Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management and Marketing

Bachelor Thesis

Assessment of communication processes in a selected company.

Nursultan Turgunbaev

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Nursultan Turganbaev

Business Administration

Thesis title

Assessment of communication processes in a selected company.

Objectives of thesis

The primary goal of the thesis is to assess the internal communication processes within a chosen company and offer potential solutions to enhance the current situation.

Methodology

The thesis is written in two main parts: Theoretical and Practical.

The theoretical part comprises a review of current academic literature related to the topic.

The practical part is based on data drawn from a standardised questionnaire, developed to adhere to the standards of simplicity and clarity. The data will be analysed using appropriate methodologies. Based on this, the current communication processes will be assessed, and suggestions for improvements formulated.

The proposed extent of the thesis

30-40 pages

Keywords

Communication, internal communication, verbal, non – verbal.

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.

Downs, C. W., and Adrian, A. D. Assessing organizational communication: Strategic communication audits. New York: Guilford Press, 2012. ISBN 1462506607

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The Bachelor Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management and Marketing

Electronic approval: 21. 2. 2024

doc. Ing. Ladislav Pilař, MBA, Ph.D.

Head of department

Electronic approval: 27. 2. 2024

doc. Ing. Tomáš Šubrt, Ph.D.

Dean

Prague on 15. 03. 2024

Declaration

I declare that I have worked on my bachelor thesis titled "Assessment of communication processes in a selected company" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 15.03.2024   _____

Acknowledgement

Assessment of communication processes in a selected company.

Abstract

This thesis delves into the intricate landscape of communication processes within a selected company specializing in event organization. Through a comprehensive exploration of various dimensions of communication, ranging from verbal and non-verbal communication to directional communication channels, the study aims to elucidate the multifaceted nature of communication within organizational settings. Additionally, the study examines the challenges and impediments to effective communication, including semantic distortions, distrust, fear, emotional conditions, and poor listening skills, highlighting the importance of fostering a communication environment characterized by clarity, transparency, and empathy.

In the practical part of the thesis, a model is developed to assess communication processes within the selected company. Through hypothesis formulation, questionnaire development, and hypothesis testing using Pearson correlation analysis, the study empirically examines the relationship between communication dimensions and organizational outcomes such as productivity and satisfaction. Insights into the demographic profile of the company and the reliability of participant responses are also provided.

Keywords: Communication, internal communication, verbal, non - verbal.

Posouzení komunikačních procesů ve vybrané společnosti.

Abstrakt

Tato práce se zabývá složitým prostředím komunikačních procesů ve vybrané společnosti specializující se na organizaci akcí. Prostřednictvím komplexního zkoumání různých dimenzí komunikace, od verbální a neverbální komunikace až po směrové komunikační kanály, si studie klade za cíl objasnit mnohostrannou povahu komunikace v organizačním prostředí. Kromě toho studie zkoumá problémy a překážky efektivní komunikace, včetně sémantických zkreslení, nedůvěry, strachu, emočních stavů a špatných dovedností naslouchat, a zdůrazňuje význam podpory komunikačního prostředí, které se vyznačuje jasností, transparentností a empatií.

V praktické části práce je vytvořen model pro hodnocení komunikačních procesů ve vybrané společnosti. Prostřednictvím formulace hypotéz, tvorby dotazníku a testování hypotéz pomocí Pearsonovy korelační analýzy je empiricky zkoumán vztah mezi dimenzemi komunikace a výsledky organizace, jako je produktivita a spokojenost. Rovněž jsou uvedeny poznatky o demografickém profilu společnosti a spolehlivosti odpovědí účastníků.

Klíčová slova: Komunikace, interní komunikace, verbální, neverbální.

Table of content

1 Introduction

In today's fast-paced business environment, effective communication plays a pivotal role in the success of any organization. Clear and efficient communication processes not only facilitate smooth operations but also foster collaboration, innovation, and employee engagement. Within the context of a company whose core business is the organization of events, the importance of effective communication becomes even more pronounced. From coordinating event logistics to liaising with clients and suppliers, every aspect of the event planning process relies heavily on seamless communication.

This thesis aims to explore and assess the communication processes within a selected company specializing in event organization. By delving into the intricacies of communication within this specific industry, we seek to gain insights into how effective communication practices contribute to organizational success and client satisfaction. Through a comprehensive analysis of communication channels, strategies, and outcomes, we aim to identify areas of strength as well as potential areas for improvement within the company's communication framework.

The selected company operates within the dynamic and multifaceted industry of event organization, where attention to detail, creativity, and client-centricity are paramount. As such, effective communication is not merely a functional necessity but a strategic imperative. From initial client consultations to post-event evaluations, communication permeates every stage of the event planning and execution process.

Furthermore, in an industry where reputation and client satisfaction are paramount, the quality of communication can directly impact the company's brand image and competitive advantage. A company that excels in communication not only fosters strong relationships with clients and partners but also instills confidence and trust in its ability to deliver exceptional results. Conversely, ineffective communication can lead to misunderstandings, delays, and ultimately, dissatisfied clients.

2 Objectives and Methodology

2.1 Objectives

The primary goal of the thesis is to assess the internal communication processes on within a chosen company and offer potential solutions to enhance the current situation.

2.2 Methodology

The thesis is written in two main parts, the theoretical part and practical part.

The practical part is based on data drawn from a standardized questionnaire, developed to adhere to the standards of simplicity and clarity. The data is analyzed using appropriate methodologies. Based on this, the current communication processes are assessed, and suggestions for improvements formulated. The thesis applies the Likert – Scale measure across questionnaire, See Figure 1.

Table 1: Likert Scale Measure

Numeric Value	1	2	3	4	5
Definition	Completely Agree	Agree	Don't Know	Disagree	Completely Disagree

Source: Wuensch (2005).

3   Literature Review

The *Chapter – 3* is devoted to a literature review of communication which includes the theories of communication, parties involved, types of communication, its advantages and disadvantages.

3.1   Chapter of level 2

In the course of daily living, communication is a vital aspect. It is necessary to communicate with one another because people connect with one another on a daily basis. Lee Thayer, an American communications philosopher, has stated that the two fundamental components of our life are communication and the functions of energy. Our lives are impacted by communication just as much as they are by nutrition or health Blundel (2004). Therefore, it is of the utmost importance to have a solid understanding of what communication is and what it encompasses.

According to Bratton and Gold (1994: 259), communication is the process by through which data is communicated from one party to another using a sender and a receiver. It is an event and a process that communication is. In order to be more specific, it is the process of the sender and the receiver exchanging messages with one another (Blandel, 2004).

Special recognition goes to Shannon and Weaver (1995) who came up with the model of communication which depicted in the Figure – 1.

