

Czech University of Life Sciences Prague
Faculty of Economics and Management
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BACHELOR THESIS

**Communication in a business
environment**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

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Economics and Management Economics and Management

Thesis title

Communication in a business environment

Objectives of thesis

The main objective of this thesis is to identify the importance of internal communication of a specified company. Specifically, it is to discover factors which influence communication inside of organization, what tools it uses to communicate as well as to motivating employees effectively.

The intended result is to identify examples of bad practices and propose improvements.

Methodology

This thesis is written in two main parts – theoretical and practical.

The first part comprises a review of current literature taken from a range of relevant academic and other reliable sources.

In the practical part, a variety of research methods, such as: survey, questionnaire, interview, observation, and investigation and analysis of organizational work will be used.

The intended result is to identify examples of bad practices and propose improvements.

The proposed extent of the thesis

Approx. 40 – 50 pages

Keywords

Internal communication, Communication methods, Direction of communication, Effective communications, Communication barriers

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Armstrong, M. (2010), Armstrong's essential human resource management practice: a guide to people management. London UK.: Kogan Page, 432pp. ISBN 978-0-7494-5989-5

Drucker, P.F., (2007), The effective executive, Abingdon UK., 184pp, ISBN-13 : 978-0750685078

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Rentz K., Lentz P., (2013), Lesikar's Business Communication: Connecting in a Digital World, New York, USA.: McGraw-Hill, 720pp., ISBN-13: 978-0073403212

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Declaration

I declare that I have worked on my bachelor thesis titled "Communication in a business environment" 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

Ruomeng Zhuge

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Communication in a business environment

Abstract

This thesis draws on the knowledge of disciplines such as organization and Management Science to study the internal communication system of the organization, the information transmission process in the internal communication of the organization, the uncertainty of information transmission, and the organizational characteristics of information transmission. The author analyses the influence of information transmission on the efficiency of decision-making in the organization, At the end of this thesis, some countermeasures are put forward to overcome the communication barriers within the enterprise.

Keywords: Internal communication, Communication methods, Direction of communication, Effective communications, Communication barriers

Komunikace v podnikatelském prostředí

Abstrakt

Tato práce využívá znalosti oborů, jako je organizace a věda o řízení, ke studiu systému vnitřní komunikace organizace, procesu přenosu informací v interní komunikaci organizace, nejistoty přenosu informací a organizačních charakteristik přenosu informací. Autor analyzuje vliv přenosu informací na efektivitu rozhodování v organizaci. Na konci této práce jsou uvedena některá protiopatření k překonání komunikačních bariér v podniku.

Klíčová slova: Interní komunikace, Komunikační metody, Směr komunikace, Efektivní komunikace, Komunikační bariéry

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Introduction

With the development of the new era, market competition has become more and more fierce, and internal communication within the organization has received more and more attention from enterprises and management experts.

Communication plays a foundational role for existence of organization. The key to communication is information transmission. Information transmission involves every member of the organization, and the transmission of information between individuals or groups of organizations has an important impact on the development of the organization.

Information transmission is the process by which people deliver information with a certain content or meaning to another party or the public through speech, silent language, or non-verbal format. It plays a role of communication, so that both parties can exchange their thoughts, emotions, experiences, and mutual behaviours. The process of information transmission includes thought, coding, channels, coding, understanding, background, feedback, noise, and other elements. The information system architecture within the organization includes the collection, processing, transmission, and control of information within the organization. The process and content of information transmission are determined by organization structure and its characteristics, this is the organizational meaning for information transmission.

1 Objectives and Methodology

1.1 Objectives

The main objective of this thesis is to identify the importance of internal communication of a specified company. Specifically, it is to discover factors which influence communication inside of organization, what tools it uses to communicate as well as to motivating employees effectively.

The intended result is to identify examples of bad practices and propose improvements.

1.2 Methodology

This thesis is written in two main parts - theoretical and practical.

The first part comprises a review of current literature taken from a range of relevant academic and other reliable sources.

In the practical part, a variety of research methods, such as: survey, questionnaire, interview, observation, and investigation and analysis of organizational work will be used.

2 Review of Related Literature

This review aims to identify key issues related to the internal communication of the literature. In preparing these literature reviews, the researchers have consulted academic publications and used electronic journal to search for related publications and books.

The literature on internal communication and business communication was reviewed and a keyword search (internal communication) was performed.

2.1 The concept of communication

Communication is fundamental to the existence and survival of individuals, groups, societies, and nations. Language is the most common tool of communication. It plays a vital role in helping people build a bridge of relationships (Abuarqoub, 2019). It is a process of creating, exchanging, sharing ideas, information, opinions, facts, feelings, and experiences between a sender and a receiver. Information transmission refers to the process by which people deliver information with a certain content and meaning to each other or the public through spoken language, silent language or non-verbal form, so that both parties can exchange ideas, establish feelings, exchange experiences, and mutually help behaviour and their purposes; Communication is mutual information transmission and symbolic interaction at the same time. In this process, people reach a consensus on the definition of the situation. Communication can be defined as the process of transmitting information and common understanding from one person to another (F. C. Lunenburg, 2010).

The ability to communicate effectively is critical to success in today's business environment. Exchange ideas and information between two equal partners or at least partners who respond to each other (sender and receiver). The most basic goal of business communication is to understand the recipient and providing your response to the recipient is one of the essential goals of business communication.

2.2 Historical background of communication

The word communication comes from the Latin *Communis*, which is a noun word, means common, co-ownership or sharing (F. C. Lunenburg, 2010). Communication is the study of the laws of information dissemination and the relationship between people, information, and media. In theory, communication is the study of all human communication behaviours and laws. "Communication" gradually became a term in the 18th and 19th centuries, and scholars began to pay attention to the language and methods of social communication. From their writings, "communication" has become an increasingly important idea to understand knowledge, society, political life, and personal development and organization. Prior to this, communication was done verbally. Communication involves not only the world of signs and symbols, but also material technology and modes of transportation. It is a broad term with great significance, and its history is considered to have its own value and ability (Simonson et al., 2013).

2.3 The basic process of information transmission

Schramm was a forefather in the development of a basic model of communication. His model is a derivation of Shannon-Weaver transmission model of communication with certain modifications. The Shannon-Weaver model is more mathematical and technological with six proposed elements of communication: (Al-Fedaghi, 2012).

- source
- encoder
- message
- channel
- decoder
- receiver

Information transmission is the process by which the information sender transmits information to other people through a certain transmission channel. It is composed of information sender, information, transmission channel and information receiver as shown in Figure 3. Information transmission is purposeful, and it usually contains relatively complete information content; information transmission also has a certain directionality, it can be one-way or two-way, among which the response to the original information is called information Feedback (Mishra, 2016).

