

**CZECH UNIVERSITY OF LIFE SCIENCES
PRAGUE**

Faculty of Economics and Management
Department of Management



DIPLOMA THESIS

Evaluation of internal communication

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Evaluation of internal communication

Objectives of thesis

The main goal of thesis is to examine and evaluate current status of internal communication within an international company, with focus on uncovering imperfections and propose recommendations to improve those.

Methodology

The thesis is divided into theoretical and analytical part. First one using a critical study of bibliography by theoretical methods as induction, deduction and comparison in order to archive complex understanding of those problems. Second part uses empirical methods as questionnaires, document analysis and observation to provide analysis of internal communications, therefore proposing desirable recommendations.

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Analytical part	9,10/2012
Results evaluation and recommendations	11,12/2012
Conclusion and bibliography	1/2013

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Keywords

Communication, marketing communication, internal communication, tools of internal communication, stakeholders, and internal stakeholders.

Recommended information sources

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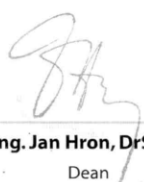
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Prague February 27, 2013

Declaration of Integrity:

I hereby declare that I have worked on my Diploma thesis "*Evaluation of internal communication*" on my own.

All the bibliography and underlying materials are listed in the "*bibliography*" section.

Prague, 28th February 2013

.....
Bc. Nikola Hrušková

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I would like to express my gratitude to Tereza Balcarová, the supervisor of my thesis, for her support, patience, professional advices and suggestions thorough the writing process of my diploma thesis which I appreciate. I would also like to express my sincere thanks and appreciation to all employees for their answers and provided information in the questionnaire.

Evaluation of Internal Communication

Hodnocení interní komunikace

Summary

The main aim of this diploma thesis is to uncover weaknesses of internal communication within the multinational company, personal agency, Manpower and to propose recommendations. The thesis is divided into a theoretical and a practical part. The partial aim of the theoretical part of the diploma thesis is to elaborate the theoretical background concerning the topic. The theoretical part is devoted to an explanation and a description of general characteristics of communication, communication channels and tools, and also internal communication with emphasis on its goals, internal communication mix and barriers. The partial aim of the practical part is to analyse and evaluate a current level of the internal communication within Manpower. The practical part includes a description of the selected company, its organizational structure and the internal communication tools. The next chapter of the practical part includes survey results. A questionnaire was chosen as a data collection technique which was filled out by company employees. Based on the survey result evaluation recommendations to improve the internal communication in the company were proposed. To conclude the practical part, SWOT analysis was used. The general conclusion is made of the summarisation and proposals for the improvement which emerged from this work.

Keywords

Communication, internal communication, tools of internal communication, company/organization, managers/superiors, and employees

Souhrn

Hlavním cílem této diplomové práce je odhalení nedostatků interní komunikace v nadnárodní společnosti, personální agentuře, Manpower a navržení vhodných doporučení k jejich zlepšení. Práce je rozdělena do dvou částí. Dílčím cílem teoretické části je zpracovat teoretická východiska zabývající se touto problematikou. Teoretická část se věnuje vysvětlení a popsání obecných charakteristik komunikace, komunikačních kanálů a nástrojů interní komunikace, a také interní komunikace s důrazem na její cíle, komunikační mix a překážky. Dílčím cílem praktické části této práce je analyzovat a zhodnotit současnou situaci interní komunikace ve společnosti Manpower. Praktická část zahrnuje popis vybrané společnosti, její organizační struktury a nástrojů interní komunikace. Další kapitola praktické části zahrnuje výsledky z výzkumu. Technikou sběru dat byl zvolen dotazník, který byl vyplněn zaměstnanci společnosti. Pro zpracování závěru praktické části byla použita SWOT analýza. Závěr této diplomové práce obsahuje shrnutí a návrhy na zlepšení interní komunikace ve společnosti vyplývající z této práce.