Figure 1: Simple communication model by Shannon and Weaver (1995).
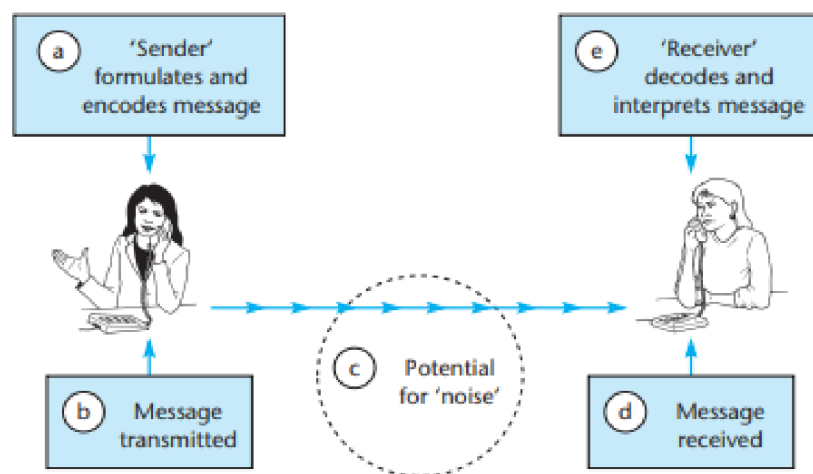
Source: Adopted from Bundle (2004: 5).

Despite its simplicity, this model presents some crucial principles. We must also consider certain assumptions on which it is founded. The concept suggests that the communication process starts when a message is created in the sender's mind. Once formed, the message is encoded. During a telephone conversation, encoding is the procedure where the sender converts the message into a series of words Bundle (2004: 5). The encoded message is conveyed via the microphone and telephone line. Two encoding processes occur: the first when the speaker vocalizes words, and the second when the microphone translates them into electrical impulses or binary code in a digital system. Upon reaching the opposite end of the connection, the encoded message must undergo a decoding procedure. The signal is transformed into words and the brain of another person interprets the meaning of the words. Upon completion of the conversion, the model confirms the reception of the original message Bundle (2004: 5). The process is repeated, switching the places of 'sender' and 'receiver', forming the fundamental structure of a telephone conversation. These interactions may be altered or disrupted. The first researchers used the term "noise" to specifically describe the unpredictable electrical crackling that may disrupt a conversation on an analog telephone connection. Today's digital mobile phones still face issues with dropped calls caused by poor or lost signals. In communication theory, 'noise' refers to any element that disrupts or alters an encoded message, preventing it from reaching the recipient in its intended state Bundle (2004: 6). For instance, when considering the communication process from a wider perspective, even the temperature in a lecture room might be seen as a form of interference, the heat in a room might eventually cause the "noise" as students might start moving more frequently to cool – off.

A wide and continuous stream of communications that cross each other is what constitutes the communication that occurs within an organization. The substance of these signals may be divided down into a number of distinct aspects, including raw data, factual information, ideas, views, beliefs and emotions (Bundl, 2004: 7: Shannon and Weaver, 1995).

3.1.1 Raw Data

These might include experimental measurements, such a set of temperature data that have not been analyzed or contextualized. The sender can easily convey messages with raw data, but the recipient cannot successfully decode or analyze them without providing their

context (Bundl, 2004: 8). For instance, regarding the temperature measurements, this would encompass the temperature scale, as well as the dates, hours, and places of each reading.

3.1.2 Facts

Facts are statistics given as impartial information. They are significant and can be considered to have a foundation in truth or reality. A recent article used scientific studies to show that carbon dioxide levels in the atmosphere have increased by one-third since the industrial revolution, and world average temperature has risen by *0.6* degrees Celsius during the same period (IPCC, 2001).

3.1.3 Ideas

Information that is provided in the form of concepts, constructions, hypotheses, and models, which may have varied degrees of empirical validity, is referred to as ideas. Ideas are a more abstract nature of information. As an illustration, the ***"enhanced greenhouse effect"*** is a scientific theory that has received widespread support. This theory proposes that the combustion of fossil fuels, such as coal, gas, and oil, is responsible for the amplification of the organic greenhouse effect of carbon dioxide in the environment, that in consequently is causes global warming (Fawcett et al. 2002: 11–13).

3.1.4 Opinions

Opinions can be differentiated by their subjectivity, since they are based on the authority of the people or organization expressing them rather than on established and widely known facts or concepts. In February 2003, the British prime minister stated that sustainable peace will not be achieved as long as there remained severe inequality and poverty. If the earth is devastated by climate change, real security will not exist (Blair, 2003).

3.1.5 Beliefs

Beliefs are a firmly held collection of views that are typically tied to a person's sense of self and impact their everyday actions. Some individuals have made significant lifestyle changes due to environmental concerns related to climate change, such as switching from cars to bicycles, avoiding air travel, and offsetting carbon emissions by supporting tree-planting initiatives. Conversely, some people argue for the freedom to drive fuel-consuming MPVs.

3.1.6 Emotion

Messages can convey emotional energy by communicating a range of human sentiments including love, anger, joy, bitterness, humor, passion, sentimentality, exhaustion, and hopefulness, together with other aspects like facts or ideas. If the emotional aspect of the message is communicated to the recipient, it might evoke comparable emotions, so enhancing the total effect. An instance is a brief television commercial created by the French environmental agency to promote public backing for initiatives against global warming. It does so by posing a thought-provoking question to viewers: 'Do you truly wish to harm polar bears?' (TBWA, 2008). Subsequently, a prediction was made that all of the world's polar bears will starve by 2060 due to the melting of the Arctic ice pack, which will disrupt their food sources (Factsheets, 2012).

Figure 2: Emotional perception of a message

Source: TBWA (2008).

Organizations frequently communicate communications that include a diverse combination of facts, ideas, views, and beliefs, often influenced by different levels of emotion. In subsequent sections, we explore the optimal way to integrate these components to meet our desired communication goals. Regardless of the message content, our primary

focus is on the channel, which is the method or technology utilized to transmit it to a recipient. The initial linear model was developed from studies focused on a specific channel, the telephone system, as mentioned above.

Modern organizations utilize several communication channels such as face-to-face meetings, letters, telephones, emails, reports, posters, brochures, and videoconferences. Technological advancements have caused a decrease in the use of certain communication channels like facsimile or 'fax' messaging, while other channels like SMS or 'text' messaging have become more prevalent in organizational environments. Messages are encoded differently based on the channel utilized. The method of encoding, such as text, graphics, or sound, is commonly known as the 'medium' of communication. It is vital to note that this phrase is also used to refer to communication channels. Advertising executives commonly use the term 'media' to refer to television, radio, newspapers, poster sites, and similar platforms.

3.2 Feedback, expectations and subjectivity

An early adaptation of the basic 'one-way' concept involved incorporating a feedback loop (see to Figure 3). The term 'feedback' was first used in cybernetics, a field that focuses on control systems, and it brought a significant 'systems theory' viewpoint into the study of organizations. Human feedback is often inconsistent and difficult to anticipate. Individuals may react differently to the same message based on their perception of it.

Figure 3: The linear model of communication with feedback

Source: Adopted from Bundle (2004: 5).