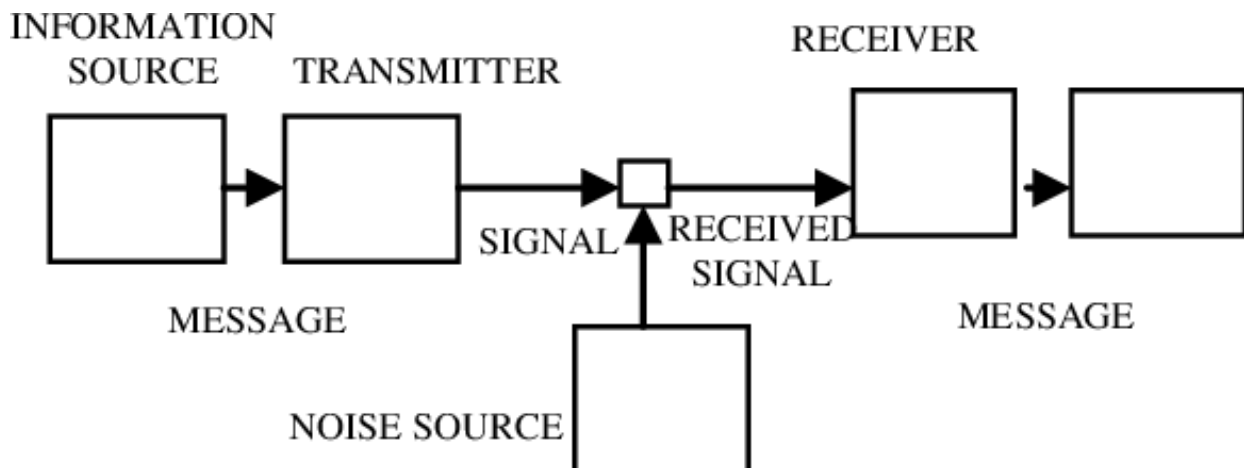


Figure 1 Schematic diagram of the Shannon-Weaver mode
Source: (Al-Fedaghi, 2012)

The elements of the information transmission process include coding (the process of encoding or decoding), channel, background, feedback, noise, etc. (Sethi & Seth, 2009). The sending process firstly originates from the sender of the information, the sender's desire to send the information. The information is sent through a channel, and the sending process of this information has been completed. The information transmitted by the sender is transmitted in the channel in different forms, and finally converted into a form that the receiver can understand and sent to the receiver. A channel is a medium used to transmit information, such as telephone, telegram, mail, etc. Different information content requires different channels. For example, work reports should use official documents as a channel, and friends can be invited verbally. The process includes various activities such as delivery and decoding. Its task is only to deliver, to ensure that the information sent remains unchanged. After the information receiver receives the information, it will send back to the sender his own response and feedback to the received information in different ways. Feedback is an important part of the information transmission process. Before getting feedback, it is impossible to determine whether the information is effectively delivered. Therefore, providing feedback helps to enhance the effectiveness of information transmission. In this process, any factors that hinder information transmission are collectively called noise, which exists in every link in the information

transmission process and may cause information distortion. For example, ambiguous words, illegible handwriting, etc.

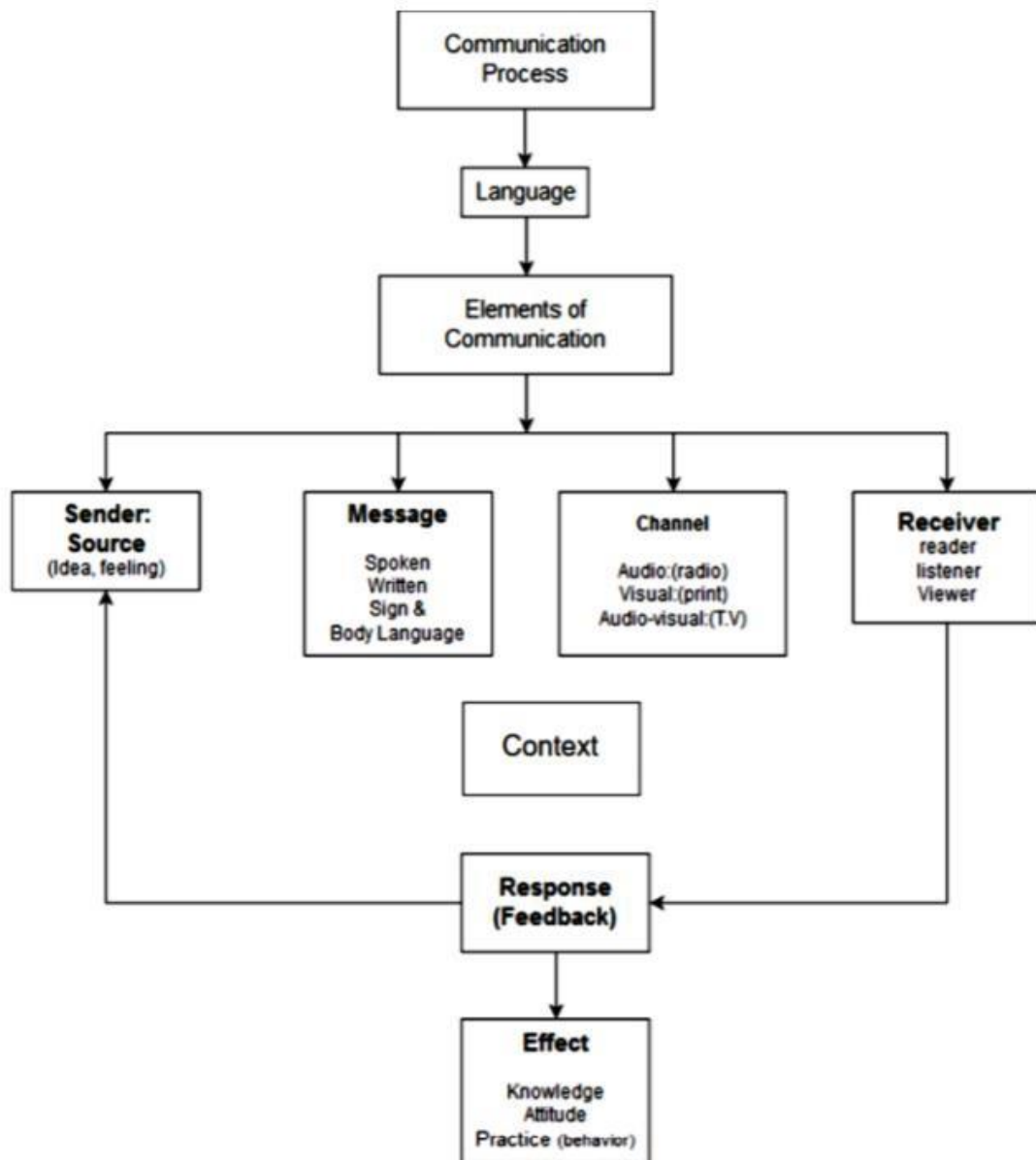


Figure 2 The process of information transmission

Source: (Abuarqoub, 2019)

2.4 Communication methods

Communication is the process of mutual transfer of knowledge and emotions between people, basically in two ways; verbal and non-verbal (Gottman, 2002).

