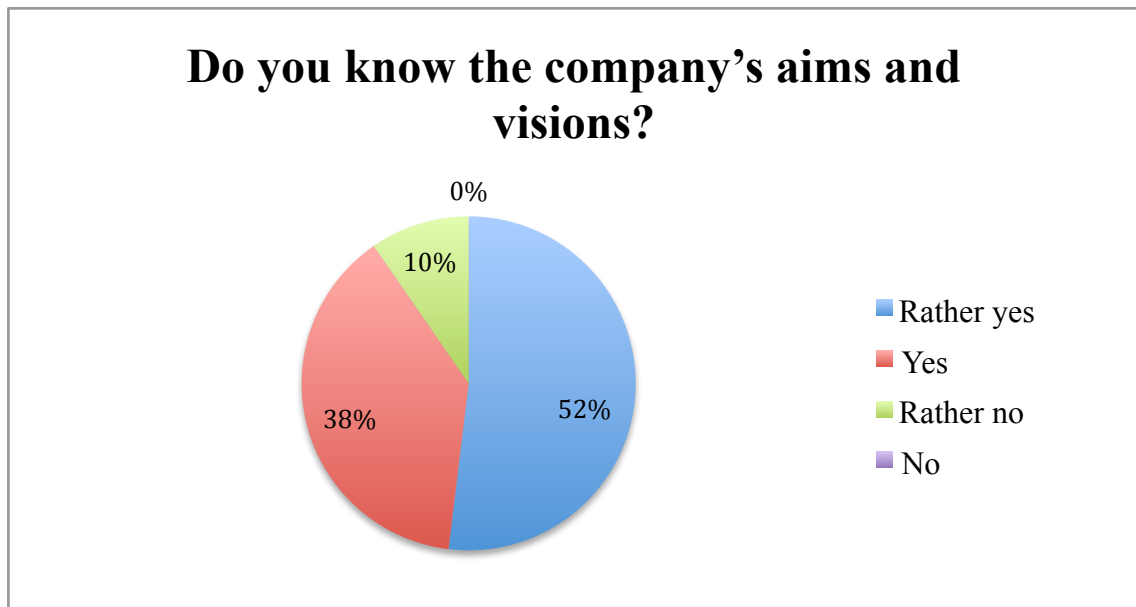
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Values of the company

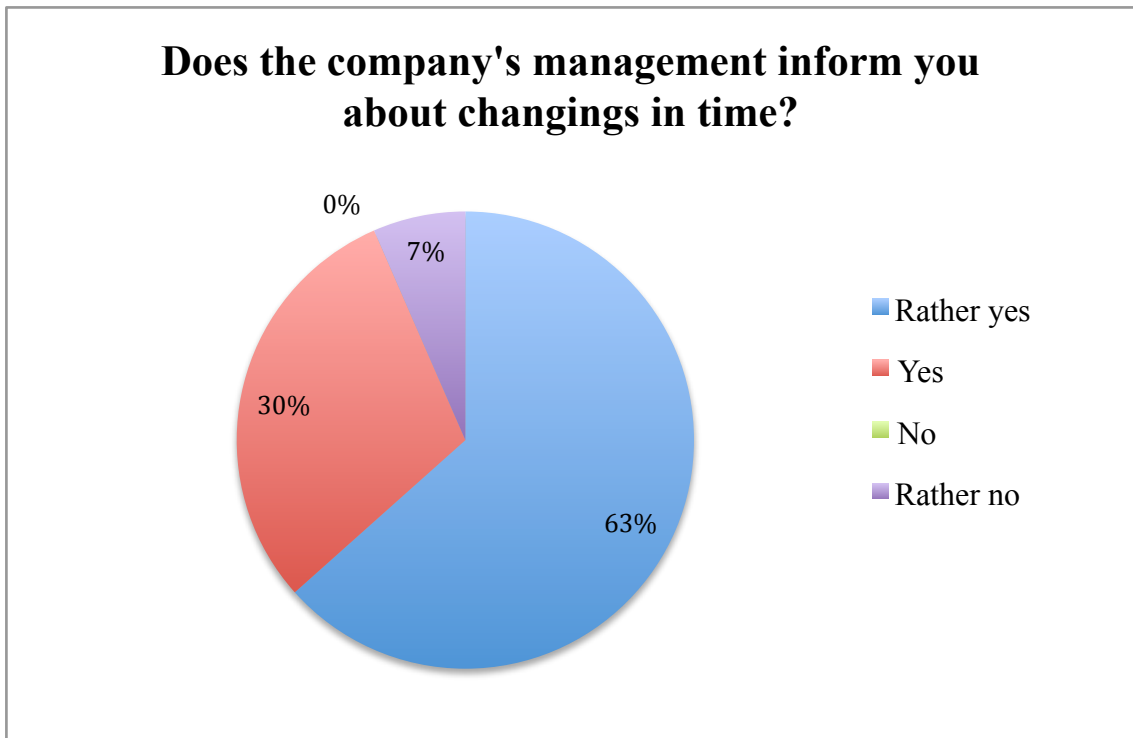**Graph 5: Knowledge of the company's values**
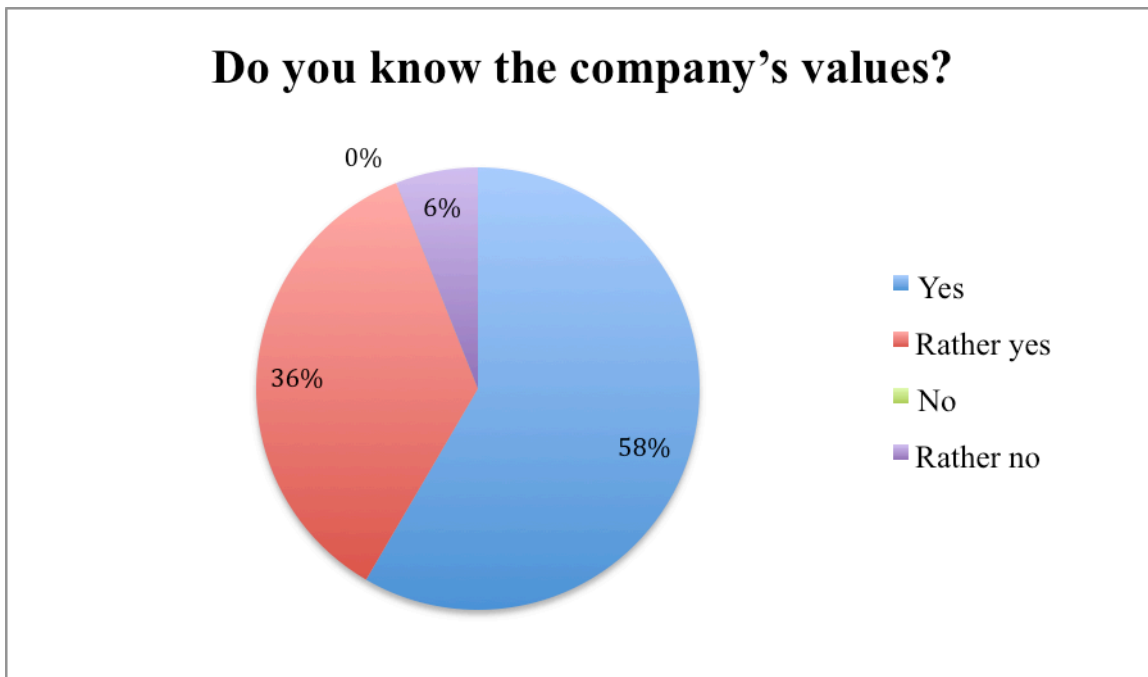
Resource: Own processed

From the pie chart it is clear that employees know company's value very well. None of the respondents answered that they do not know them. 58% of the respondents replied that "yes" and 36% replied "rather yes", only 6% of the employees asked, answered "rather no" to this question.

Timeliness of communication

Time plays a very important role when it comes to performing a task. Therefore, all the necessary information has to be transferred to an employee with enough leeway, in order to complete the task before the deadline. Otherwise, there is a high risk of not completed assignment or task, which can lead to other problems. The company should inform about all the changings happening inside that can somehow influence the productivity or results of employees' performance in time, in order to eliminate further problems.

**Graph 6: Timeliness of communication 1**

Does the company's management inform you about changings in time?

- Rather yes — 63%
- Yes — 30%
- No — 0%
- Rather no — 7%

Resource: Own processed

From the pie chart it is obvious that majority of respondents answered "rather yes", which was 63% and 46 answered "yes", which was 30% of the respondents. That means that they receive the information with enough leeway to complete their tasks.

Next question was rather employees receive enough information about tasks in time. The results were also positive, where 70% of employees answered "rather yes", 20% answered "yes" and the rest, and 10% answered "rather no".

Graph 7: Timeliness of communication 2

Do you receive enough information about tasks in time?