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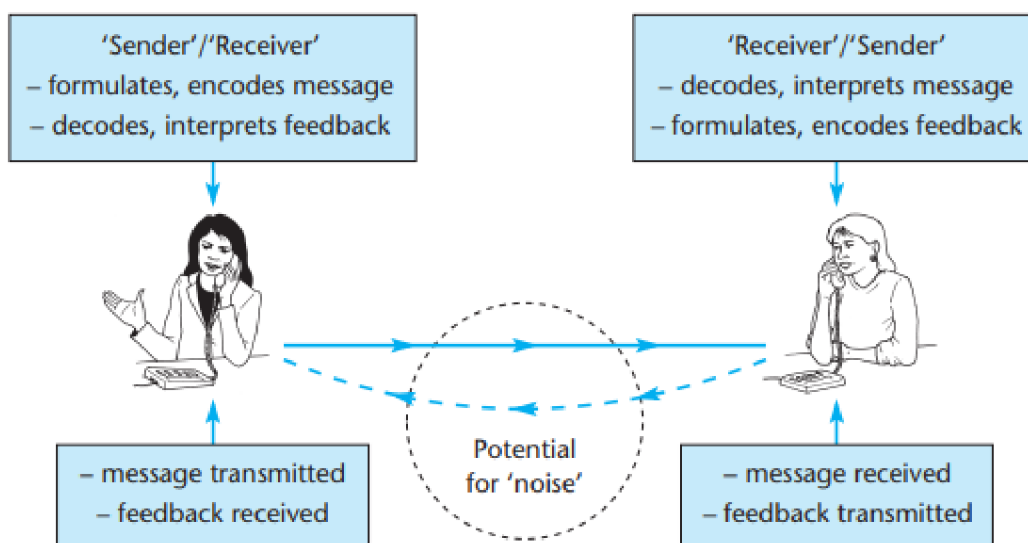
The most important takeaways from systems theory are that the activities of other areas of the organization have an effect on each and every sub-division of the organization. Furthermore, the organization itself is an "open system," which means that it is exposed to a larger world in which it encounters challenges from competitors and discovers partners with whom it might collaborate (Child, 2001). In simple terms, organizations do not function in the same manner as clocks. Rather, their behaviors are the consequence of many human decisions, each of which is dependent on the individual's subjective impressions of the world in which they are functioning as well as their past experiences and values:

'The behavior of the organization [...] must be interpreted as a result of the image of the executive, directed by his value system. [...] He is a receiver of messages from the receptor of the organization, and his job is to transform those messages into instructions or orders which go out to the effectors. He cannot be regarded, however, as simply a sausage machine grinding out instructions from the messages received. It is more realistic to suppose that between the incoming and outgoing messages lies the great intervening variable of the image. The outgoing messages are the result of the image, not the result of the incoming messages.' (Boulding, 1956: 27–28)

3.3   Organizational communication: Main dimensions

Organizational communication is a broad and multidimensional topic of study that encompasses a variety of academic disciplines (such as psychology, anthropology, and organization studies) as well as professional specializations (such as marketing, public relations, and human resource strategy). In addition to addressing a wide range of communication styles, it employs a wide variety of theoretical and methodological methods that are in direct opposition to one another.

3.3.1   Verbal and non – verbal communication

Verbal communication involves messages that are expressed using words. This can be separated into spoken (oral) and written versions. Written communication relies on syntax and punctuation rules, whereas oral communication utilizes pauses and emphasis on certain words. Oral communication presents challenges including selecting suitable language for a specific audience and conveying ideas across many languages. Various types of non-verbal communication exist. These elements encompass kinesics (human posture, gesture, body

language), visual media (images and signs), and non-verbal sensory inputs including noises and odors, all utilized for communication. Each of these forms can be utilized simultaneously in practice. Text and visuals are integrated in a business report, and presenters utilize words and motions.

3.3.2   One-way and two-way communication

This distinction pertains to the direction of message transmission. Certain communication methods, like face-to-face interviews and meetings, are naturally interactive and provide immediate responses. While certain forms of communication, like posters and webcasts, may seem one-way, they are typically receptive to criticism through methods such as communication audits or market research. Modern digital communication channels are typically more engaging than older analog ones. Television viewers may engage with digital broadcasts using their remote-control keypads. Internet technology, such as 'cookies', may offer organizations feedback on how their websites are being accessed.

3.3.3   Inter-personal and mass communication

Before the industrial age, communications mostly occurred among people from small groups, largely through face-to-face interactions like meetings. Mass communication began with the development of printing, enabling the dissemination of a single encoded message to a wide audience. Newspaper and book publishing were the primary modes of mass communication in the eighteenth and nineteenth centuries, succeeded by radio and television in the twentieth century. Today, organizations still participate in both interpersonal and mass communication, with the latter often being managed by qualified individuals.

3.3.4   Internal and external communication

There is a longstanding practice of differentiating communication within an organization from communication between the organization and external audiences. This divergence is seen in the many functional domains. Human resource managers often concentrate on internal employee communication, whereas public relations, buying, and marketing executives handle interactions with external stakeholders. There is a division in academic circles between academics focusing on company communication processes and those more interested in business communication and public relations. Attempts have been made to recover from internal and external communication concerns, as seen in the works

of Cheney and Christensen (2001) and Zorn (2002). Researchers suggest that the borders of modern organizations are becoming less distinct, indicating a connection between what were traditionally seen as internal and external communication activities.

Figure 4: The multiple dimensions of organizational communication
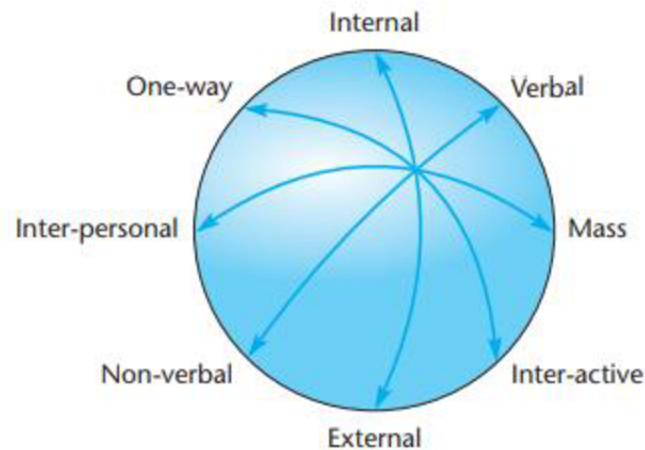
Bundle (2004: 8).

Although these four dimensions of communication do not cover all possible divisions in the field, they do highlight some of the key areas we must focus on. Each dimension is perceived as overlapping and interrelated. Instead of categorizing them into traditional '2 × 2' matrices commonly seen in business textbooks, we have opted for a more comprehensive approach by using the metaphor of a globe.

3.3.5   Direction of communications

There are several directions that communication may take in every company. Some examples of these shapes and orientations are downward communication, upward communication, horizontal communication, diagonal interaction, and outward communication etc. The following graphic illustrates these many aspects of communication that occur inside corporations.

3.3.5.1 Downward Communication – Authoritarian

Downward Communication is a form of vertical communication inside a company. It moves downward from those in higher positions to individuals in lower positions within the organizational structure. This form of communication is conducted by Chief Executive Officers, Managers, and other high-ranking officials who oversee subordinates inside the

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firm. This message is intended for workers or subordinates. Akporowho and Nwoko (2013) argued that this type of communication is prevalent in firms with an authoritarian environment. Esene (2009) argued that when a company prioritizes downward interaction over upward communication, it can lead to negative consequences such as low morale, decreased productivity, and heightened dissatisfaction among employees. Adler and Elmborst (2010) highlighted that research conducted at General Electric (GE) found that effective communication between a manager and their subordinate was the primary factor influencing work satisfaction for the majority of individuals. It is important for superiors to engage in consistent downward communication to make subordinates feel valued and ultimately pleased. Downward communication in businesses can be sent using circulars, bulletins, memoranda, letters, questions, telephone, emails, and face-to-face interactions.