Klíčová slova

Komunikace, interní komunikace, nástroje interní komunikace, společnost/organizace, manažeři/nadřízení a zaměstnanci

CONTENTS

1. Introduction	9
2. Objectives of Diploma Thesis and Methodology	10
2.1. Objectives	10
2.2. Methodology	10
3. The general characteristics of Communication and its meaning	13
3.1. Definition of communication	13
3.2. A communication process	13
3.3. Communication goals and strategy	14
3.4. A basic communication plan	16
4. Communication channels and tools	17
4.1. Communication channels	17
4.2. Formal and informal	17
4.3. Downward, upward and crosswise communication	18
4.4. Verbal and nonverbal	20
4.5. Written and oral	20
4.6. Electronic	21
4.7. Tools of communication	21
5. Internal communication	27
5.1. Definition of internal communication	27
5.1.1. Stakeholders	28
5.2. Internal communication goals and purpose	29
5.3. Marketing communication mix and tools	30
5.3.1. Internal marketing communication within the company	32
5.4. The role of manager in the internal communication	34
5.5. Barriers in the communication	35
5.6. Effective internal communication assumptions	36
6. Analytical part	38
6.1. Description of selected company	38
6.2. Analysis of internal communication in Manpower	40
6.2.1. Hierarchy in the organization	41

6.2.2. Internal communication tools used in the company	44
7. Survey evaluation results and recommendations	47
7.1. Survey results	47
7.1.1. Demographic analysis	47
7.1.2. Communication atmosphere	50
7.1.3. Informed employees	51
7.1.4. The use of internal communication tools	53
7.1.5. Satisfaction with the communication and related obstacles	56
7.2. Survey evaluation results and their comparison with hypotheses	61
7.2.1. Evaluation of hypothesis 1	61
7.2.2. Evaluation of hypothesis 2	63
7.2.3. Evaluation of hypothesis 3	65
7.2.4. Evaluation of hypothesis 4	67
7.3. SWOT analysis of the internal communication in the company	71
7.4. Recommendations	74
8. Conclusion	77
9. Bibliography	79
10. List of graphs, figures and tables	81
11. Appendices	83
Appendix 1: Questionnaire – Czech Version	83
Appendix 2: Questionnaire – English Version	89
Appendix 3: Organizational structure of Central office	95
Appendix 4: Organization structure of Manpower (Operations)	95
Appendix 5: Manpower services	96

1. Introduction

Currently the business environment is becoming more complex and competitive. Most of the companies and managers are aware of the increasing role of the internal communication as it leads to more successful companies. Each company that wants to be successful and competitive should take care of their employees because employees are those who influence to a great extent company's success. Good internal communication is not essential only for a business success but for efficiency, motivation, loyalty and satisfaction of employees as well. We cannot avoid the communication neither in personal life nor at work. Every day we communicate and interact with others, such as our friends, family, co-workers, superiors, etc. That is why we have to focus on that because any problem in the communication can cause many other problems which could influence company's results and success. Misunderstanding and other obstacles in communication threaten employee satisfaction. Effective communication in a company plays a significant role for success, prosperity and a smooth running of the company. Better informed employees feel more satisfied because they are more involved in the company and are able to contribute more to success of the company.

I have chosen the topic "Evaluation of Internal communication" of this diploma thesis because it is a current and very often discussed topic even if many companies and people still are not aware of the importance of the internal communication. It is important to realize that communication really influences employees and the efficiency within a company. Poorly managed internal communication can cause a lot of problems that a company could have avoided if they focus more on the obstacles in internal communication and listen more to the voices of their employees. The aim of this work is not only to theoretically describe the internal communication but also to show how it works in a real company and what problems the company has to face. I decided to apply the theoretical part of my thesis to the company Manpower. This decision was based on my more than a year long experience working there, a discussion with the marketing manager and his promise to provide me all the necessary information and resources to carry out a survey. All of these enabled me to accumulate enough data and qualified me to properly analyse internal communication in the company.

2. Objectives of Diploma Thesis and Methodology

2.1. Objectives

The main aim of the diploma thesis is to uncover weaknesses in the internal communication within the multinational company Manpower and propose recommendations to improve those.

The partial aim of theoretical part of the diploma thesis is to elaborate theoretical background concerning communication in general and internal communication in the company.