0%

10%

20%

70%

- Rather yes
- Yes
- Rather no
- No
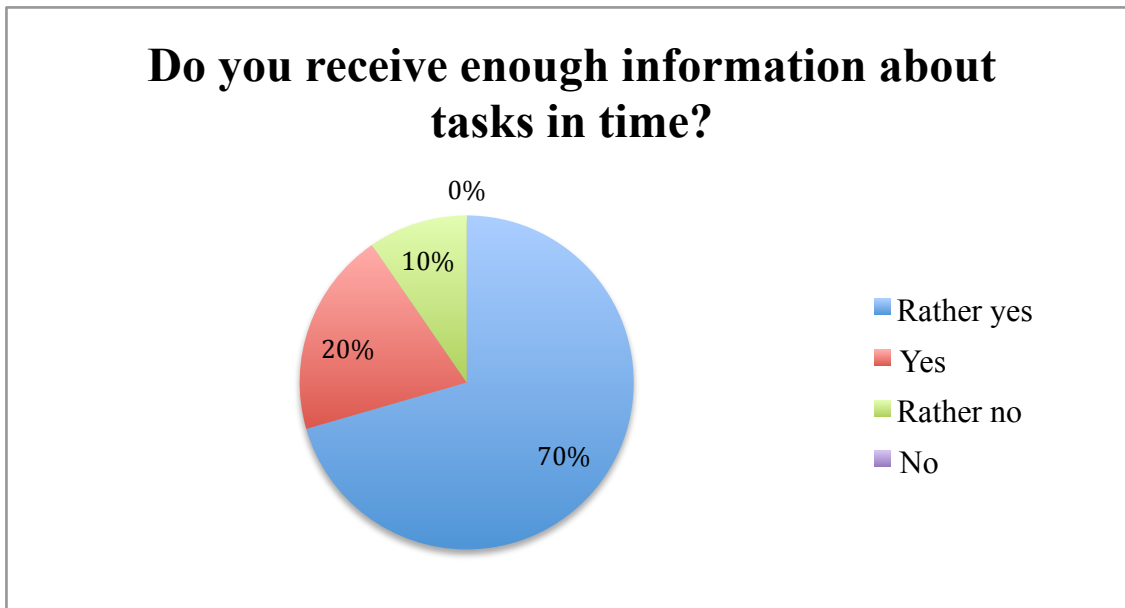
Resource: Own processed

Question, **"Can you openly share your views on company's functioning?"** gives an opportunity to find, whether employees' experience is connected to the possibility to share their views on the company's functioning openly. 46% of respondents, who work in PwC for more than 8 years, can without any problems express their opinions without being concerned about their working position.

Communication environment

Healthy communication environment is a basic requirement for good functioning internal communication in the company and it suppose to positively influence the process of internal communication.

According to author, healthy environment is considered as open and clear vertical communication from the management, the free possibility of feedback with employees about the functioning of the company, and all issues related to the company and the work activities. Thanks to a healthy environment, communication is barrier-free and helps to maintain a healthy environment at a good level.

One of the goals of internal communication from management side is to inform employees about current happenings in the company. The company is a living organism with constant changes that employees of the company should know about. More than three quarters of respondents feel they are well informed. It is essential that the information flowing through the vertical communication channels be sufficiently comprehensible, clear and

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understandable. The incomprehensibility of the information can lead to increasing informal communication with possible negative impacts.

The information communicated by the company's management is fully or rather clear to 81% of respondents. Only 19% of respondents believe that information from management is sometimes incomprehensible and misunderstood or may be distorted by subjective understanding of the information.

Graph 8: Clarity of information provided by management to employees
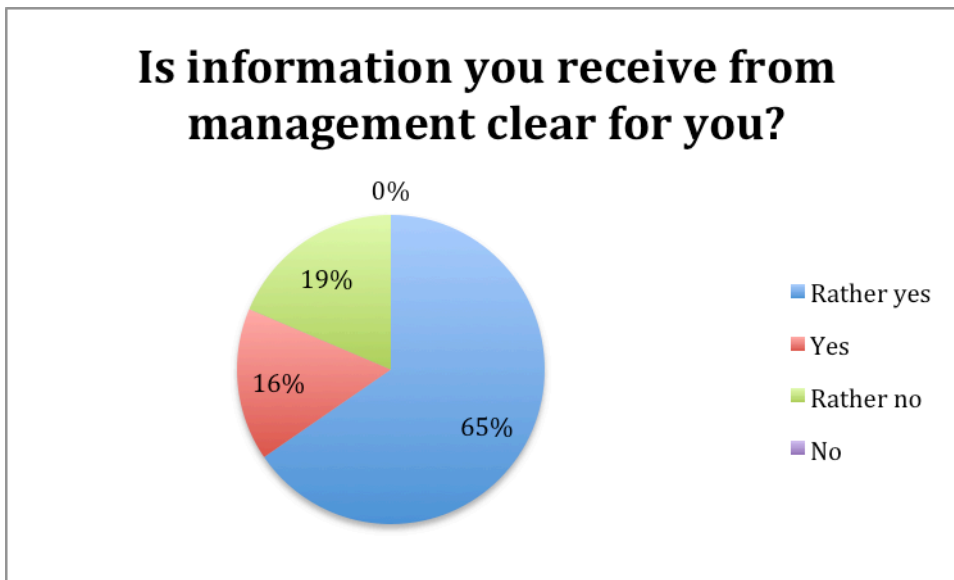
Resource: Own processed

Managers should not hide or misrepresent important information from their employees. Faith of the employees can be powered by openness from the leadership side. The positive is that only 8 people from the respondents believe that management of the company does not communicate with the employees openly, which is only 5% of the respondents.

This is very important topic because unfaithfulness can impact employees working performance, its quality, attitude to the work, to the company and loyalty to the company and other employees.

Company should pay attention on this fact when creating a communication strategy.

Pie chart shows that majority of the respondents agree that communication from management side affects work behavior and performance. Only 9 of respondents believe that it rather does not affect working behavior and performance.

Graph 9: Influence of management communication

Does management communication affect employees' working performance and behaviour?

0%

6%

8%

86%

- Rather yes
- Yes
- Rather no
- No
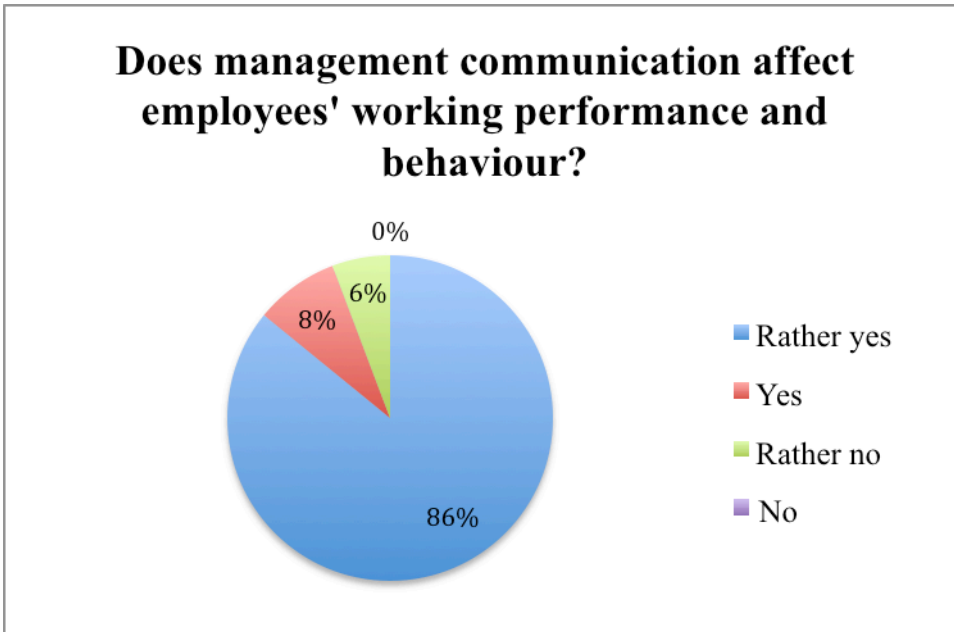
Resource: own processed

The answers on another question: "Do you sometimes get information from the unofficial sources first and then from the official ones (from management)?" show not really positive results. More than half of the respondents agreed that they someties get information firstly from unoficial sources and then from official ones. 35% of the respondents responded "rather no" and the rest 7% does not get information from the unofficial sources first.

Graph 10: Do you sometimes get information from unofficial sources first and then from official?

Do you sometimes get infomation from unofficial sources first and then from official (from management)?

7%

23%

31%

39%

- Yes
- Rather yes
- Rather No
- No
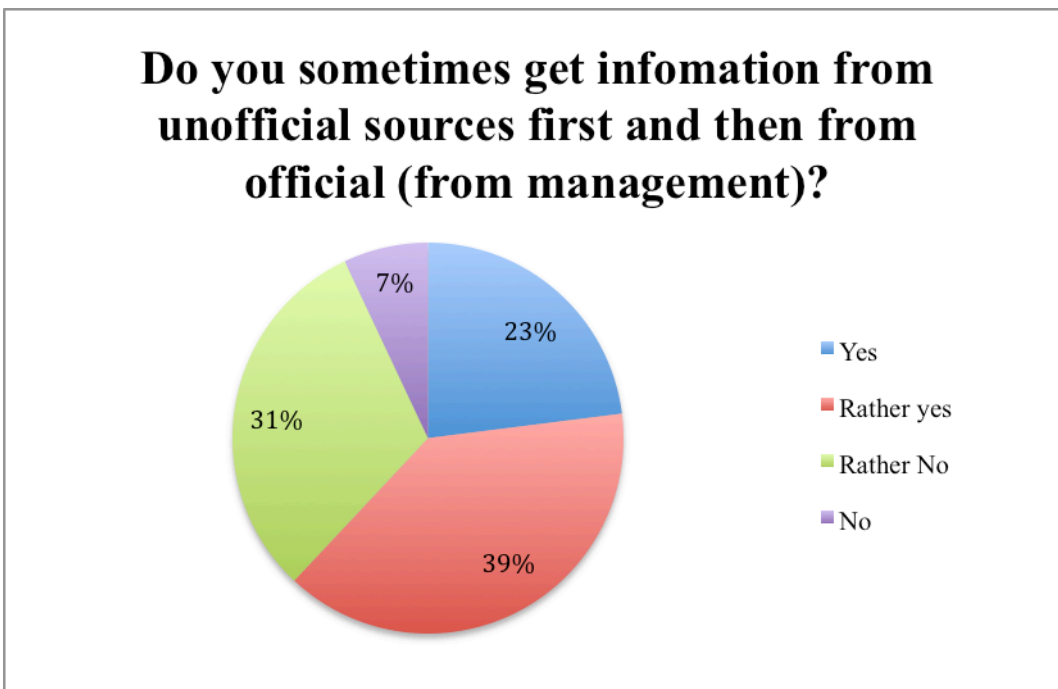
Direction of internal communication

Answers on question about direction of communication show that the most often employees communicate horizontally, or with colleagues at the same job position. This was proved by 101 answers, which is 65% of the respondents. According to the answers of the respondents, the horizontal direction of communication is the most often used among regular employees. This may be caused by the fact that employees do not have to deal with their individual tasks too often with their superiors, but are more likely to discuss their work with their colleagues.