3.3.5.2 Upward Communication

Communication in the company moves from lower-level workers to upper officials, who are in management positions. Organizations promoting upward communication think that all individuals are capable of developing concepts and ideas essential for the company's advancement. It aids in problem-solving by utilizing suggestions and thoughts from employees who are directly involved in the task. Upward communication includes scenario reports, finished duties, ideas, findings, hearings, grievances, inquiries, critiques, and responses to requests. Nwakanobi (2010) suggests that upward communication might enhance motivation and help employees feel appreciated, allowing managers and supervisors to better comprehend employees' emotions. Upward communication is characterized by being non-directive and is commonly observed in participatory and democratic organizational settings. This setting fosters a sense of freedom for subordinates to interact productively. Upward communication, as highlighted by Spaho (2013), serves to update top management on lower-level situations and is crucial for evaluating the effectiveness of downward communication. The absence of efficient upward communication in an organization might pose a threat to its well-being.

3.3.5.3 Horizontal Communication

This is a form of communication between individuals at the exact same level or position within the structure of the company. It is also known as lateral communication. Horizontal communication is the exchange of messages or data between individuals in an organization

who hold similar levels of authority. Typically, it entails the sharing of knowledge across colleagues with distinct areas of responsibility (Griffin & Moorhead, 2010). Ozaeta and An (2014) emphasize that this aspect of communication is crucial for coordinating tasks, problem-solving, information sharing, conflict resolution, and rapport-building to meet organizational objectives. Effective horizontal communication may lead to enhanced collaboration among workers with diverse responsibilities and a deeper comprehension of the company's goal and vision. It enhances communication and socializing abilities, frequently fostering enduring interpersonal relationships among peers in an organization. Olannye (2014) states that a proficient member of an organization will demonstrate various talents while using communication to uphold relationships, convey implicit knowledge, or transmit information about feelings principles, and motives. Esene (2009) noted that horizontal communication might be influenced by competitiveness, jealousy, and distance from one another.

3.3.5.4 Diagonal Communication

This type of interaction occurs between individuals who do not operate at the same level within an organization and lack a direct hierarchical connection. Although not commonly included in the organizational structure of a firm, communication is essential for facilitating commercial connections. This aspect of communication is seldom utilized unless when it complements other facets of communication. Diagonal communication consists of exchanges such as labor unions arranging direct meetings between workers and upper management, bypassing first-line and middle-level managers, as well as exchanging interactions or brief conversations with colleagues while moving through the company office (Spaho, 2013; Esene, 2009).

3.3.5.5 Outward Communication

External communication refers to interactions between organizations and individuals who are not actively engaged in the organization's internal operations. Communication can be conducted through shareholders' meeting presentations and marketing on various media such as television, radio, and posters. Most messages on companies' websites or social media platforms are considered external communication. Effective communication facilitates positive relationships between the firm and its clients, vendors, distributors, and the general public.

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3.4   Threats of communication

Several problems are jeopardizing effective communication inside organizations. The following factors are examined along with potential remedies for each.

3.4.1   Semantic Distortions

This refers to the absence of clarity in communication or information due to the incorrect use of words. Incorrect word choice or misuse of words can result in a breakdown in communication. Failure to employ clear and unambiguous language might hinder comprehension and impact communication effectiveness (Udeoba, 2012: 12). To address this issue, presenters or writers should strive to utilize the correct words, phrases, and terminology that are comprehensible to their audience while conveying information. Avoid using obscure and technical language unless required. Speakers and writers must prioritize the clarity of content and language in all communications.

3.4.2   Distrust, Threat and Fear

These can hinder efficient communication. Given these circumstances, any message will be seen with mistrust. Distrust, perceived threat, and fear of reprisal for accurate reporting can hinder communication inside an organization. Akporowho and Nwoko (2013: 6) suggest that distrust, threat, and fear might result from a superior's erratic conduct or from previous experiences when subordinates were penalized for honestly disclosing unfavorable but genuine facts to their boss. To mitigate the adverse impacts of distrust, threats, and fear in businesses, leaders should demonstrate fairness and impartiality towards their employees. They should consistently create events and situations that allow other people to develop confidence and trust in them. It is important for leaders to utilize the right tone and have a good relationship while speaking with their employees.

3.4.3   Emotional Condition

Emotional instability such wrath, resentment, melancholy, distrust, hostility, excitement, or happiness, might hinder a person's ability to listen attentively and comprehend the content being sent to them. Messages sent during emotional states are sometimes skewed due to the potential loss of logic and steadiness. The recipient may choose to disregard information conveyed in certain cases. Individuals inside the company should make an effort

to manage and restrain their intense emotional impulses to preserve stability and rationality of the mind consistently. Once completed, information and ideas inside the business may be freely exchanged without any limitations or misinterpretations.

3.4.4 Lack of Empathy

This occurs when the sender of the message is unable to evaluate and comprehend the receiver's circumstances. It refers to the inability to comprehend and value the emotions, thoughts, and perspectives of another individual during communication. The speaker's lack of empathy may prevent him from gauging if the recipient is in a suitable position to grasp the intended message. To address this issue, a proficient speaker should occasionally show empathy towards their audience to enhance the delivery and understanding of the content. The sender should take into account the emotional and motivational state of the recipient and optimize their communication accordingly.

3.4.5 Poor Listening Skills

Acquiring listening skills is most effectively achieved via mental discipline, however many communicators lack this crucial talent. There are numerous speakers but few individuals who listen attentively. Listening requires complete focus and self-control. It involves refraining from making hasty assumptions and judgments about what the other person is communicating. Poor listening skills are typically linked to a tendency to quickly pass judgment, provide approval or disapproval to what is being said, rather than making an effort to comprehend the speaker's perspective or point of reference. To improve communication, one must pay attention and when the other person is speaking in order to grasp the intended meaning. Effective communication and mutual comprehension are impossible when everyone is speaking simultaneously. Effective communication requires active listening while one person is speaking.

3.4.6 Lack of planning to communicate

Assumption is a characteristic that hinders effective communication in organizations. This might instead be referred to as "premature judgment." People often make assumptions about what someone is going to say and jump to conclusions without fully grasping the speaker's intended message. When a person feels targeted by someone in an organization,

they become suspicious of each sentence the individual says and interpret their remarks more deeply than intended (Ahmad, 2014: 13). The receiver's assumptions about the sender impact understanding. If the recipient perceives the sender as a person of unwavering integrity, it will positively impact their communication, idea sharing, and understanding. Staff members decide how much information they want to share with their managers according to their impression of them, or how much they trust them. Preexisting notions or beliefs about individuals, circumstances, or occurrences might impact the sender or recipient, leading to hasty conclusions. Assumptions and early judgments in organizations should be avoided by practicing patience. Individuals should practice patience and actively listen to the speaker to foster comprehension and make well-informed judgments or decisions instead of hastily leaping to conclusions.

3.4.6.1 Equipment

This issue mostly pertains to communication via mediated systems including teleconferencing, video calling, telex, email, television, radio, the internet, social media networks, computers, and other similar platforms (Maiers, Reynolds & Haselkorn, 2005: 15-16). Possible issues include network or internet failure, system breakdown, and unstable power supply. These errors can jeopardize effective communication, particularly in contemporary enterprises in developing nations. When a communication technology fails, transactions and interactions are temporarily halted until the system is repaired. Most companies in Nigeria have challenges due to the weak and unpredictable technology and network system in the nation. Organizations and authorities must make joint and ongoing attempts to solidify and enhance the technological systems in the nation for maximum efficiency.