2.4.1 Verbal communication

Verbal communication is often regarded as the default form of human communication, which is the most common way of communication. It is made through words, either spoken or written. Besides words, such as information transmission in the sensory dimension simultaneously exists. In actual communication, verbal information and non-verbal information are mixed.

2.4.2 Nonverbal communication

Refers the process of conveying information by using methods that do not belong to the language category (Buck & VanLear, 2002). Non-verbal communication is the process of sending and receiving wordless messages by means of facial expressions, touch, distance, gaze, gestures, postures, tones of voice, and the distance between two people (Guye-Vuillème et al., 1999). The use of facial expressions can enhance the verbal expression of emotions. Clothing is also an aspect of non-verbal communication. Dressing can reflect one's work and social significance. Clothing style can show a person's culture, emotions, self-confidence, interests, age, authority, and values. Most of the information in communication is in the form of non-verbal information and is often mistaken for auxiliary or supportive roles. In fact, non-verbal information can truly reflect the accurate thoughts or emotions of speaking, and play a role in supporting, modifying, or denying verbal information behavior in information communication (Gottman, 2002). Psychological studies have concluded that more than 65 percent of the information exchanged during a face-to-face interaction is expressed through non-verbal means (Guye-Vuillème et al., 1999).

2.5 Communication in Business Environment

Communication plays a crucial role in the functioning of organizations which is a continuous process in which people share information, thoughts, and emotions. Through the interaction of information to influence perceptions, decisions, and behaviors. Organizational communication is a communication activity with the organization as the main body. The purpose of communication is to improve management efficiency and ensure the effective operation of the organization. Therefore, organizational structure and characteristics affect organizational communication and organizational information transmission (Sethi & Seth, 2009).

The business environment refers to the factors that affect the company's ability to build capabilities and maintain successful customer relationships. It can be divided into internal environment and external environment. This thesis mainly analyzes internal environmental factors. Do not under-estimate internal communications, employees are an underutilized and potentially powerful channel for enhancing a company's reputation for responsibility among its key stakeholders (Dawkins, 2005). As an organizational function, internal communication is becoming more important.

2.6 Organizational communication

Communication is unavoidable for organizations to function. Communication is one of the most dominant activities in an organization. Organizational communication covers the exchange of information, ideas, and views within and without an organization (So et al., 2018).

Every organization, no matter how large or small, communication is its focal point (Almamari & Kolluru, 2020). Employees are the force that moves a company towards its goals, and only through communication are a company's goals and objectives delivered to its employees.

Organizations rely on efficient teamwork to solve complex problems at all levels of their hierarchy. It is well recognized that effective team communication leads to superior performance in the accomplishment of tasks, and ultimately, it has a direct impact on organizational performance (Ayala et al., 2020) Businesses without an effective and proper communication system would stumble if it has no proper directions or guidelines to follow.

Organizational communication commonly has two goals. The first goal of organizational communication should be to inform the employees about their tasks and about the policy and other issues of the organization. The second goal is communication with a mean to create a community within the organization (Elving, 2005).

2.6.1 Types of internal communication

Divided by communicator: interpersonal communication within the organization, team communication within the organization

2.6.1.1 Interpersonal communication within the organization

Interpersonal communication refers to the communication between people. (Berger, 2014) A person cannot constitute interpersonal communication by himself. It is essential for employees within an organization to exchange information and emotions with each other. Therefore, interpersonal communication activities within the organization are very frequent. There are three main forms of interpersonal communication within an organization: one-to-one communication, one-to-many communication and many-to-many communication.

One-to-one communication: It means that the sender and receiver of information are both individuals, and communication is limited to two people. Such as the exchange of

emotions, knowledge, and information between two employees within the organization.

One-to-many communication means that the sender or the receiver is composed of multiple people, while the other is a single individual. This type of communication is often used in training within the organization. For example, a professional teacher trains a group of employees.

One-to-many communication is generally a more formal communication, and its communication tools are all visual tools, but there is often a lack of feedback in communication. Many-to-many communication means that both the sender and receiver are groups or individuals, such as regular meetings and negotiations between organizations. The content of the communication is relatively formal, mostly work tasks and information, etc. The entire communication process is relatively orderly, and it is a purposeful and planned communication.

2.6.1.2 The team communication within the organization

It takes the group as the main research unit to study the communication between groups within the organization performance. Team communication network refers to the structured form of interconnection between members in an organization. Team communication in dispersed teams has been identified as a key factor in team. (Eisenberg et al., 2019)

2.6.2 Formal communication, informal communication

Formal communication channels are recognized officially by the organization. It refers to communication through officially designated channels of message flow between organizational positions. (Ayub et al., 2014) Instruction and information are passed downward and upward along these channels. Information in an organization provided by the formal communication makes managers' activities easier. Formal communication follows the formal structure or hierarchy of the organization. It can be upward, downward, or side-to-side directions of communications. (Kandlousi et al., 2010)

As well as the formal communication, informal communication also plays an inevitable role in an organizational life.

The emergence of informal communication activities is due to the following two reasons: 1) Humans are social animals. In addition to work-related communication activities, they also need other work-related communication activities as an adjustment. During daily

interactions discover their similar attitudes, opinions, and values and consequently they become acquainted and mates to one another, which result in becoming friends. The close relationship generated by members through informal communication can help improve work efficiency and achieve organizational goals. (Kandlousi et al., 2010)

2) The formal communication of the organization cannot cover all the communication systems of the organization and cannot meet the communication needs of members. Under normal circumstances, when formal communication is scarce and insufficient, then employees rely on informal channels. (Kandlousi et al., 2010) Thus, informal communication becomes more prevalent and active. For example, from the perspective of the communication circle, many studies have pointed out that in an organization, the information covered by formal and informal communication mostly are repetitive. However, some of the information conveyed in informal communication is of the nature of rumors. They may distort the information communicated by the organization and damage the operation of the organization. The informal communication and formal communication can have an interactive effect.