The horizontal direction of communication is very important in terms of work coordination. Consultations during work on assigned tasks with colleagues have an impact on their performance. Employees have a better overview of who works on what part and there are no two employees working on the same thing, while the other part of the job is left unprocessed.

Evaluation of the hypothesis: *A healthy environment positively influences the course of internal communication.*

This hypothesis was rather confirmed, because most of the respondents agree that the company management communicates openly with employees, providing them with sufficient, clear and understandable information about the company's operations. Descending vertical communication is very good. At the same time, the company management gives the possibility of feedback to employees. Certain barriers to communication are more likely to be caused by the upward direction of vertical communication, where employees see certain barriers. Certain reserves in communication are caused by shortcomings in two-sided vertical communication.

Feedback

The important part of communication process is feedback. Through feedbacks communicator can see whether the message has arrived without the effect of communication noise and whether the communicant understood the message as intended. The following graph number 8 shows the answers to the question whether employees require feedback from their colleagues or superiors. The answers prove that employees at all levels take care of information received about the messages they send, whether the message has reached the certain person and whether is has been properly understood.

Only in important cases, most of the respondents require to receive report whether their message was read or not, namely 75% of the respondents. 20% of the respondents always require a report even if the message is not so important. This response was most often reported among managers in management positions and was selected by 23 lower managers from 25 and 5 middle managers from 7, and 9 regular employees. The rest answered "mostly no", which was only 3 respondents. None answered "no".

Graph 11: Requirement of feedback on an e-mail
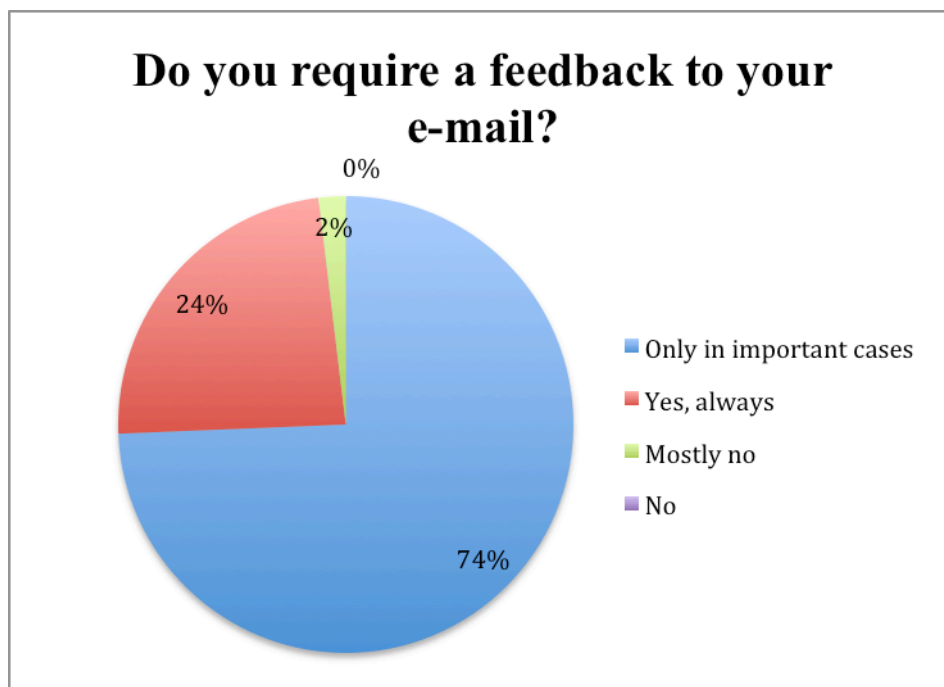
Resource: own processed
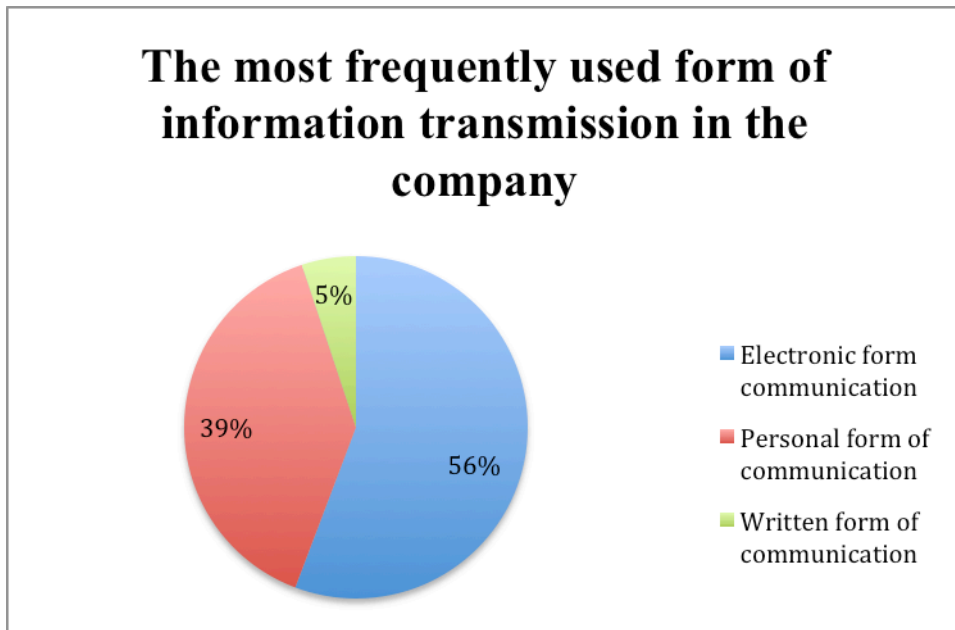
Forms of communication

All forms mentioned in the theoretical part of the thesis were included in the questionnaire survey.

The results of the most frequently used forms of internal communication in general are shown on the graph 12. A total of 56% reported the electronic form of communication as the most used. The second most used form of communication was personal communication, elected by 39% and written form of communication was chosen by only 8 respondents, which was 5% of the total number of respondents.

Among the regular employees, electronic communication is most often used. 102 out of 124 regular employees have chosen electronic form of communication and 22 have chosen

personal form of communication. Also, the lower managers, namely 16 of them, most often use electronic form of communication, 6 personal and 3 in writing. The middle managers mostly prefer personal form of communication, 5 out of 7 respondents answered this was and the other 2 use the electronic form.

Graph 12: The most frequently used form of information transmission in the company

The most frequently used form of information transmission in the company

- 5%
- 39%
- 56%

- ■ Electronic form communication
- ■ Personal form of communication
- ■ Written form of communication

Resources: Own processed

Personal form of communication can include discussion, interview, meetings, social events, educational events, top management meetings with employees, telephone/mobile calls and etc. As an electronic type of communication, the company e-mail and Intranet were offered for evaluation. As a written form of communication were offered company magazines and handouts.

Meetings

Meetings are frequently used in the company. Overall, 31% of the respondents answered they use meetings very often and 43% use them often. 26% of the respondents reported it as a less common form of communication.

78% of the regular employees, 75% of the lower management and 61% of middle management employees attend meetings very often, making up the vast majority of all responses. The results show that meetings as a personal form of communication in the company are often used by regular employees and lower managers.

Graph 13: Usage of meetings
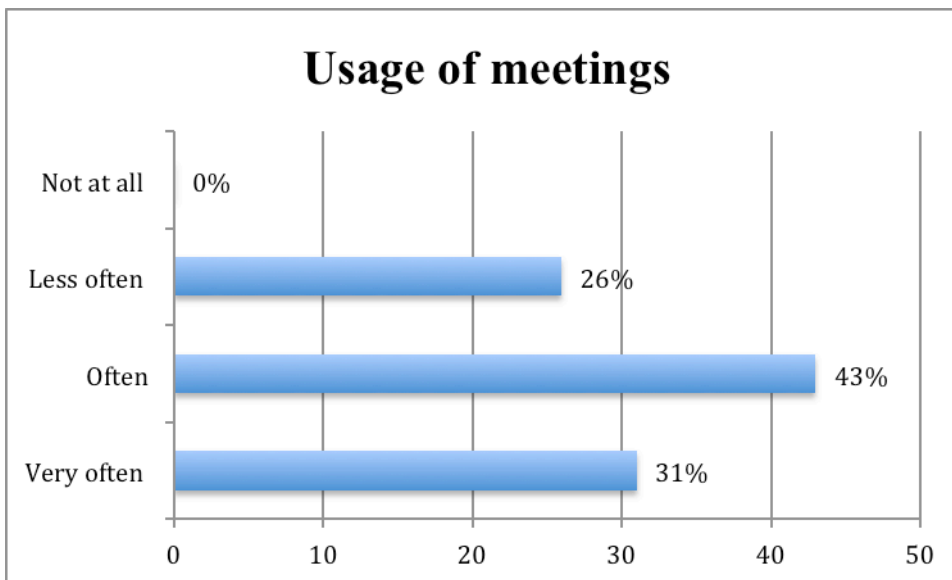
Resources: Own processed

Discussions

Discussions are used as mostly as meetings. Answer "often" was chosen by 100 (64%) of the respondents, of which 81 were regular employees, 15 were lower managers and 4 middle managers. Answer "very often" was chosen by 33 respondents, of which 21 were regular, 9 were lower managers and 3 middle managers. Also the option "less often" was chosen by 23 respondents, of which 22 were regular employees and 1 was from middle management.