4 Practical Part

4.1 Creatin of a model

For the purpose of gaining an understanding of the structure of the final model, the author uses this chapter to emphasize the relevant topics that are necessary for comprehending the link between the dependent variable (hereinafter referred to as DV) and the independent variables (hereinafter referred to as IV). The following is a model that acts as a depiction of the various outcomes that might occur in the situation. On the basis of the findings that have been obtained, it has been established in order to analyze the impacts of a number of "independent variables" on the "dependent variable" that is under consideration. The objective of this model is to provide the author with a clear and succinct representation of the potential implications that every independent variable may have on the variable that is being studied (the dependent variable). Keep in mind that this model is based on the most recent data that the author has gathered and examined. This is something that should be taken into consideration. As a consequence of this, the outcomes that are portrayed in this model could be modified with the completion of more study and analysis. On the other hand, the author of this study is of the opinion that this model offers a full and accurate picture of the possible impacts that each independent variable may have on the variable that is being studied (the dependent variable).

Figure 5: Potential model
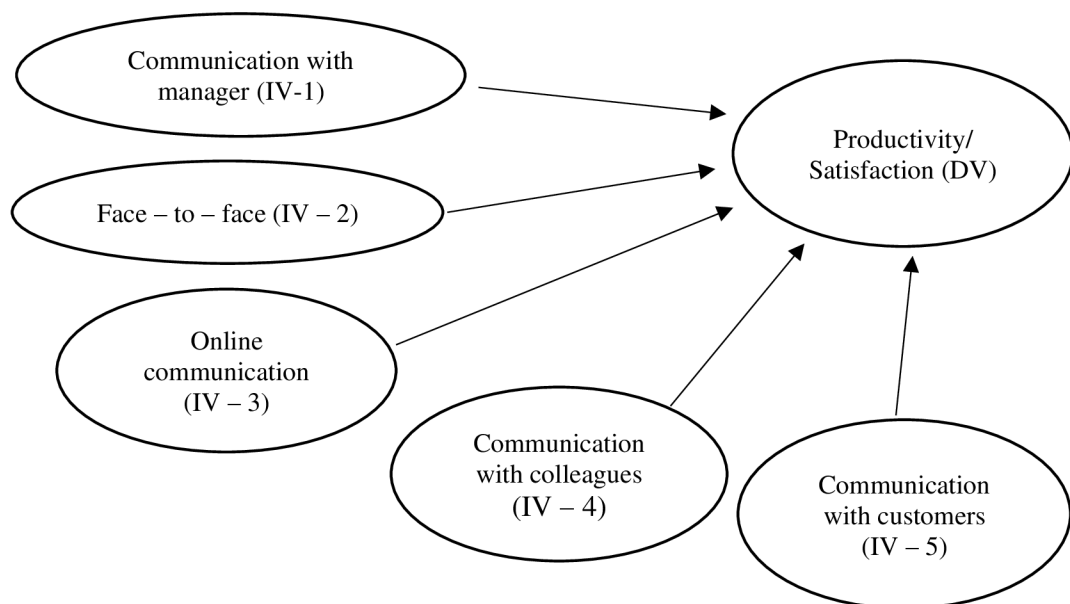
Source: Own proposal.

4.1.1   Development of Hypothesis

One theoretical framework that supports the idea that communication with managers can improve employee satisfaction and productivity is the Expectancy Theory. According to this theory, proposed by (Vroom, 1964) individuals are motivated to exert effort in their work if they believe that their efforts will lead to desired outcomes or rewards. In the context of communication with managers, employees may perceive that open and transparent communication channels with their managers provide them with the necessary information, guidance, and support to perform their jobs effectively. This perception can increase their belief that their efforts will result in positive outcomes, such as recognition, appreciation, career advancement, and job satisfaction.

H0: There is a positive correlation between the "Communication with a manager and Productivity/Satisfaction of employees".
H1: Claims the opposite statement.

Another theoretical perspective that supports the idea that face-to-face communication enhances employee satisfaction and productivity is social exchange theory. According to this theory, developed by (Homans, 1958) and later expanded by (Blau, 1994), individuals engage in social interactions with the expectation of receiving rewards or benefits and minimizing costs. In the context of face-to-face communication with managers, employees may perceive various rewards or benefits, such as personalized attention, immediate feedback, non-verbal cues, and emotional support. These aspects of face-to-face interaction can foster a sense of connection, trust, and rapport between managers and employees, leading to enhanced job satisfaction. Moreover, face-to-face communication allows for richer and more nuanced exchanges compared to electronic or written communication. Through face-to-face interactions, managers can convey empathy, understanding, and genuine interest in employees' concerns, which can contribute to a positive work environment and increased satisfaction. Additionally, face-to-face communication provides opportunities for spontaneous discussions, brainstorming sessions, and collaborative problem-solving, which can lead to innovative solutions and improved productivity. Face – to – face communication leads to trust, resolves conflict situation and improves work satisfaction (Birt, 2023), hence:

H0: There is a positive correlation between the "Face – to – face communication" and "productivity and satisfaction of employees".
H1: Claims the opposite statement.

One theoretical framework that supports the idea that online communication enhances employee satisfaction and productivity is the Social Information Processing Theory. Developed (Walther, 1992) this theory posits that individuals can form and maintain relationships solely through computer-mediated communication (CMC) channels, such as email, chat, or video conferencing. In the context of online communication in the workplace, employees can utilize various digital platforms and tools to connect, collaborate, and communicate with their colleagues and managers. Despite the absence of face-to-face interaction, online communication allows individuals to share information, exchange ideas, provide feedback, and build relationships in virtual environments (Walther, 1992).

Online communication significantly saves time for workers by eliminating the need for travel, walking, and extensive meeting preparation. With just a few clicks, workers can connect remotely and discuss work-related issues efficiently (Lim, 2023). Hence, it is clear that it boosts the productivity of workers by saving time.

H0: Online Communication positively impacts the "Productivity and satisfaction" of employees.
H1: Claims the opposite.

Effective communication with colleagues enhances business goals, minimizes errors, and fosters a sense of joy among team members (Cheney and Christensen,2001: Adler & Elmborst, 2010). Hence":

H0: Communication with colleagues positively impacts the "Productivity and satisfaction" of employees".
H1: Claims the opposite.

One theoretical framework that supports the idea that communication with customers positively impacts productivity and satisfaction is the service profit chain theory. Proposed by (James Heskett et. el., 1997) the "Service Profit Chain theory" emphasizes the link between employee satisfaction, customer satisfaction, and financial performance.

According to the service profit chain theory, satisfied and motivated employees lead to higher levels of customer satisfaction. When employees are engaged, well-trained, and empowered to provide excellent service, they are more likely to meet or exceed customer expectations. Positive interactions with customers, characterized by effective communication, responsiveness, and empathy, contribute to enhanced customer satisfaction. Zawadi (2021) claims that proper communication with customers improves the business goals of a company; hence, it might benefit employees in the form of paid bonuses for bringing in more business prospects, etc. Hence:

H0: Communication with customers positively impacts the "Productivity and satisfaction" of employees".

H1: Claims the opposite.