The method of informal communication recognizes that various needs (including social needs) are the basis of internal communication within the organization. Its role is to promote communication and keep the entire organization cohesive. (Johnson et al., 1994)

The formal communication is mostly in written form, and his communication initiator is usually the upper-level members of the organization and the receiver-type lower-level members. Informal communication mostly occurs between members at the unified organizational level, usually in the form of oral communication. However, in general, formal communication channels are more culturally significant in achieving organizational goals than informal communication channels.

2.6.3 Directions of Communication

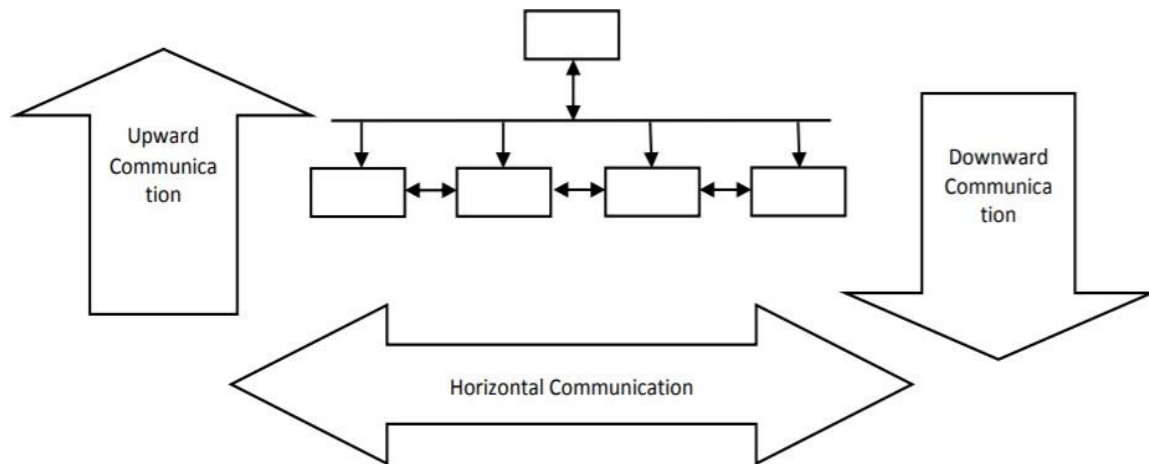


Figure 3 Downward, upward, and horizontal communication

Source: (F. Lunenburg, 2010)

An organization's structure influences the communication patterns within the organization. The structure of an organization should provide for communication in three distinct directions: downward, upward, and horizontal (F. Lunenburg, 2010).

Vertical communication refers to the communication between superiors and subordinates. In this communication system, they transmit information upward and downward. The types and forms of vertical communication are downward communication and upward communication.

2.6.3.1 Downward communication

The downward flow of communication provides a channel for directives, instructions, and information to organizational members. The goal is to let employees know about the company's major activities; show that the company values its employees; let employees clearly know their responsibilities, achievements and status in the company; let them understand the impact of social activities, government activities and political events. Let them understand the company's contribution to social welfare, social and cultural development and educational progress; Show the trajectory of the company's development to new employees; The advantage of this kind of communication is that the heads of lower-level departments understand the organization's goals and specific measures in time and enhance the sense of responsibility and mission of employees.

Helps to coordinate the activities between all levels of the organization and strengthen the connection between all levels. However, much information gets lost as it is passed from one person to another. Moreover, the message can be distorted if it travels a great distance from its sender to the ultimate receiver down through the formal organization hierarchy. (F. Lunenburg, 2010)

2.6.3.2 Upward communication

Upward communication refers that employees provide company leaders with feedback or suggestions on the company's daily operations (F. Lunenburg, 2010). Upward communication has many benefits for employees to integrate into the company, such as increasing mutual trust, improving workplace procedures, helping managers identify areas of self-improvement, and making employees feel valuable. It can be expressed in two forms: The first one is layer-by-layer transmission, which reflects upwards level by level according to certain organizational principles and organizational procedures. The second is leapfrog transfer, which reducing intermediate levels and allowing decision makers to have direct dialogue with members of the organization. In the daily organization and management, it is often manifested as the request and report of the subordinate to the superior and providing suggestions.

2.6.3.3 Horizontal communication

Horizontal communication define communication between employees of the same level. Horizontal communication, also known as lateral communication, this channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. The aspect of horizontal interpersonal relationship, the members of an organization are often in a state of "competition-cooperation" game. Competition between individuals or teams can lead to reluctance to cooperate and share information. Due to differences in styles, personalities or roles among colleagues, barriers to horizontal communication are caused. Regional, competitiveness, professionalism and lack of motivation will also cause horizontal communication problems. In brief, existence of horizontal communication flows is to enhance coordination and to establish a harmonious relationship. The interpersonal relationship of mutual understanding and trust comes from constant communication. (F. Lunenburg, 2010)

2.7 Communication barriers

Communication barriers prevent us from successfully sending and receiving messages and understanding the information, thoughts and ideas conveyed by others. There are a few barriers to communication, including: attitude barriers, behavior barriers, cultural barriers, language barriers and environmental barriers, etc. Common reasons for communication failure in the workplace are people's different attitudes towards things, different values, and discrimination. Behaviors such as deviations, generalizations, and stubborn ideas can cause communication difficulties. When people do not speak the same language or have different language abilities, language barriers will appear. Empathy (Davis, 1983) is important for overcoming culturally based language communication barriers. Research shows that lack of empathy is one of the major obstacles to effective communication. (F. C. Lunenburg, 2010) In addition, there are many environmental factors that affect the effective communication process, such as a noisy environment. Communication barriers within the organization refer to all the negative factors within the organization that affect the effective transmission and understanding of information. Therefore, overcoming the internal communication barriers of an enterprise and ensuring the smooth progress of its communication play a vital role in the survival and development of the enterprise.