Graph 14: Usage of discussions
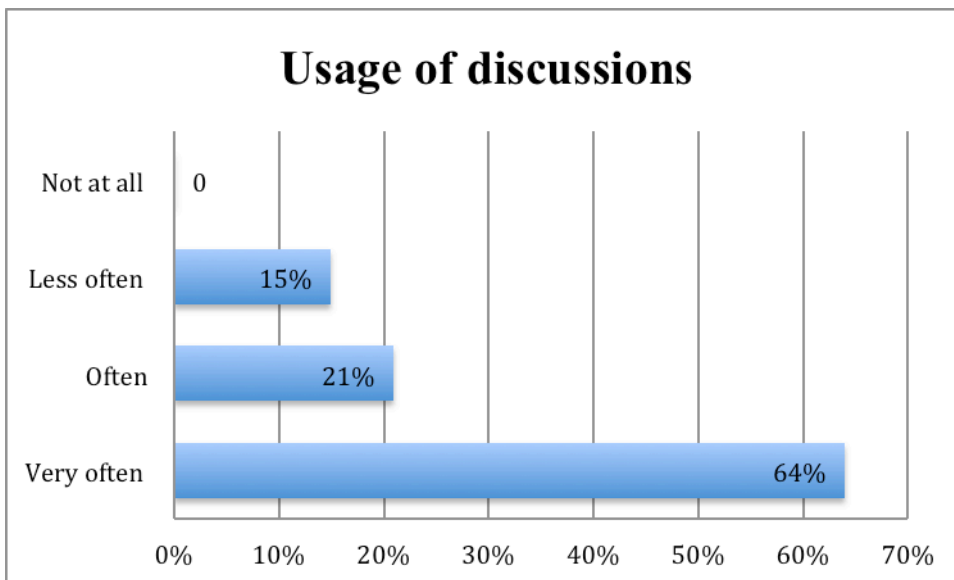
Resources: Own processed

Top management meetings with employees

This kind of form of communication is suitable for showing the interest in employees and creating a friendly atmosphere. In some cases, people in the workplace are shy and often do not come to the boss's office. That is why this kind of meetings can helps employees to communicate with the top management.

According to the results, generally this type of meetings is less often used in the company. The option "very often" was chosen by 15%, the option "often" was chosen by 32% and the option "less often" was chosen by 51% and the last option "not at all" was chosen by only 2%.

Graph 15: Usage of top management meetings
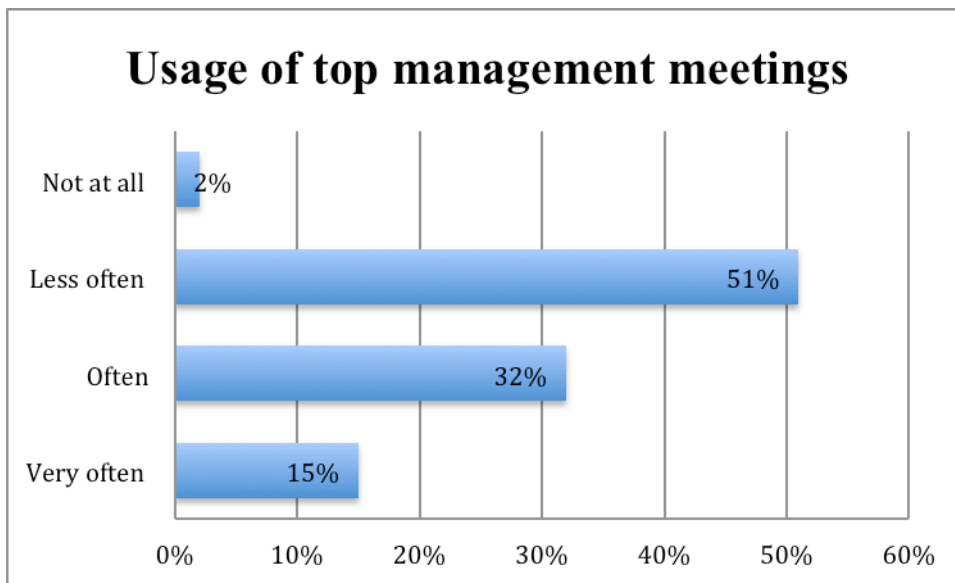
Resources: Own processed

Social events

Social events are a good opportunity for informal discussions. These events work better to empower the team and communicate among employees who can more easily express their opinions and attitudes in a relaxed atmosphere.

According to the results, the company uses this type of communication often. The graph 13 shows that 61% of the respondents answered that the company organises social events often. 11% of the respondents reported that the company organises social events very often and 28% responded that social events are less often used form of internal communication. None replied that there are no social events at all organised by the company.

**Graph 16: Usage of social events organised by the company**

Usage of social events organised by the company

Not at all	0%
Less often	28%
Often	61%
Very often	11%
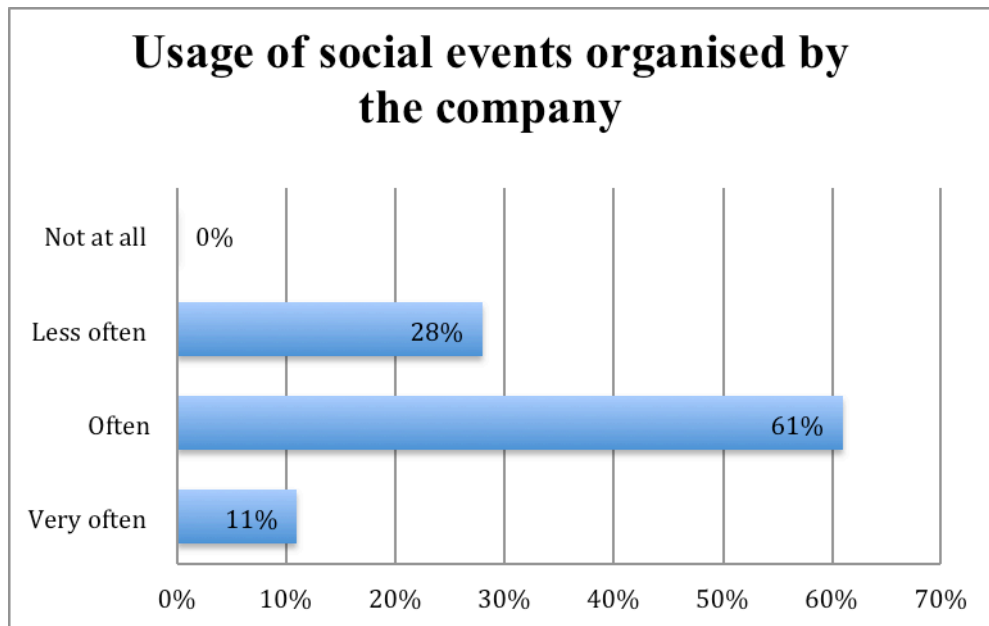
Resources: Own processed

Mobile/telephone calls

Mobile or telephone calls are one of the most important tools of internal communication in the company, which is proved by the results of the questionnaire survey. According to the results, all the managers of lower and middle management use mobiles or telephones for communication with each other.