4.1.2 Questionnaire development

Indicator	*Abbreviation*	*Statements*	*Supportive source*
Communication with manager	CM1	My manager actively listens to my concerns and provides constructive feedback during our communication interactions.	(Vroom, 1964)
	CM2	I feel comfortable expressing my ideas and opinions to my manager, knowing they will be valued and considered	Adler and Elmborst (2010)
	CM3	I receive timely and relevant information from my manager, which helps me make informed decisions and perform my tasks efficiently.	
Face to face	FF1	Face-to-face communication allows for better rapport-building and relationship development compared to other communication methods.	Akporowho and Nwoko (2013)
	FF2	I find face-to-face meetings or discussions with colleagues to be more productive and engaging than virtual interactions	

	FF3	Face-to-face communication enables clearer expression of ideas and emotions, reducing the likelihood of misunderstandings or misinterpretations.	Esene (2009)
	FF4	I feel more connected and aligned with my colleagues' goals and objectives when communicating face-to-face.	
Online communication	OC1	Online communication tools such as email, chat, or video conferencing facilitate convenient and efficient communication with colleagues.	(Cheney and Christensen, 2001)
	OC2	I feel comfortable expressing my ideas and opinions through online communication platforms, even without face-to-face interaction.	(Adler & Elmborst, 2010).
	OC3	I appreciate the flexibility and accessibility provided by online communication tools, allowing me to communicate at any time and from any location.	
Communication with colleagues	CC1	Regular communication with colleagues fosters a sense of camaraderie and teamwork, contributing to a positive work environment.	(Adler & Elmborst, 2010).
	CC2	I find that collaborating with colleagues through communication channels enhances creativity and innovation in our work.	(Blau, 1994),
	CC3	Effective communication with colleagues builds trust and mutual respect, leading to more efficient problem-solving and decision-making processes.	
Communication	CWC1	Positive communication with customers enhances their satisfaction with our	(Homans, 1958)

with customers		products/services and increases their likelihood of repeat business.	(James Heskett et. el., 1997)
	CWC2	I feel confident in my ability to communicate effectively with customers, addressing their inquiries or concerns in a timely and professional manner.	
	CWC3	Effective communication with customers enables me to understand their needs and preferences better, allowing me to tailor our offerings to meet their expectations	
	CWC4	I believe that building rapport and trust with customers through communication contributes to their loyalty and positive word-of-mouth recommendations.	Zawadi (2021)
Productivity and satisfaction	PS1	I feel like communication with managers increases my productivity and I feel valuable to the company.	Own proposal.
	PS2	Improving communication channels and practices leads to higher levels of productivity and job satisfaction for me.	
	PS3	When communication is effective, I find that I am more productive and satisfied with my work.	

Source: Adopted from the literature reviews.

4.1.3   Hypothesis approach

In order to evaluate the reliability of the internal consistency of a questionnaire for a survey or a psychological instrument, the author conducts a Cronbach's alpha test, known as a measure of statistics that is often employed to assess the reliability of the tool. It is a measurement that determines the degree to which each question in a survey or test are assessing the same fundamental concept or characteristic. When calculating Cronbach's alpha, it is necessary to examine the inter-item correlations that exist between all of the items that are included in a scale or test. If the coefficient of alpha is high (often greater than 0.70) see Table – 2, it implies that the items on the scale are assessing the same underlying construct, and as a result, the scale provides dependable results. Indicating that the components on the scale may be measuring distinct constructs and may not be trustworthy, a low value of alpha implies that the scale may not be reliable.

Table 2: Cronbach's alpha assessment.

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9 or higher	Excellent

Source: Jain and Angural (2017).

4.1.3.1 Pearson correlation

Pearson correlation is a statistical method that measures the degree and direction of the linear relationship between two continuous variables. The calculation determines the extent to which two variables vary in relation to one other, with values falling between *-1* and *1*. A correlation value around 1 signifies a robust positive linear link, indicating that as one variable rises, the other also tends to grow. A coefficient around -1 signifies a robust negative linear correlation, suggesting that when one measure rises, the other often decreases. A correlation value of 0 indicates the absence of a linear relationship between the variables. Correlation does not imply causation; a relationship between two variables does not always suggest that changes in one variable cause changes in the other.

4.2 Information about the selected company

Innovatrix endeavors to organize conferences that serve as sources of inspiration and networking opportunities, bringing together key decision-makers across various global industries. Whether it's manufacturing, technology, finance, or pharmaceuticals, we champion innovation and foster an environment conducive to sharing ideas, networking, and meaningful discussions among attendees. With a team boasting three decades of combined experience in B2B event production, marketing, sponsorship, and execution, we are committed to delivering impactful and successful events.

Picture 1:

Source: Adopted from Innovatrix (2024).

4.2.1 Demographical responses of the participants

Table 3: Demographical data of participants

What is your gender?	Numeric	%
Male	23	34,85%
Female	43	65,15%
What is your age?		
18 – 21	17	25,76%
22 – 29	22	33,33%
30 – 39	18	27,27%
40 – 49	8	12,12%
50 +	1	1,52%
What is your country of origin?		
CIS Country	14	21,21%
EU country	34	51,52%
Middle East/Africa	18	27,27%
What is your department?		

Accounting & Finance	2	3,03%
Sales	45	68,18%
Human Resources	1	1,52%
Project planner	18	27,27%
How long you have been working on your current job position?		
Up to year	15	22,73%
1 – 2 years	17	25,76%
2 – 4 years	34	51,52%

Source: Own processing

The table 3 provides an overview of respondents' demographics and professional characteristics: Among the respondents, 34.85% identified as male, while 65.15% identified as female. Age distribution varied, with 25.76% falling in the 18-21 range, 33.33% in the 22-29 range, 27.27% in the 30-39 range, 12.12% in the 40-49 range, and 1.52% aged 50 and above. In terms of country of origin, 21.21% were from CIS countries, 51.52% from EU countries, and 27.27% from the Middle East/Africa region. Regarding departmental affiliation, 3.03% worked in Accounting & Finance, 68.18% in Sales, 1.52% in Human Resources, and 27.27% as Project planners. Finally, when it comes to years in their current job position, 22.73% had been in their role for up to a year, 25.76% for 1-2 years, and 51.52% for 2-4 years.

4.3 Reliability of answers

The chapter is devoted to show the test of internal reliability or "Cronbach's alpha test" to see how consistent the answers of participants are across the dimensions.

4.3.1 Reliability of answers across dimensions

The following table depicts the results of the reliability across all dimensions, See Table – 4.

Table 4: Cronbach's alpha results

Dimension	Numeric result	Number of statements
Communication with a manager	0.78	3
Face to face communication	0.85	4
Online Communication	0.92	3
Communication with colleagues	0.84	3
Communication with customers	0.92	4
Productivity and Satisfaction	0.77	4

Source: Own processing.

Cronbach's alpha of 0.78 % suggests a moderate to good level of internal consistency among the items measuring communication with a manager and productivity and satisfaction. The highest results of Cronbach's alpha are „Communication with customers "and „Online communication "that are equal to 0.92 %. Followed by "Face to Face" communication which equals to 0.85 % and "Communication with colleagues" – 0.84 %. Overall, the results are reliable to work with. Further, the author runs a regression analysis to see the correlation among dependent and independent variables. See *Appendix – 1.*

4.4 Hypothesis confirmation.

The following table depicts the results of the regression analysis with a 0 constant. See Table – 5.