2.7.1 Obstacles and problems in internal communication

There are many internal departments and many employees in the enterprise. Each department and each employee have its own. The characteristics of this cause an obstacle to communication within the enterprise. Several barriers retard effective communication within the enterprise. Reflected in the following aspects:

1. **The organizational structure resists communication.** At present, the common organizational communication structure of enterprises is from top to bottom. The communication method of this structure is one-way, and it takes a lot of time to upload information to the lower level, which causes a serious news lag effect. At the same time, in this long chain of information transmission process, the risk of information loss is great, or the information will be distorted during the transmission process. (Tkalac Verčič et al., 2012)

2. **Language barriers and cultural differences.** Language is the most basic way of communication within an enterprise. Good listeners will not evaluate the information until it is complete. Before the information is complete, early evaluation is a hindrance to good listening, because the listener may miss part of the speaker's information or make a wrong evaluation based on incomplete information. (Castleberry & David Shepherd, 1993)

Therefore, in the communication process, you must first learn to listen and then evaluate. When expressing information, it may be that the language organization structure prevents the listener from correctly. Hold information. Mastering one's own cultural advantages and the other's communication habits in cross-cultural communication can ensure effective communication, so that the team can avoid misunderstandings as much as possible and improve communication efficiency in teamwork when there are differences in multiple cultures.

3. **Hierarchical barriers.** Among the employees of the company, everyone has a different level of professional knowledge. This is mainly reflected between the superior and the superior. The superior has rich work experience and is telling one thing. In love, the knowledge level of the subordinate may not be taken into consideration, but it is not easy for the subordinate on the spot. Asking questions, which creates a communication barrier.

4. **The difference between the opposite sex can cause communication barriers,** and the same sex can also there are communication difficulties, everyone has his own personality. There

will inevitably be a big difference in sex, which will inevitably lead to a different understanding of one thing.

5. **Emotional and attitude disorders.** The influence of a person's mood on a certain information Understanding and expression. If the expresser is in a bad mood, he will be lazy to express a certain message. The listener causes trouble; the listener is in a bad mood and will not actively understand. Presenter's information. In communication, there are always some people who are arrogant and ignore the opinions and suggestions of others, and some people are inattentive to work and do not take the initiative to take the initiative. Receive the opinions of others. These are all signs of poor work attitude.

2.7.2 The basic way to improve the internal communication

It can be seen from the above description that there are many internal communication barriers in enterprises. Effective communication is a two-way process that requires effort and skill by both sender and receiver. (F. C. Lunenburg, 2010) In the following section, the author put the employees in the communication process in the two roles of information sender and receiver and discusses guidelines for improving communication effectiveness.

The Information sender need to improve his communication skills from the following aspects.

1. **The message sender needs to pay attention to improving his expressive ability.** For information senders, whether it is oral communication or written communication, should express their meanings simply and clearly. Before communicating, prepare in advance, this is the primary step toward effective communication. Many communications fail because of inadequate planning. Good planning must consider the goals, attitudes, and needs of those who will receive the communication and those who will be affected by it. (F. C. Lunenburg, 2010) When expressing own ideas and thoughts, should speak clearly and logically. In special cases, non-verbal methods, and data analysis (such as tables and graphs) can also be used to express your ideas clearly.

2. **The message sender needs to consider choosing a suitable communication place.** It is easier to achieve good communication effects in a quiet environment. Therefore, important information should be communicated in a formal place to improve the communication effect.

For example, in an office.

3. **The message sender needs to maintain self-confidence and have the courage to express their ideas.** The reason for poor internal communication in an enterprise is that internal employees have no courage or fail to express their dissatisfaction and ideas in a timely manner. That said lack of self-confidence is one of the taboos of effective communication.

4. **Be a good listener.** Listening is one of the most important, most difficult, and most neglected skills in communication. It demands that the messenger sender concentrate not only on the explicit meanings another person is expressing, but also on the implicit meanings, and unspoken words that may be far more significant. (F. C. Lunenburg, 2010) Since the information senders understand information habitually from their own perspective, the receiver will also receive the information from their own perspective. (Arnott, 1987) Thus, a messenger sender needs to seek, not only to be understood, but to understand others - be a good listener. The establishment of the link between a positive communication atmosphere and consensus building requires a positive employee relationship in the organization. (L'Etang, 2008). It depends on two-way participatory communication (Ströh & Jaatinen, 2002). Active listening is also important to ordinary employees. It is the guarantee of mutual understanding and collaboration between employees.

Communication depends on the ability not only to send but also to receive messages. Thus, the ability to listen effectively greatly enhances the communication process. Summarized following two aspects.

1. **Face and accept constructive criticism from others.** When facing criticism from the opponent, the first thing to do is to stabilize one's own emotions and avoid unnecessary disputes and conflicts caused by emotional out-of-control. Consider calmly the opponent's suggestions from multiple angles and reflect on their own shortcomings.
2. **Accept the existence of different opinions.** Even if the recipient disagrees with the advice given by others, the recipient should attempt to understand and accommodate its existence.
3. **Participant attitudes.** Avoid taking distracting actions, so as not to make the other person

feel that you are not interested in the other person's speech. There are several guidelines that can help participants to become more active listeners. (F. C. Lunenburg, 2010)

1. Frequent eye contact
2. Show approved head nodding and appropriate facial expressions
3. Make comments from time to time to show that you are listening and thinking
4. Don't disturb others' speech

Lack of the attention to the feedback given by the other party will easily lead to misunderstanding by both parties. Therefore, the information sender should repeat the highlights in the information and observe how is the other party's understanding of the information in time, to check the accuracy of the information transmission and whether the other party's understanding of the information is biased, so that the information can be accurately and effectively transmitted, and finally the purpose of communication can be achieved.

Due to the informal and untimely communication leading to serious consequences, As we all know, a major construction accident caused by structural failure occurred in on July 17th, year 1981, named The Tragic Hyatt Regency Walkway Collapse, published in the STRUCTURE magazine, in August 2016 By Randall P. Bernhardt, P.E., S.E.(R.D. Marshall et al., 1982) The incident started when the original project engineers and designers familiar with the design background left the company early in the design process. Their departure also became the cause of the incident, which hindered the communication of other people who wanted to complete the original design intent.

Before implementing construction, the structural engineer's technician checked the construction drawings and asked questions about the design drawings. The project manager did not fully pay attention to this question, let alone browse the files, but answered the question from memory.

During the construction process, many design flaws were found. The contractor made the decision to change the design without doing effective communication. Although the design change seemed subtle, the safety of the structure was seriously damaged due to poor calculations or even no calculations at all and general negligence. The report shows that

contractors sometimes even confirm design changes verbally over the phone call instead of checking documents or calculations with architects. This led to the disaster which caused the death of 114 people and the injury of more than 180, and traumatized countless others.

The conclusion drawn from this tragic event is that the loss caused by poor communication is measured by wasted time, work, money, property damage, personal injury or even death.