Graph 17: Usage of mobile/telephone calls
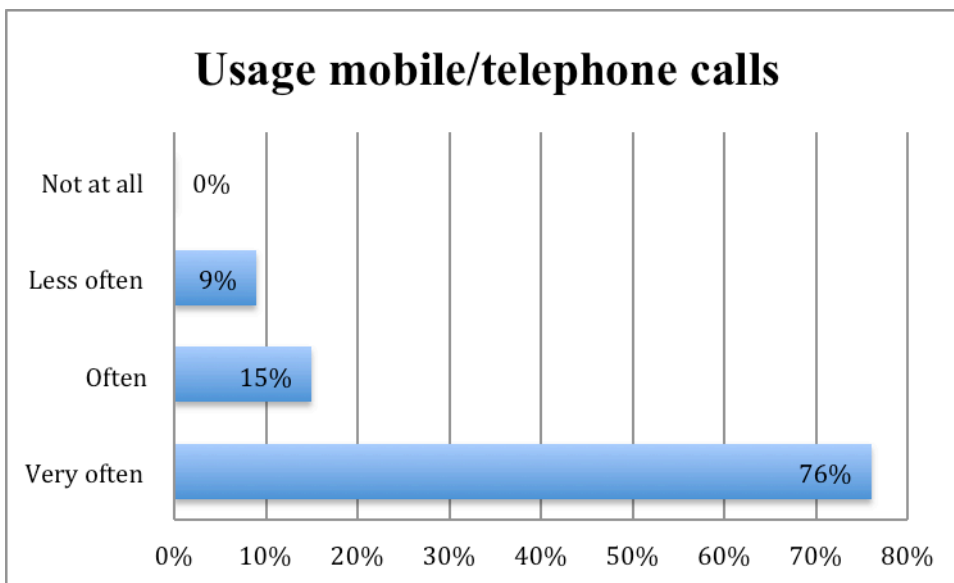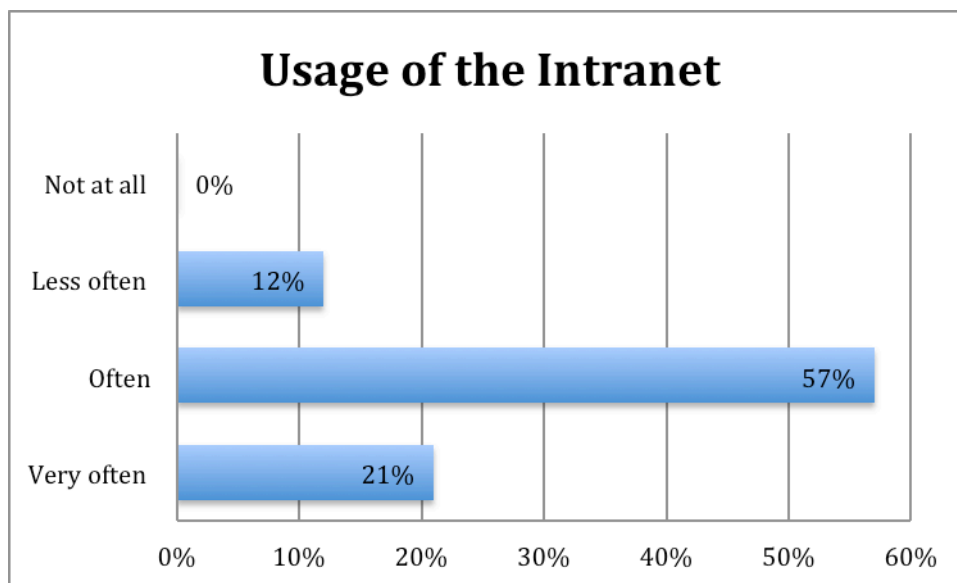

Resources: Own processed

Intranet

The following graph illustrates the results of the responses to the information transfer using the Intranet. Almost all employees in the company again use this electronic form of communication, but not as often as a corporate email.

For searching for information the Intranet is regularly or very often used by 78% of the respondents. In particular, the Intranet is an internal portal with news and happenings in the company. The Intranet is available in every country where PwC has offices. Furthermore, it is useful for building relationships in teams, to create documents and presentations with the company's logo, make wider connections and build the network.

**Graph 18: Usage of the Intranet**

Resources: Own processed

The next survey question was: "Do you find the means of the internal communication in PwC sufficient?"

It was proved that the respondents believe that the number of internal communication means is sufficient. 93% of them agreed with this statement, while remaining 7% of the respondents would welcome another communication tool.

**Graph 19: Sufficiency of internal communication means**
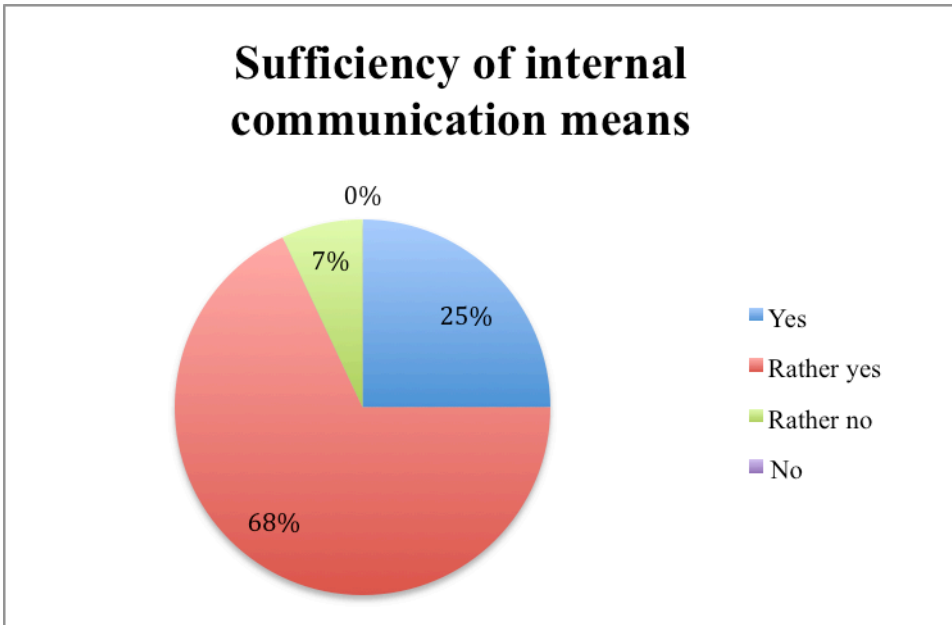
Resources: Own processed

In order to know what kind of form of communication is used in the company the most when it comes to task implementation, there was another question: "What kind of tools of communication do you use in order to get essential information about work tasks?" Among the most frequently used tools of internal communication primarily belong e-mail, telephone call and corporate chat. This result was not unexpected because all above-mentioned forms of internal communication belong to a personal communication, which is characterised by relatively quick feedback. Another advantage of this form of internal communication is the fact that employees do not need to search for the necessary information but it is enough just to ask what they need to know. This form of internal communication is used to solve everyday work duties.

A total of 60% reported e-mail as the most used form of information.

The second most frequently used form on the internal communication was corporate chat, which was chosen by 23% of the respondents. The third most frequently used form of internal communication was telephone call, which was 16% and the rest of the respondents have chosen other forms of communication.

Graph 20: The most frequently used form of internal communication to get essential information about work tasks

The most frequently used form of internal communication in order to get essencial information about work tasks, in%
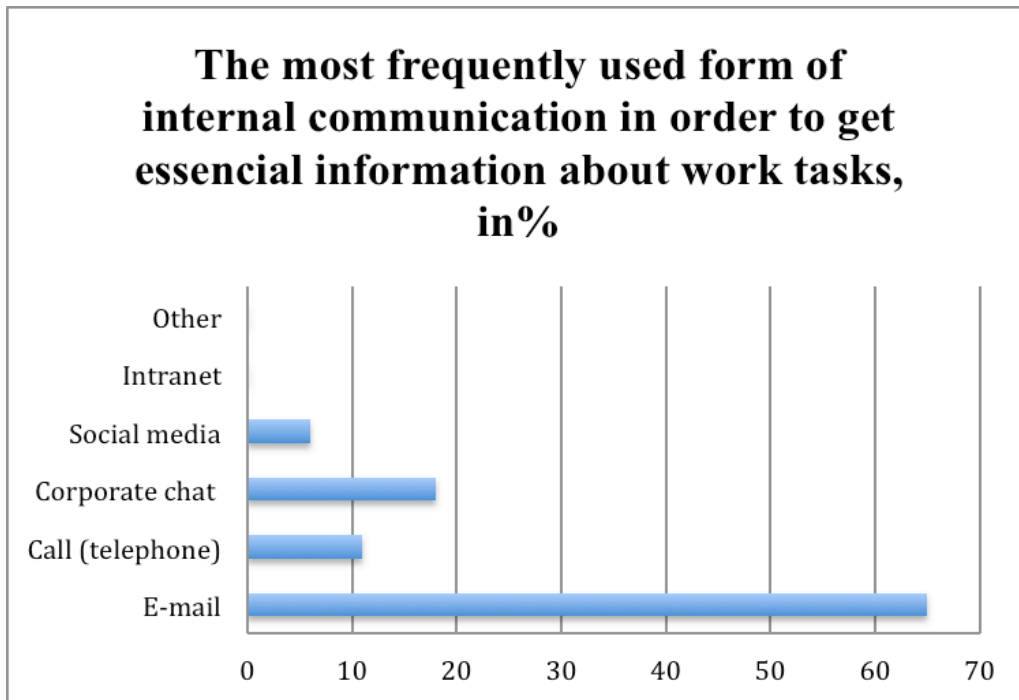
Resources: Own proccesed

Respondents were also asked what kind of tools of internal communication they when they need supportive and additional information about task they need to complete. The aim was to find out whether the answers to this and the previous question would differ significantly. Again, e-mail, telephone call and corporate chat were most frequently chosen. The higher number was recorded at corporate chats, while the use of telephone calls in comparison with the previous question decreased slightly.

The aim of the other two questions of the questionnaire survey was to find out whether respondents communicate through a certain tool, but rather prefer a different communication tool. There were no great differences between the answers. Respondents communicate in a way that suits them personally. Only when it comes to finding supportive information, respondents chose more often-oral communication, or almost identical are the frequency of responses by e-mail and oral communication. However, when it comes to how they most often communicate in obtaining critical information, e-mail is more prevalent over oral communication.

With colleagues from abroad, employees communicate primarily via combination of e-mail and corporate chat or only via e-mail. In conclusion, e-mail is the most used tool of

communication among respondents. Respondents were asked how many work emails they receive daily on average (see Chart 10).