Table 5: Coefficients

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95,0%	Upper 95,0%
CM	0,160	0,168	0,956	0,043	-0,175	0,496	-0,175	0,496
FC	-0,103	0,137	-0,748	0,005	-0,377	0,171	-0,377	0,171
OC	0,602	0,208	2,888	0,004	0,185	1,018	0,185	1,018
CC	0,005	0,137	0,037	0,971	-0,269	0,279	-0,269	0,279
CWC	0,279	0,072	3,858	0,000	0,134	0,424	0,134	0,424

Source: Own processing.

Based on the results shown above, the numbers from the table are assigned to the final model.

Figure 6: Final model with numerical values
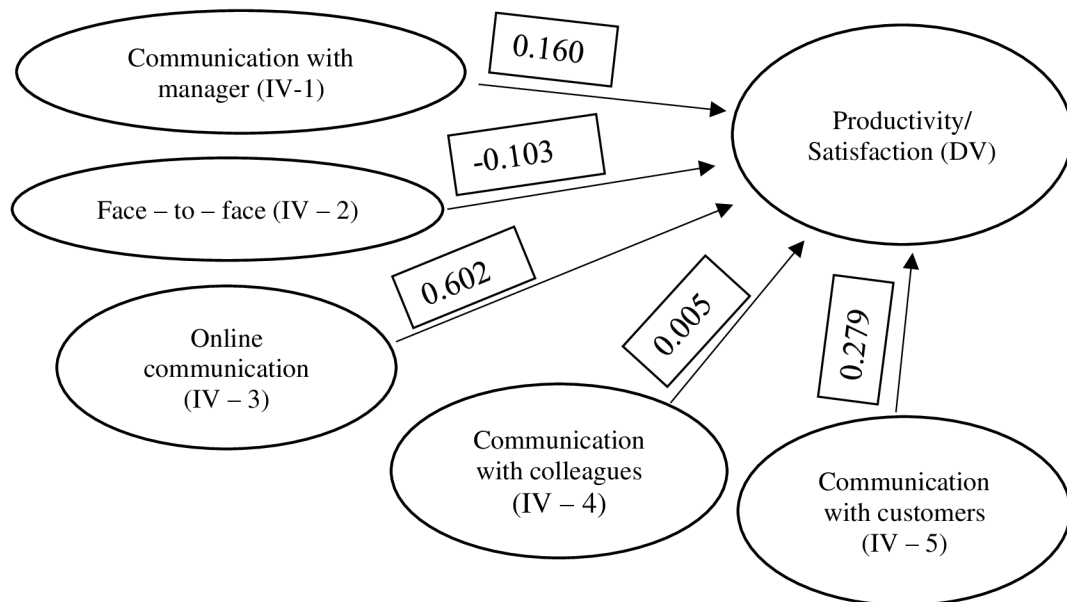
Source: Own proposal.

We can see that the highest impact has the (CWC) variable on productivity and satisfaction with value of 0.279, and p – value of 0.000. Further, the (OC) variable has the highest coefficient with 0.602 and p – value of 0.005. The third place is taken by (FC) variable from the perspective of significance and its coefficient equals to -0.103. The (CM)

variable takes the 4th place with its p – value of 0.043 and coefficient 0.160, and the last variable turned out to be insignificant (CC).

The Figure – 7, highlights the results of hypothesis and the effect between two variables, dependent and independent.

Figure 7: Hypothesis confirmation

Hypothesis	Positive/ Negative	Accept/Reject
There is a positive correlation between the "Communication with a manager and Productivity/Satisfaction of employee".	Positive	Accept
There is a positive correlation between the "Face – to – face communication" and "productivity and satisfaction of employee".	Negative	Reject
Online Communication positively impacts the "Productivity and satisfaction".	Positive	Accept
Communication with colleagues positively impacts the "Productivity and satisfaction".	Positive	Accept
Communication with customers positively impacts the "Productivity and satisfaction".	Positive	Accept

Source: Own processing.

5 Results and Discussion

Based on the findings, it is apparent that most of the variables examined in the study demonstrate statistical significance, suggesting they have a notable impact on productivity and satisfaction within the company. While the variable labeled (CC) did not show statistical significance, it did exhibit a respectable Cronbach's alpha level. This observation implies that the company fosters internal competitiveness among its employees, leading to the inference that "Communication with colleagues" may not significantly contribute to productivity outcomes. Given the company's primary focus on promoting organized events, there exists a heightened level of competitiveness among employees. Consequently, effective communication may not necessarily enhance their performance but might potentially have a detrimental effect on it. So, the hypothesis of the (Cheney and Christensen, 2001: Adler & Elmborst, 2010) cannot be accepted.

In relation to the remaining variables, it is evident that Communication with a manager (CM) plays a significant role in enhancing productivity and job satisfaction. This observation is in line with the theory proposed by Vroom (1964) and was further validated by the model utilized in this study. The findings strongly suggest that effective managerial communication can positively influence motivation within the researched company. Given the company's reliance on activities such as "cold calling" and emailing as integral aspects of its core business operations, it becomes apparent that proper motivation from managers could greatly enhance employee engagement and performance.

The Face-to-Face (FF) communication also exhibited notable results in the model, showing a positive correlation with productivity and satisfaction. This suggests that "face-to-face" communication can enhance rapport-building, which is particularly crucial in sales environments. Additionally, such communication enables the interpretation of facial expressions and emotions, thereby reducing the likelihood of misunderstandings between clients and salespeople. These findings align with the assertions of Akporowho and Nwoko (2013), who argued that face-to-face communication can boost employee productivity by up to 50%. While the precise increase in productivity could not be quantified in this study, the results nonetheless support the hypothesis put forth by Akporowho and Nwoko, reaffirming

the importance of face-to-face communication in fostering productivity and satisfaction in the workplace.

Online communication (OC) similarly demonstrated a positive impact on the dependent variable (Productivity and satisfaction). Research conducted by Cheney and Christensen (2001) underscored the efficiency gains associated with online communication, leading to enhanced productivity. The model utilized in this study corroborates this hypothesis. Online applications indeed streamline processes by minimizing the need for physical attendance at meetings or conferences; with just a few clicks, employees can seamlessly connect to any necessary gatherings. The study confirms this efficiency, showing a significant positive correlation with the highest coefficient recorded at 0.602.

Communication with Customers (CWC) also displayed a positive correlation with productivity and satisfaction. Research conducted by Homans (1958) and James Heskett et al. (1997) concluded that employees' confidence is bolstered when communication with customers is conducted in a manner that sets the right tone. This confidence boost contributes to increased productivity, particularly when employees anticipate repeat business with the customer, emphasizing the importance of establishing effective communication techniques. Additionally, effective communication aids employees in understanding and addressing customer needs, a crucial aspect in sales environments. Therefore, the findings support the notion that fostering positive communication with customers can positively impact both productivity and satisfaction levels within the company.

5.1 Limitation of the study

Although the study involved a sample size of 64 participants, which is relatively robust, the findings may still have limitations in terms of generalizability. The sample may not adequately represent the diversity of employees across different industries, organizational sizes, or cultural backgrounds. Thus, caution should be exercised when attempting to generalize the results to broader populations.

The study adopted a cross-sectional design, capturing data at a single point in time. As a result, it may not provide insights into causal relationships between variables. Longitudinal studies tracking participants over time could offer a more robust understanding of how

communication variables influence productivity and satisfaction dynamics within the company.