The partial aim of the practical part of the diploma thesis is to analyse and evaluate the current situation of internal communication within the company Manpower. In terms of the partial aim of the practical part, four areas of internal communication were analysed and evaluated: (1) communication atmosphere, (2) informed employees, (3) the use of internal communication tools, and (4) employees satisfaction with the communication, and related obstacles. The following hypotheses were set to help to achieve this partial aim of the diploma thesis:

- H1: Employees perceive the communication atmosphere in the organization positively
- H2: Employees evaluate the information transmission process which is needed to their work as satisfying
- H3: There is an insufficient use of the internal communication tools in the company
- H4: Employees are satisfied with the internal communication process in the company

2.2. Methodology

The diploma thesis is divided into two main parts. The first part is theoretical (literature overview) and it concerns the introduction to the communication generally and also to

internal communication in an organization. The main sources for this part have been collection and critical study of materials relating to internal communication by theoretical methods as induction, deduction and comparison in order to archive complex understanding of those problems. The literature overview has been elaborated on the basis of relevant professional literature such as books, articles, statistics and other documents relating to this topic, including the ones found on the Internet.

In the second part of the diploma thesis, the practical part, there is a focus on the research of the current level of the internal communication in the selected company. The main methods and techniques used are empirical methods such as questionnaire, document and SWOT analysis to find out and evaluate the level of the internal communication, and proposing desirable recommendations.

The questionnaire was prepared in a Czech version because all respondents were Czechs. See a full Czech (Appendix 1) and English (Appendix 2) version of questionnaire enclosed. The questionnaire was anonymous and contained 26 questions. The structure of questions is divided into four thematic parts. The first one includes how satisfied employees are with the communication atmosphere in the company. The second thematic part includes how informed employees are, the third one represents the internal communication tools and their personal use and benefit and the last one represents how satisfied employees are with the internal communication process in the company in general. There were all types of questions used. Closed and semi-closed questions predominate but there are also open questions, which allow respondents to express their opinions without any restriction. Four questions are also dedicated to the demographical analysis. The questionnaire was placed on website www.surveymonkey.cz and was distributed (all Manpower employees in the Czech Republic exclusive of country manager) via email which included a link referring to the questionnaire. Before the main research, in order to verify the feasibility of research, a pilot study was conducted on a relevant sample (5 respondents). The questionnaire was filled out by persons who do not work in the company. Through the pilot study, errors and shortcomings of the questionnaire were removed before the questionnaires were distributed. The data from the questionnaire was processed in MS Office Excel 2010, some part of the calculations with a graphical illustration was processed directly in the Internet application for online surveys.

Following documents and materials were used in this thesis: Ethics Code, Work order, Dress Code, Methodologies of consultants' working, IT policy and other internal guidelines. Study of these documents has been used to obtain information about organizational structure, defined strategies, practices and policies regarding the internal communication in the company. The data was collected during year 2012.

The SWOT analysis is a strategic analysis tool, which is used to evaluate and identify the strengths, weaknesses, opportunities and threats of a company's internal communication.

The last part of the practical part, based on the evaluation of the results from the questionnaire and SWOT analysis, summarizes all findings and gives recommendations and proposal that would improve the internal communication in the selected company.

3. The general characteristics of Communication and its meaning

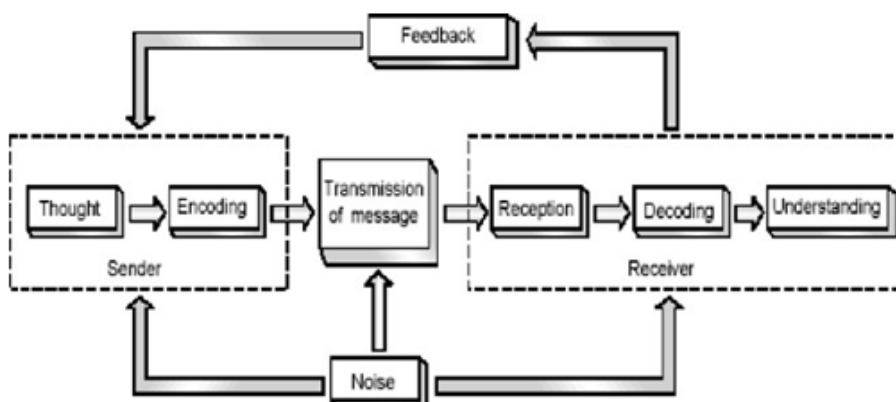
3.1. Definition of communication

The diploma thesis is focused on the internal communication. Before the description of the internal communication, there are few terms which have to be explained. First of all, it is needed to provide a general definition of communication. When we look at the bibliographies what the word “communication” means, there are seen many explanations and interpretations. Communications has a broad-spectrum of using. The origin of this term comes from Latin word “*communicare*” and has equivalent with the word “*participare*” in translation to participate in something or share something with somebody (Veber, 2000). Adair (2009) mentions that the expression “communication” does not mean just talking but also listening. It is the ability to communicate with others and understand them. In narrow sense, according to Wiehrich (1993), the communication means the transfer of information from a sender to a receiver providing that the receiver understands information. This relation is the basis of a communication process model.