**Graph 21: Average number of daily received e-mails**
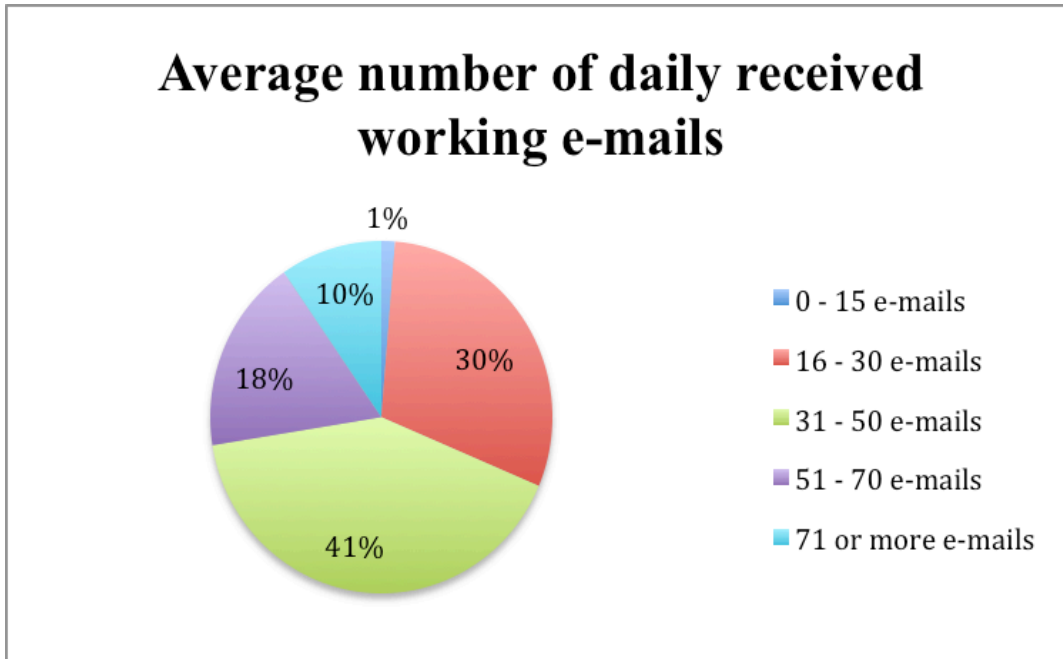
107 respondents or 69% daily receive more than 31 e-mails. 55% of these respondents think that the number of working e-mails they receive daily is rather a big number. Futher, another follow-up question was asked about how many of received e-mails respondents delete or ignore without reading the e-mail.

43 respondents (28%) receive on average more than 50 e-mails, all of whom believe that this number is more or less a big number, 36% of them delete more than 21% of these e-mails.

Graph 22: Overloading by administration, in %
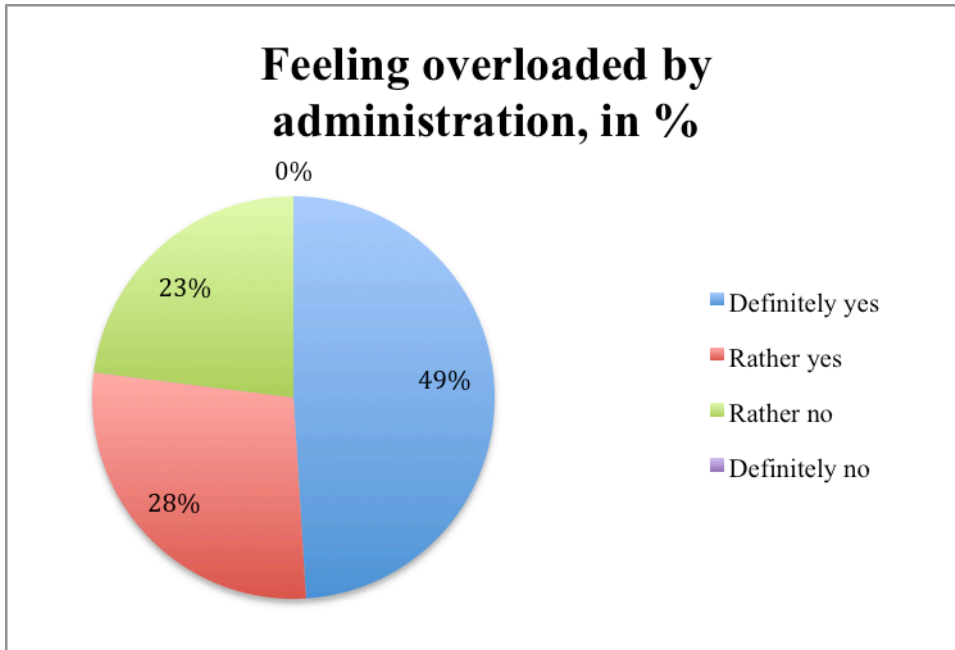
Resourse: Own proccessed

The answers on the next question shows that employees feel overloaded by administration more than is bearable. The results were not very positive, almost 50% of the respondents think that they are rather overloaded by administration more than is bearable, 28% of them think that they definitely overloaded and the rest of the responedents think that they are rather not overloaded by administration. None thinks that he or she is definitely not overloaded by administration.

The following two questions were about communication inside the team and between teams in the company. The first one was: "Do you agree that communication in your team is effective?".

The results were also positive. 21% of the respondents absolutely agree that communication in their teams is effective, 72% of the respondents rather agree with that.
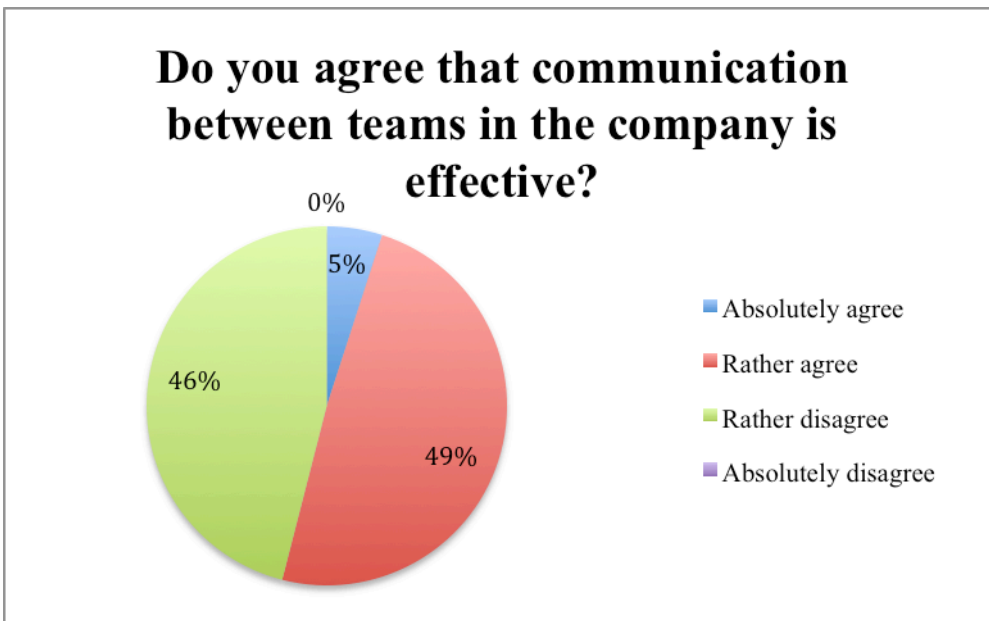
Graph 23: Communication inside teams

Do you agree that communication inside your team is effective?

- Absolutely agree
- Rather agree
- Rather disagree
- Absolutely disagree

0%

7%

21%

72%
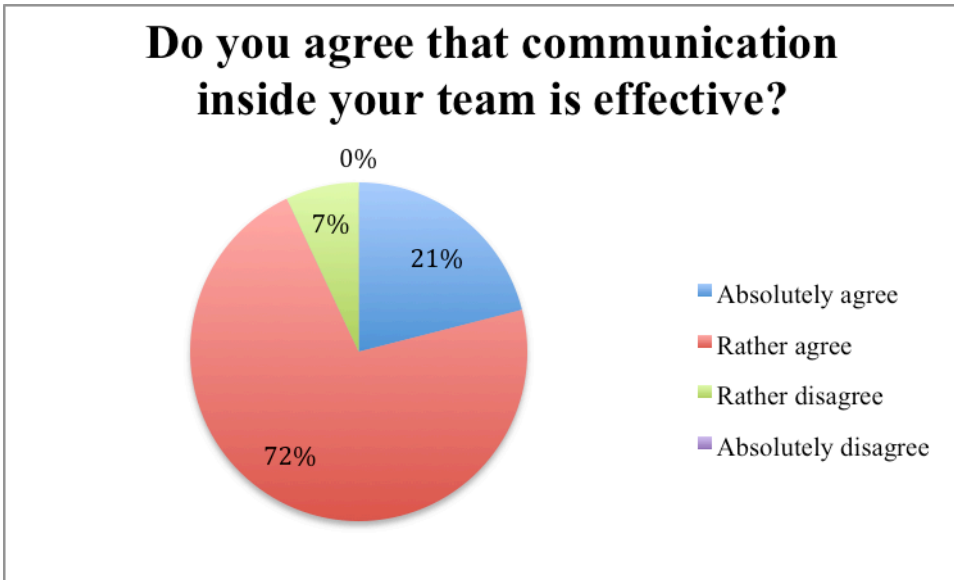
Resourse: Own proccessed

On the other hand, when it comes to the communication between teams, the results got were not that positive, 46% of the respondents answered negatively.

Graph 24: Communication between teams in the company

Do you agree that communication between teams in the company is effective?

- Absolutely agree
- Rather agree
- Rather disagree
- Absolutely disagree

0%

5%

46%

49%

Resourse: Own proccessed

38% of the respondents who believe that communication inside team is effective also disagree that communication between teams is effective. However, none of the respondents does not share the opposite view, in other words, that the communication inside the team is ineffective and on the contratrary, cross-team communication works effectively.