The effectiveness of communication depends not only on the content of the communication, but also by the interpersonal relationship between the two people. Managers who respect employees can gain the trust of employees and they allow employees to express their ideas. Once the managers do not gain the trust of employees, the communication between the two parties will be greatly reduced. Therefore, in the process of communication, managers must put employees on an equal position with themselves, and respect employees as if they respect themselves. This will not only gain the respect of employees, but also inspire employees and managers to share emotions. The enthusiasm is conducive to the realization of effective communication with each other. Respect each other and win trust.

3 Practical part

Based on the literature review of Communication, the author analyzed the internal communication status of the selected company.

The focus organizations for this research were in a medium-sized company in Germany, which is a manufacturer of sandwich panels. This research designed to set individuals as the analysis unit to comprehensively evaluate the current internal communication within the organization. Make recommendations, and to implement change strategies designed to improve internal communication.

The research examined the relationship of selected variables of organizational structure to effective communication flow among stuffs in the company Metecno Group. The author uses a variety of research methods, such as surveys, questionnaires, interviews, observations, etc. The variables of gender, age, job position, years of company experience, etc. were investigated to determine their impact on communication effectiveness.

3.1 Selected company - METECNO Group

The organization METECNO BAUSYSTEME GMBH is a branch factory of Metecno Group in Germany. The information about this organization will first be given before analyzing further.

Metecno represents the most well-known panel trademark in the world. Modern production facilities located in 15 countries/regions around the world, and commercial teams located in more than 30 countries.

3.1.1 Company characteristics

Name of the entity: METECNO BAUSYSTEME GMBH

Company size: 51-200 employees

Headquarters: Blankenhain, Thuringia

Type: private company

Date of establishment: 1961

Specialties: sandwich elements, edge profiles and accessories

Sites: Am Amselberg 1, 99444 Blankenhain

Business Executives: Mag. Markus Haiden, Walther Markus

Commercial Registry: Amtsgericht Jena, HRB 107954

VAT No. according to section 27A UStG: DE 153 485 993

(From official website: Metecno Group, <https://www.metecnolanka.com/group.php>)

Corporate Official Website

With the development of enterprises, creating an environment of full communication and sharing of information resources requires the corresponding development and application of internal communication methods. At present, company have made use of company websites, newsletter etc., so that employees can easily learn all kinds of required information and knowledge. Metecno Group has its corporate website, which is open to the public. The site has the following main sections.

Home Page section contains a brief basic information about the company, its website structure, and its partners.

Services section introduces the professional services provided by the company in its construction field and the departmental team owned by the company.

Product A simple product introduction, a wide range of different product types and materials produced by the company show that the company team can provide customers with appropriate solutions according to their various requirements.

Company The history of the company

Downloads section indicates that customers can access all relevant data and information about the company's products (product specifications, span tables, etc.), assembly instructions, licenses, and the scope of its accessories.

(official website: <https://en.metecno.de/>)

3.1.2 Company structure

The research in this thesis believes that an organization is a collection of people, logistics and information flows. In a general sense, what kind of organizational structure has what information transmission modes and elements. The meaning of information transmission in the organizational structure is as follows

- 1) The organizational structure determines the flow of information transmission. Determine the direction and method of information transmission, and different organizations have different information transmission processes.
- 2) The organization decides the content of information transmission.

As a provider of "complete packaging" all around the sandwich panel, Metecno provides customers with the entire process from planning and product selection to logistics organization to professional panel installation. The company has the following departments:

Department of Research and Development

Department of Project management Main functions: To set and maintain standards for project management throughout an organization.

Department of Operations Main function: responsible for managing the process of creation of goods and services. To ensure that the production process is completed from start to finish.

Department of Sales

Department of Administration

3.2 Methods

Members of organization Metecno Group had participated in our research project, to take part in our online survey. The method used to collect data was a survey that measured items using the Google forms. Before developing the questionnaires an employee, selected within the organization, was interviewed. After the interview, online questionnaires were pretested on employees. More than half of the members of the company responded to the survey. To improve the efficiency of internal communication, it is first necessary to check the existing internal communication tools, combine the knowledge learned in the theoretical part, and then analyse the collected data. Finally, find out the points and shortcomings that can be improved.

3.2.1 Analysis of internal communication of the company

Metecno Group is famous in the world to produce sandwich structural elements. All projects in required mutual learning, coordination, and close collaboration among team members.

The company uses all types of internal communication described in the theoretical chapter of the thesis:

- Vertical (upward, downward)

- Horizontal
- Diagonal
- Interpersonal
- Interdepartmental
- Formal and informal

3.3 Evaluation of internal communication status

There are multiple communication methods coexisting in the Metecno company's current internal communication system, which are mainly manifested in the following characteristics.

The personal computer ownership rate in the company is over 90percent, and an internal local area network has been built. Employees have various modern communication tools such as mobile phones and tablets. A series of conditions enable employees to conveniently use network resources and electronic communication equipment for internal communication. The mutual communication between the various departments in the organization has been very mature. Each office has provided mobile devices and walkie-talkies, and direct communication has improved the efficiency and speed of work. Although written communication is also usually used, the proportion is relatively low. Moreover, the company has dedicated communication time, such as "coffee break" and "communication time" to increase the opportunities for employees of different levels to communicate with leaders face-to-face.

In the direction of communication, the four communication methods of downward, upward, horizontal, and diagonal communicational, of which downward communication is used most frequently. Due to the large number of tasks within the company, horizontal communication between the work team and the project team is the main communication method.

Team members communicate with internal members at the same level, mostly to solve work problems or social needs, while communicating with colleagues at different levels is mainly for the purpose of coordinating daily work relationships or exchanging information. However, diagonal communication only exists in a small amount and mostly informal communication.

In terms of communication channels, Formal communication dominates the company's internal communication, mainly in various work meetings, daily document communication, instructions from superiors, regular work reports, and symposiums. The horizontal communication usually used in task teams or work items at the same level is sometimes communicated in a formal way.

Through interviews, we learned that the company has never collected opinions and feedback from employees. The task is always given unilateral instructions by the supervisor, and the employees only follow the instructions to complete the task.

Informal communication is very common among ordinary employees. Various amateur life themes constitute the main content of informal communication within the company. This communication also happens between different departments. The organization has its own company newsletter, company website, and bulletin board. It is understood that there is no communication and contact between the branch companies, and basically no cooperation. If there is a need, they are contacted through the board of directors at the headquarters.

4 Result and Discussion

4.1 Evaluation of the results

Completed questionnaires were collected from 50 members at all job levels, for a response rate of 80 percent. After screening, 30 questionnaire surveys were selected, and data analysis was performed. The respondents were characterized as follows: The findings indicate that on the issue of gender, the sample was predominantly male with 73.3 percent compared to female 26.7 percent, (see Figure 4) due to the difference in the ratio of men and women within the company. Most of respondents reported they were workers, accounting for 43.3 percent of the total. The age distribution of the members of the organization is relatively even. Average of the respondents were aged 41 years old. Regarding the tenure, up to 46.7 percent of the respondents had 8 years and more than 8 years job experience.