Despite efforts to control for confounding variables, there may be additional factors influencing the relationships between communication variables, productivity, and satisfaction that were not accounted for in the analysis. Unmeasured variables such as individual differences in communication skills, job tenure, or job satisfaction levels could confound the observed associations.

6 Conclusion

Throughout the thesis, various dimensions of communication within a selected event organization company have been explored and analyzed. From examining raw data to understanding the nuances of feedback, expectations, and subjectivity, the study has delved into the intricate landscape of communication processes within organizational settings. Through the lens of organizational communication, crucial dimensions such as verbal and non-verbal communication, one-way and two-way communication, as well as internal and external communication, have been identified, shedding light on the diverse channels through which information traverses within the company.

Additionally, the directional aspect of communication, spanning from downward communication characterized by authoritarianism to upward, horizontal, diagonal, and outward communication channels, has been explored. Insights into how information is disseminated, received, and acted upon within the organizational hierarchy have been gained through understanding the nuances of these communication flows. Nevertheless, the exploration has also revealed various impediments to effective communication, including semantic distortions, distrust, fear, emotional conditions, lack of empathy, poor listening skills, and inadequate planning. These challenges underscore the imperative of fostering a communication environment marked by clarity, transparency, and empathy to mitigate the risk of miscommunication and misunderstandings.

In the practical section of the thesis, a model has been devised to evaluate communication processes within the chosen company. Through hypothesis formulation, questionnaire design, and hypothesis testing utilizing Pearson correlation analysis, the aim was to empirically scrutinize the correlation between communication dimensions and organizational outcomes such as productivity and satisfaction of employees. Furthermore, insights into the demographic profile of the selected company and deliberations on the reliability of participant responses across various dimensions have been provided. By corroborating hypotheses concerning communication processes, the study has contributed to a deeper comprehension of how effective communication practices can positively influence organizational performance and employee satisfaction.

However, it is imperative to acknowledge the constraints of this study, including the relatively modest sample size and potential biases inherent in self-reported data. These limitations underscore the necessity for further research to authenticate and expand upon the findings.

In conclusion, the thesis underscores the pivotal significance of effective communication processes within organizations, particularly within the realm of event organization companies. By addressing the intricacies and obstacles of communication and leveraging the insights gleaned from this study, organizations can refine their communication strategies to foster collaboration, innovation, and success in today's fiercely competitive business milieu.

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8 List of pictures, tables, graphs and abbreviations

8.1 List of figures

8.2 List of graphs

8.3 List of abbreviations

9 Appendix

1) What is your gender?   Numeric

a) Male

b) Female

2) What is your age?

a) 18 – 21

b) 22 – 29

c) 30 – 39

d) 40 – 49

e) 50 +

3) What is your country of origin?

a) CIS Country

b) EU country

c) Middle East/Africa

4) What is your department?

a) Accounting & Finance

b) Sales

c) Human Resources

d) Project planner

5) How long you have been working on your current job position?

a) Up to year   15

b) 1 – 2 years   17

c) 2 – 4 years   34

Communication with manager (Dimension)

CM1	My manager actively listens to my concerns and provides constructive feedback during our communication interactions.
CM2	I feel comfortable expressing my ideas and opinions to my manager, knowing they will be valued and considered
CM3	I receive timely and relevant information from my manager, which helps me make informed decisions and perform my tasks efficiently.

Face-to-face communication (Dimension)

FF1	Face-to-face communication allows for better rapport-building and relationship development compared to other communication methods.
FF2	I find face-to-face meetings or discussions with colleagues to be more productive and engaging than virtual interactions
FF3	Face-to-face communication enables clearer expression of ideas and emotions, reducing the likelihood of misunderstandings or misinterpretations.

Online communication (Dimension)

OC1	Online communication tools such as email, chat, or video conferencing facilitate convenient and efficient communication with colleagues.
OC2	I feel comfortable expressing my ideas and opinions through online communication platforms, even without face-to-face interaction.
OC3	I appreciate the flexibility and accessibility provided by online communication tools, allowing me to communicate at any time and from any location.

Communication with colleagues (Dimension)

CC1	Regular communication with colleagues fosters a sense of camaraderie and teamwork, contributing to a positive work environment.
CC2	I find that collaborating with colleagues through communication channels enhances creativity and innovation in our work.
CC3	Effective communication with colleagues builds trust and mutual respect, leading to more efficient problem-solving and decision-making processes.

Communication with customers (Dimension)

CWC1	Positive communication with customers enhances their satisfaction with our products/services and increases their likelihood of repeat business.
CWC2	I feel confident in my ability to communicate effectively with customers, addressing their inquiries or concerns in a timely and professional manner.
CWC3	Effective communication with customers enables me to understand their needs and preferences better, allowing me to tailor our offerings to meet their expectations
CWC4	I believe that building rapport and trust with customers through communication contributes to their loyalty and positive word-of-mouth recommendations.

Productivity and Satisfaction (Dimension)

PS1	I feel like communication with managers increases my productivity and I feel valuable to the company.
PS2	Improving communication channels and practices leads to higher levels of productivity and job satisfaction for me.
PS3	When communication is effective, I find that I am more productive and satisfied with my work.

9.1 Descriptive Statistics

CM		FC		OC		CC		CWC		PS	
Mean	1,14	Mean	1,25	Mean	1,08	Mean	1,34	Mean	1,80	Mean	1,23
Standard Error	0,04	Standard Error	0,06	Standard Error	0,03	Standard Error	0,05	Standard Error	0,10	Standard Error	0,06
Median	1,00	Median	1,00	Median	1,00	Median	1,00	Median	1,50	Median	1,00
Mode	1,00	Mode	1,00	Mode	1,00	Mode	1,00	Mode	1,00	Mode	1,00
Standard Deviation	0,33	Standard Deviation	0,52	Standard Deviation	0,25	Standard Deviation	0,44	Standard Deviation	0,79	Standard Deviation	0,50
Sample Variance	0,11	Sample Variance	0,27	Sample Variance	0,06	Sample Variance	0,19	Sample Variance	0,63	Sample Variance	0,25
Kurtosis	3,73	Kurtosis	5,13	Kurtosis	10,23	Kurtosis	1,51	Kurtosis	-1,38	Kurtosis	5,69
Skewness	2,21	Skewness	2,39	Skewness	3,37	Skewness	1,26	Skewness	0,54	Skewness	2,47
Range	1,33	Range	2,00	Range	1,00	Range	2,00	Range	2,00	Range	2,33
Minimum	1,00	Minimum	1,00	Minimum	1,00	Minimum	1,00	Minimum	1,00	Minimum	1,00
Maximum	2,33	Maximum	3,00	Maximum	2,00	Maximum	3,00	Maximum	3,00	Maximum	3,33
Sum	75,33	Sum	82,50	Sum	71,00	Sum	88,33	Sum	118,75	Sum	81,00
Count	66,00	Count	66,00	Count	66,00	Count	66,00	Count	66,00	Count	66,00
Confidence Level(95,0%)	0,08	Confidence Level(95,0%)	0,13	Confidence Level(95,0%)	0,06	Confidence Level(95,0%)	0,11	Confidence Level(95,0%)	0,20	Confidence Level(95,0%)	0,12

Source: Own processing.