Bariers and conflicts at workplace

Conflicts are the part of the living procces. They are inavitable. Conflict can be understand not only as a negativ occasion but also as a positove one, because without the conflicts there is no prosperity, in other words there is a stagnation. That means conflicts at the workplace can lead to positive changings in the working process. They are distinguished by different types.

The related question was to find out what kind of bariers most often occur between team communication.

The graph bellow in details represents what respondents are dissatisfied with at the workplace. The most often reason of conflicts are seen as communication deficiencies, different priorities of the employees and personal conflicts between them.

Table 3: Communication barriers

Problem characteristics	Absolute frequency	Relative frequency
Lack of communication time	19	12%
Administrative problems	13	8%
Different priorities	10	6%
Incomplete information	38	24%
Personal conflicts	3	2%
Language barriers	0	0%
Excessive number of communication nodes	57	37%
There is no problem or conflict	16	10%
Rest	0	0%
Total	**156**	**100%**

Resourse: Own proccessed

From this table it is clear that the most important problem that bothers respondents when it comes to internal communication is excessive number of communication nodes.

Only 10% of the respondents does not find any problems or conflicts. This group of respondents also get information on time and agree or absolutely agree that commincationin in their team is effective.

The next common problem was incomplete information, which was chosen by 38 respondents (24%) and the third the most common problem was lack of communication time, which was chosen by 19 respondents (12%). None chose the option "language barrier" and the option "rest".

In many cases, the excessive number of communication nodes is given by complecated setting of working processes. Sometimes, the main problem of the communication efficiency occurs when the link in the communication chain is not available, does not work precisely or it is unkown where communication issue is. It can happen that a lot of members of the team involved in the task, increasing the complexity and redusing the efficiency.

Employees satisfaction

Satisfaction of employees also plays important role in the company. It can positevely or negatively influence employees work performance. Atmosphere at workplace also should be pleasant and not stressfull, otherwise it can affect employees working perfrmance too and it can lead to differentt kind of ilnesses as well.

The more relaxed and friendly the atmosphere at the workplace the better communication between employees across all work positions is. At the workplace where the atmosphere is friendly, there are also good relationships between employees, people are not afraid to ask for information,to express their opinions, ideas and suggestions about tasks and company's functionning, there is also more truthworthy relationships with management.

Graph 25: Workplace atmosphere
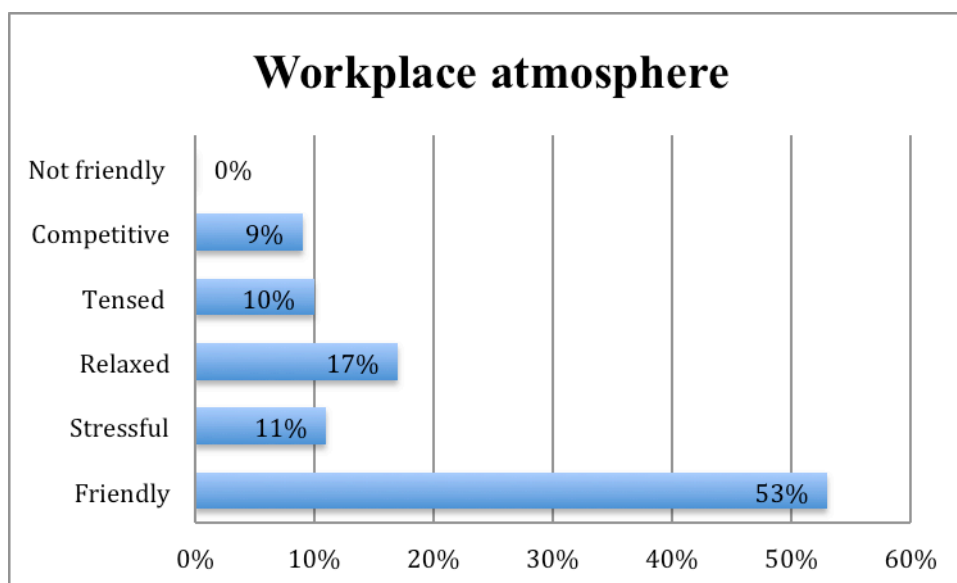
Resourse: Own proccessed

The majority of the respondents evaluate the atmosphere at the workplace as friendly, 53% of them have chosen this answer.

17% of the respondents think that the atmosphere at the workplace in the company is relaxed and 11% think that it is stressed. Almost the same results had the options "tensed", "stressful", "competitve". The answer "tensed" was chosen by 10% of the resondents. The answer "compatitve" was chosen by 9% of the resondents and the answer "stressful" was chosen by 11% of the resondents. Overall, 30% of the respondents have chosen "negative" answers, which included the options mentioned above.

 Nobody thinks that there is a not friendly atmosphere in the company.

**Graph 26: Employees' satisfaction with the company**
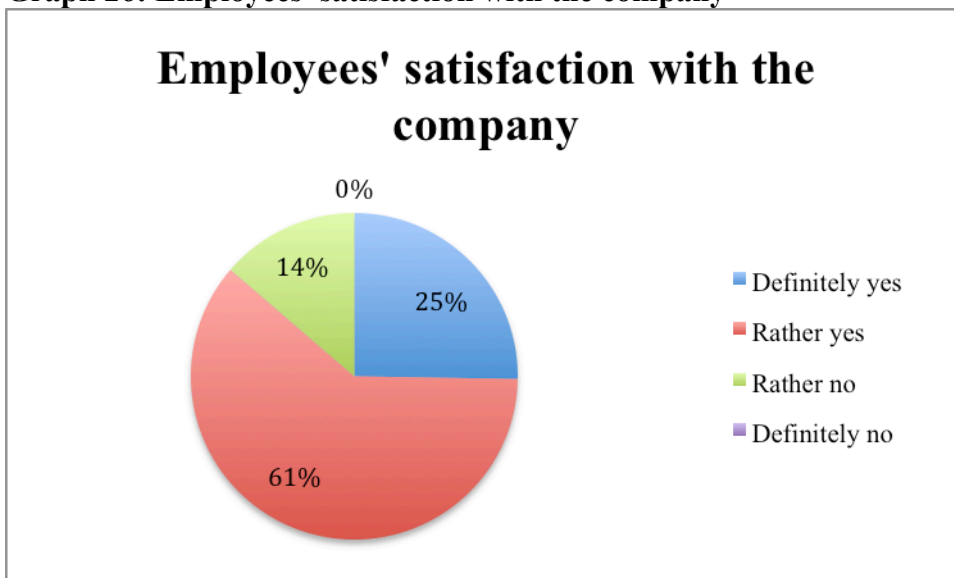
Resourse: Own proccessed

Overall, 86% of the respondents are satisfied with the company. 25% of them replied that they definitely satisfied and 61% of them have chosen the option "rather yes". Only 14% of the respondents replied "rather no" and nobody has chosen the answer "definitely no". Again very positive figuers for the management of the company.

Graph 27: Recommendation to friends
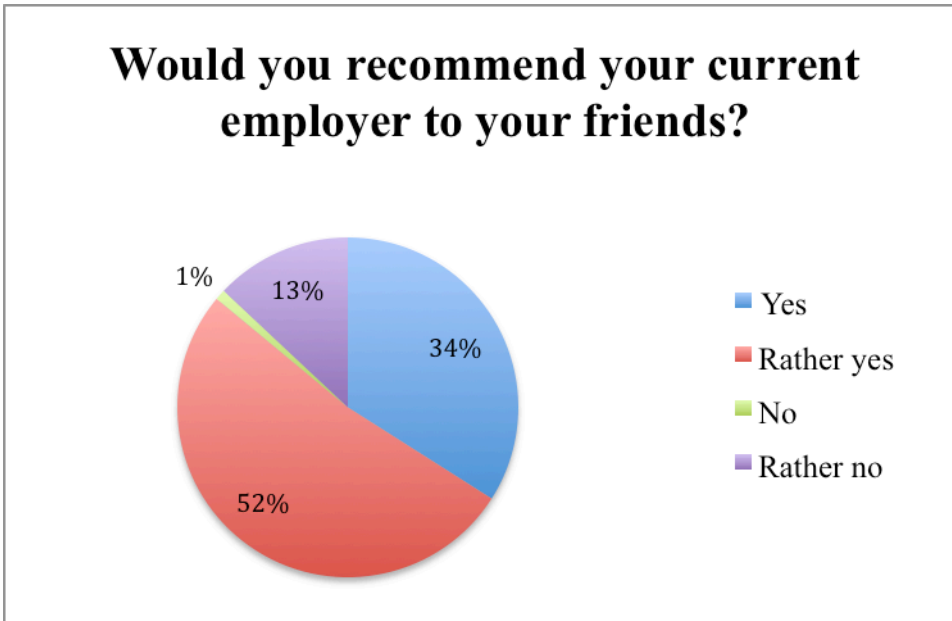
Resourse: Own proccessed

As shown on the graph 27, the majority of respondetns would recommend their current employer to their friends. Namely, 52% of the respondents answered "rather yes" and 34% of the respondents answered "yes". The option "rather no" was chosen by 13% of the respondents and only one who would not recommend current employer to friends.

Evaluation of internal communication

In the end of the questionnaire respondetns were asked to answer the question, whether they are satisfied with internal communication in general. Furthermore, if they see some weaknesses of internal communication, what would be their recommendation for improvement. The results on this question show that the majority of respondents are satisfied with the internal communication in the compnay.