Regarding the nationality of employees, 83.3 percent of the respondents was German 6.7 percent were Yemen, 3.3 percent were Romania, 3.3 percent were Turk and 3.3 percent reported Chinese. (see Figure 5)

From the questionnaire survey, more than 86.7 percent of employees are bilingual, with German as the main language and English as the auxiliary language. In terms of communication tools, as can be seen from Figure 6, the use of Interphone is the highest. The survey showed that 80 percent employees are relatively satisfied with the current communication quality, others just thought it is not bad. (the questionnaire and results can be found in Appendix.)

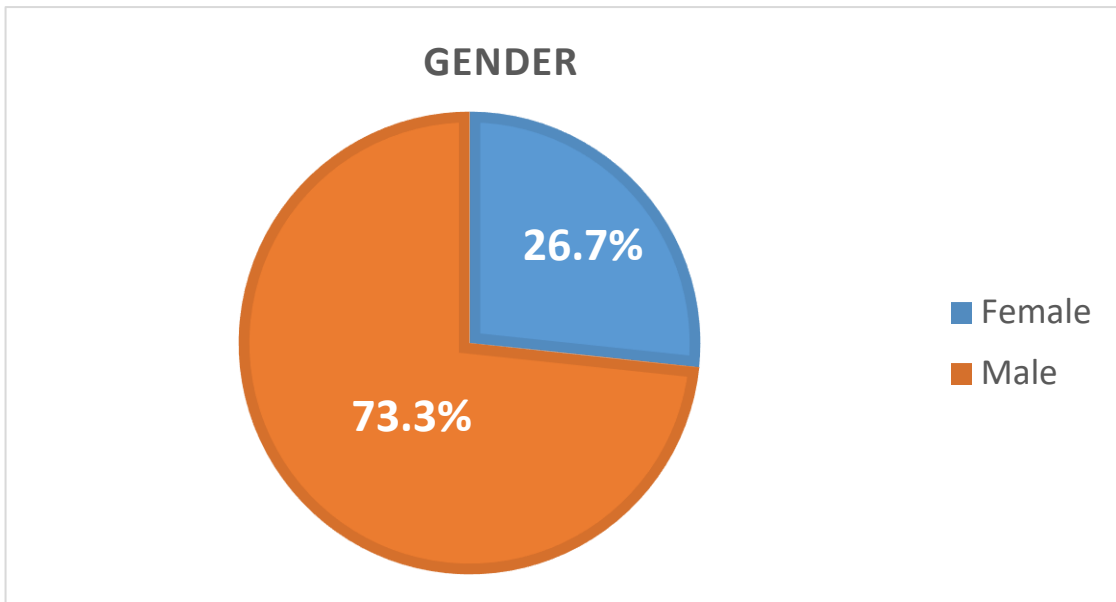


Figure 4 Gender Ratio

Source: own research

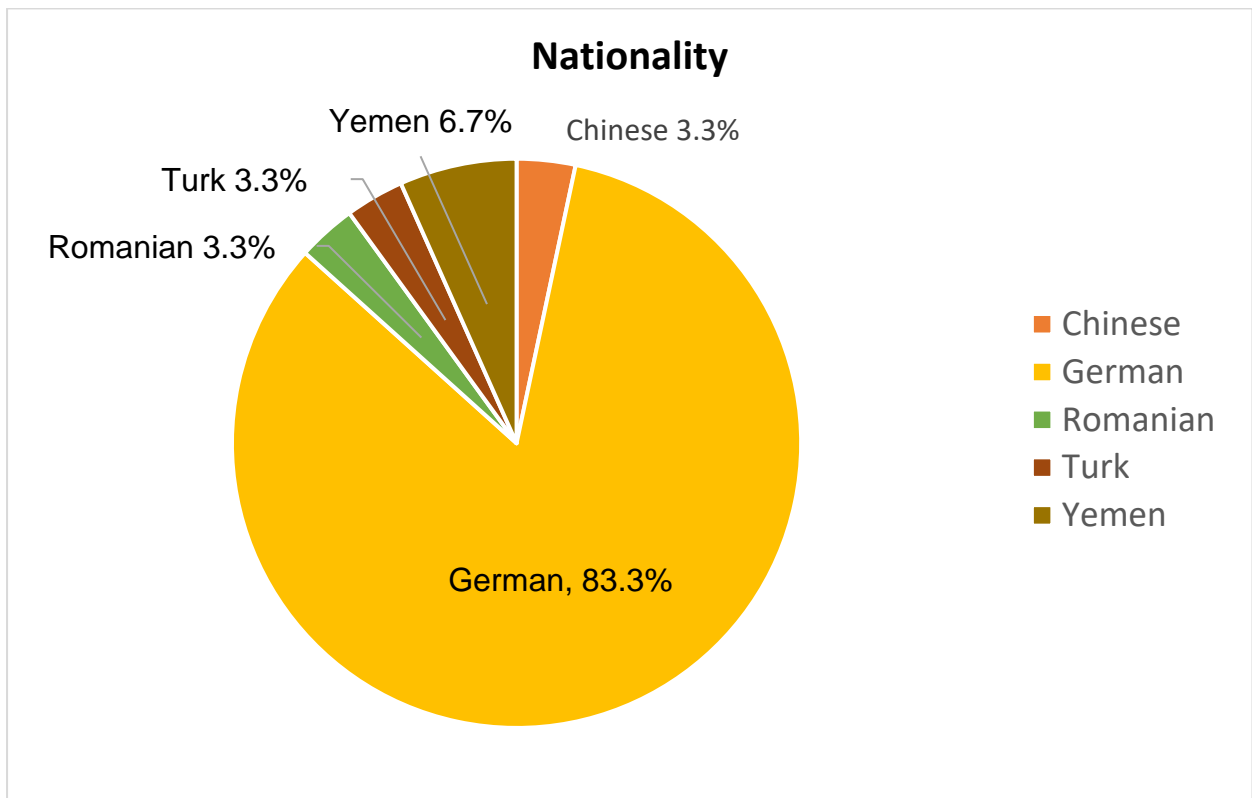


Figure 5 Nationality ratio

Source: own research

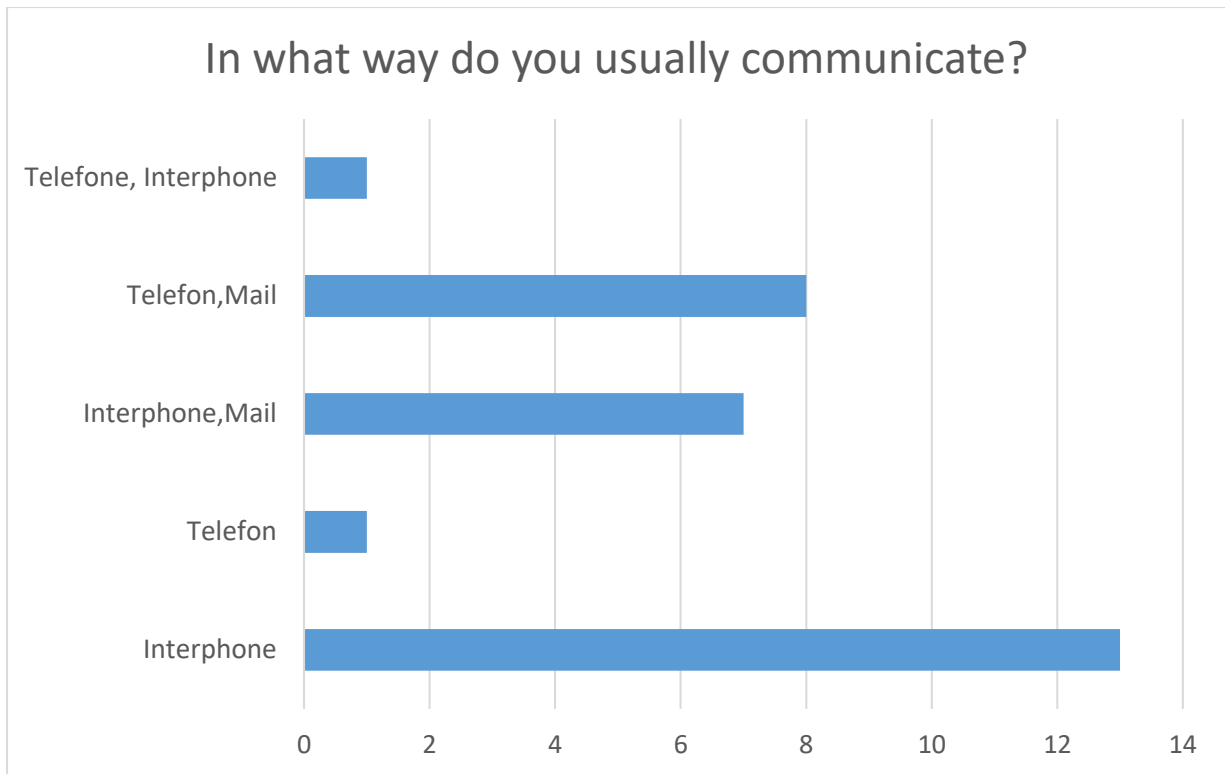


Figure 6 Communication tools used

Source: own research

4.2 Proposals for the improvement of the internal communication

After analysing the research results, the following proposals are put forward:

- 1) Establishing the core culture of the organization and formulate the company's values. After clarifying the company's common culture and values, the goals of each department can be integrated and the foundation for cooperation between departments can be laid. Encourage employees to accept and spread the company's culture.
- 2) Attaching relevant information about important company events in the company information column, such as upcoming events, meeting times and holidays; and make sure to update this information regularly and meet the needs of employees.
- 3) Setting up an employee feedback column on the website is very useful for collecting opinions and improving communication efficiency.
- 4) Establishing a reward system to encourage employees to participate in the company's business and work processes.
- 5) In work tasks, take the form of teamwork. Let employees understand the importance of the team. What the team relies on is not only collective discussion and decision-making, it also

emphasizes the collaborative implementation and joint contribution of members. While improving individual performance, members should also support each other and strive for success at the team level.

5 Conclusion

The purpose of this thesis is to analyse the effectiveness of internal communication within organization, and to develop a plan to improve its effectiveness. From the theoretical perspective, the research has enriched the literature of knowledge that regarding to the term of communication. Author has broadened the understanding concept of communication and its flows and tools. In addition, it also involves knowledge of effective management, business environment, communication between employees and leaders.

In summary, this research report describes a company that recognizes the importance of internal communication to company performance and work efficiency. In this research, variables in the organizational structure that influence effective communication flow were examined.

In addition, a survey was conducted from employees, and the results showed the status of the company's internal communication. Based on the research and analysis of internal communication tools, various problems were identified, and solutions were proposed. The limitation of the study is that it mainly collects data on respondents from the worker level. Since the company's worker level is the lowest level of employees in the company, their communication satisfaction may be different from that of leaders and managers.

The author draws from this thesis that to develop employee organization relationships and achieving firm ultimate goals and to obtain and maintain competitive advantages, requires effective communication skills and strategies. Internal communication increases the likelihood that individuals will be more satisfied with their career. Without effective internal communication, the organization may fall into chaos, resulting in a lack of motivation for employees. Hence, internal communication is seen as a key activity to improve organizational results. The solution involves establishing the core culture of the organization and setting up special columns on the company's website to collect feedback from employees, as well as establishing the relationship between managers and employees.

In general, the goal of the research has been achieved.

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Appendices

Survey results

№ Respondent	Age	Job position	How long have you worked here	Rate your communication satisfaction 1-very good 2-good 3-not bad 4-bad
1	46	Worker	9 years	3
2	50	Worker	9 years	3
3	38	Deputy Sales Manager	8 years	2
4	38	Worker	8 years	2
5	36	Worker	7 years	2
6	25	Secretary	7 months	1
7	28	Goods Receipt	6 years	2
8	35	Worker	6 years	2
9	35	Worker	6 years	3
10	38	Minister of IT	6 years	2
11	45	Minister of Quality	6 years	1
12	49	Worker	5years	2
13	35	Worker	5 years	2
14	36	Worker	5 years	2
15	41	HR	4 years	2
16	47	Technical leader	4 years	2
17	24	Machine Operator	3 years	2
18	29	Worker	3 years	2
19	55	Minister of Maintenance	26 years	2
20	62	Minister of duty	26 years	1
21	65	Production Planner	20 years	3
22	27	Worker	2 years	1
23	52	Worker	18 years	2
24	56	Minister of Production	18 years	2
25	42	Transportation staff	15 years	2

26	50	Minister of Transport	12 years	2
27	41	Worker	11 years	3
28	38	Worker	10 years	2
29	49	Worker	10 years	3
30	28	D&R	10 months	2