Graph 28: Internal communication in PwC is efficient and correctly regulated

Internal communication in PwC is efficient and correctly regulated

- 4%
- 6%
- 22%
- 68%

■ Definitely agree
■ Rather agree
■ Rather disagree
■ Definitely disagree
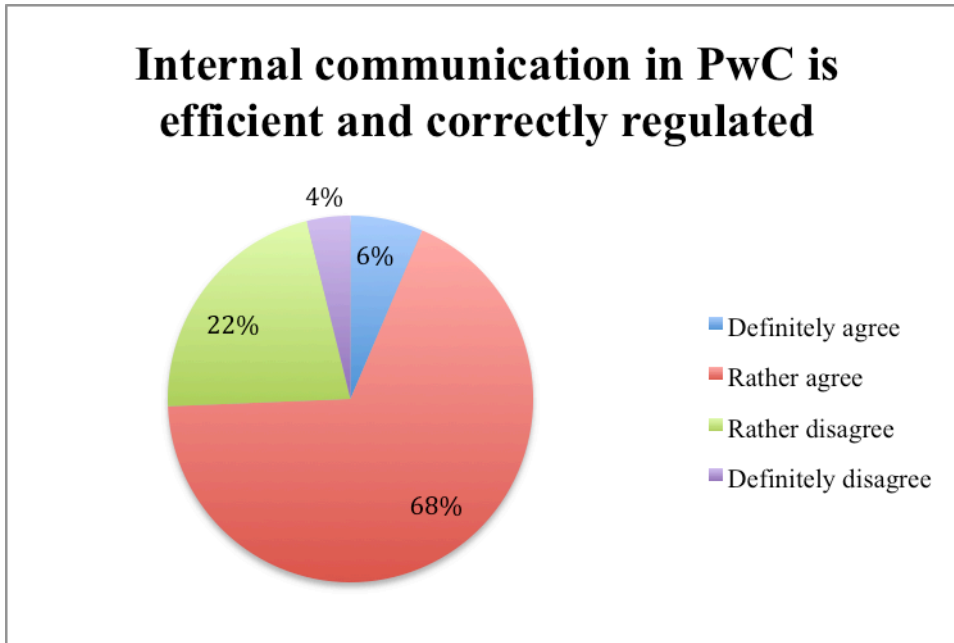
Resourse: Own proccessed

More than half of the respondents definitely agree or rather agree that internal communication in the company if efficient and correctly regulated, which is a very positive result. Specifically, 68% of the respondents believe that internal communication works correctly and effectively, the answer they chose was "rather agree". Other, 6% of the respondents have chosen the option "definitely agree". 34 respondents or 22% of the respondents rather disagree and believe that internal communication in the company is poor and has some weaknesses.

Communication means fulfil their informative function, respondents have access to information and receive sufficient information to implement their work performance. At the same information is received in time and in the case of lack of information they know where to find it. Communication in teams is also on the good level. However, communication across teams has some insignificant problems. The respondents also complained on the oveloadness of unnecessary information across communication means and and some have reservations about the internal communication settings.

6 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

 Also, a positive result was received on the question: "Does the company's management inform you about changing in time?" More than half of the respondents have chosen the answer "rather yes" and 30% of the respondents have chosen the answer "yes".

However, 62% of the respondents confirmed that they sometimes get information from unofficial sources first and only after that from official ones. And only 7% answered that they do not get information from unofficial sources as first.

The majority 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. The respondents feel overloaded with the amount of information they daily receive. Often, information overload is worse than lack of information. When it comes to a surplus of information, it is often hard for the receiver to distinguish which information is important and urgent and which one is not.

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.

Before sending the e-mail following rules can be followed:

- Think if the e-mail is really necessary to send or maybe it is better to call a colleague personally if he or she sits near you
- It is necessary to fill in the subject of the e-mail
- The context should be as structured and short as possible
- Attach history of conversation when it comes to follow-up task
- It is necessary to send an e-mail to right person and to copy column give persons who are supposed to know about the message but there is no answer required form them

- It is good to use colors, font boldness and other text options. This could help attract attention, and at the same time, it is clear what is expected of the addressee

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.

7 Conclusion

Internal communication has a significant impact on the overall organization. Management of internal communication can be often underestimated.

The topic of the given diploma thesis was the internal communication in PricewaterhouseCoopers CR, s.r.o., a branch of the sixth largest private organisations, which offers services in auditing, taxes and advisory.

The main aim of this diploma thesis was evaluation the area of employee communication in the selected organisation, to determine problematic areas in the internal communication and subsequently suggest possible changes and solutions, which will help to eliminate these problems.

The first main part was dedicated to defining the concept of communication, based on the literature review and available Internet resources. This information would help to clearly understand possible problematic situations that can arise within the internal communication in the company.

The second main part of the thesis was a practical part. This part contained, also, the essential characteristics of the company, its structural organisation, and analysis of its internal communication means and their use.

The empirical survey was conducted using a questionnaire survey distributed to the company's employees. 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.

It was founded that the company uses a big number of communication channels, which ensure the transfer of information. Thus, the most frequently used communication channels were e-mail, corporate chat, and mobile or telephone calls. The respondents also frequently attend social events organised by the company. Communication in the teams is at a reasonable level. However, the communication between teams has some issues. Besides, the big number of respondents agrees that sometimes they get information from unofficial

sources first and only after that from management, which means that communication from management side should be improved as well.

The positive result is that the employees receive information mostly on time. However, the majority of them feel overloaded by administrative things and unnecessary e-mails. Some communication tools are not being used to the full.
The respondents are aware of internal communication weak points. However, in conclusion, they agree that the internal communication in PwC is efficient and correctly regulated and that they are generally satisfied in the company.

The suggested recommendations can improve the efficiency of internal communication. It is important to note that communication using modern information technologies cannot replace personal contact and the person's attitude to discussion mostly influences the effectiveness of communication.
It is hard to install the functioning internal communication in big corporations and it cannot be run by itself. Internal communication should be managed under a long-term process, which is led by a set communication strategy and specific rules are followed.

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9 Appendix

Questionnaire

1. How old are you?
□ 18 – 25 years
□ 26 – 35 years
□ 36 – 45 years
□ 46 – 55 years
□ 56 and more

2. How long you have been working in PwC?
□ less than 1 year
□ 1 – 3 years
□ 4 – 6 years
□ 7 – 10 years
□ more than 10 years

3. What is your job position?
□ Higher management
□ Middle management
□ Lower management
□ Regular employee

4. Do you know the company's aims and visions?
□ Rather yes
□ Yes
□ Rather no
□ No

5. Do you know the company's values?
□ Rather yes
□ Yes
□ Rather no
□ No

6. Does the company's management inform you about changings in time?
□ Rather yes
□ Yes
□ Rather no
□ No

7. Do you receive enough information about tasks in time?
□ Rather yes
□ Yes
□ Rather no
□ No

8. Is information you receive from management clear for you?
□ Rather yes
□ Yes
□ Rather no
□ No

9. Does management communication affect employees' working performance and behaviour?
□ Rather yes
□ Yes
□ Rather no
□ No

10.Do you sometimes get information from unofficial sources first and then from official (from management)?
□ Rather yes
□ Yes
□ Rather no
□ No

11. Do you require a feedback to your e-mail?
□ Only in important cases
□ Yes, always
□ Mostly no
□ No

12. What is the most frequently used form of information transmission in the company?
□ Electronic form of communication
□ Personal form of communication
□ Written form of communication

13. How often do you use meetings as a tool of communication?
□ Very often
□ Often
□ Less often
□ Not at all

14. How often do you use discussions as a tool of communication?
□ Very often
□ Often
□ Less often
□ Not at all

15. How often top management meetings are scheduled?
□ Very often
□ Often
□ Less often
□ Not at all

16. How often the company organises social events?
□ Very often
□ Often
□ Less often
□ Not at all

17. How often do you use Mobile/telephone calls as a tool of communication?

□ Very often
□ Often
□ Less often
□ Not at all

18. How often do you Intranet as a tool of communication?
□ Very often
□ Often
□ Less often
□ Not at all

19. Do you think that the number of communication means in the company is sufficient?
□ Rather yes
□ Yes
□ Rather no
□ No

20. What is the most frequent form of communication you use to get essential information about tasks?
□ E-mail
□ Call (Mobile/ telephone)
□ Corporate chat
□ Social media
□ Intranet
□ Other

21. What is the average number of working e-mails you daily receive?
□ 0 – 15 e-mails
□ 16 – 30 e-mails
□ 31 – 50 e-mails
□ 51- 70 e-mails
□ 71 and more

22. Do you feel overloaded by administration?
□ Definitely yes
□ Rather yes
□ Rather no
□ Definitely no

23. Do you agree that communication inside your team is effective?
□ Absolutely agree
□ Rather agree
□ Rather disagree
□ Totally disagree

24. Do you agree that communication between teams is effective?
□ Absolutely agree
□ Rather agree
□ Rather disagree
□ Totally disagree

25. What kind of communication barriers do you have between the teams in the company?
□ Lack of communication time
□ Administrative problems
□ Different priorities
□ Incomplete information
□ Personal conflicts
□ Language barriers
□ Exxcessive number of communication nodes
□ There is no problem or conflict
□ Rest

26. What kind of atmosphere is at your workplace?
□ Friendly
□ Stressful
□ Relaxed
□ Tensed
□ Competitive
□ Not friendly

27. Do you satisfied with the company?
□ Definitely yes
□ Rather yes
□ Rather no
□ Definitely no

28. Would you recommend your current employer to your friends?
□ Rather yes
□ Yes
□ Rather no
□ No

29. Does internal communication in PwC efficient and correctly regulated?
□ Definitely agree
□ Rather agree
□ Rather disagree
□ Definitely disagree

30. Do you have any recommendations in the area of internal communication in the company (please write down)?

Open question