3.2. A communication process

The communication process includes a several elements (Weihrich, et al., 1993). Now we will take a closer look at the each step of the process. See a figure 1.

Figure 1: A communication process model



Source: Weihrich H., Koontz H.: Management: A global Perspective

According to Wehrich (1993), the transmission of the message is in progress between the sender and the receiver. The *sender* has some idea which should be encoded into suitable way (e.g. language, computer language, etc.). Janda (2004) says that the sender is responsible for correct understanding of the message.

It is also necessary to choose an appropriate *code* which is known to both of them, to the sender and also the receiver. The message is transmitted through a specific channel (e.g. face to face, a computer, a telephone, a cell phone, a television, a letter, a memorandum, etc.). Each of them has some pros and cons and consequently an impact on an effectiveness communication. In the next step *the receiver* has to decode the message and convert into thoughts. The last step in the model is achieving *understanding* between sender and receiver. It is not so easy successfully complete the communication because there are many negative noises which influence a communication quality. *Noises* can include anything – it can regard to sender, receiver, codes, and transmission. For instance, using ambiguous symbols, technological problems, inattention, prejudices, etc. (Wehrich, et al., 1993). Regarding noises, author Dědina (2007) talks about so-called perception filters. Communication of each individual is affected by his/her knowledge, ability to express themselves, ability to perceive reality and so on. All of these abilities influencing communication depend on physical, social and culture environment. Finally one of the most important things which play a key role in the communication is *feedback*. It is necessary to know, how much communication successful and effective was. Feedback provides information about receiving and understanding the meaning of the message (Wehrich, et al., 1993).

3.3. Communication goals and strategy

A communication strategy is linked to general corporate strategy of the organization which is concerned with the corporate mission and vision. The communication strategy includes communication mix using for external and also internal stakeholders.

The main goal of the communication strategy is the company's image creation. This picture is created by the employees and other stakeholders and represents organization to the outside world.

Briefly said the communication strategy as describing the general reputational position of the company together with other business strategies, marketing and communication has a big impact on the company's image. The employees play a key role in the creating a good company image because they are permanently in contact with internal and also external partners. That is why company should pay attention to improving internal communication (Cornelissen, 2004).

According to Armstrong (2003) to reach set up goals of the company, it is necessary to analyse three very important things within the frame of the internal communication strategy.

The first thing is an analysis of what management wants to say. Management tries to explain its intention and concept which is regarded to specific area of different employee groups. Simultaneously management wants to have employees' understanding and accepting. Employees should have a feeling of adhesion to company's goals, values, strategy and vision. Management also wants employees to be aware of how much they contribute to the company's success.

The second thing is what employees want to hear. Management should understand what employees want to hear and due to that conform to communication strategy. Employees want to be informed about actual things and changes in the company which are concerned with them and their job. Employees need to express their opinion and discuss about it. Employees do not trust to company without needed information. Then consequently many problems can occur.

The last thing is an identification of problems at work which occur during information communication and receiving information. The objective is to find out where the mistake was, why it happened and suggestion for a solution. One of the problems can be non-functioning communication channels. It could be stimulus for improving current systems of communication or coming up with totally new system. Other problems can be

unwillingness to communicate and insufficient communication skills in interpersonal communication.

Holá (2006) mentions it is really often that management does not care sufficiently about opinions and attitudes of their employees, what they want and need. The communication strategy is understood only as providing information which is important for management. More details about barriers in the communication are in the chapter 5.5.

3.4. A basic communication plan

To manage planning of either internal or external communication efforts, you develop a communication plan in the company. There are several questions you should ask for during the creating a plan:

- What key messages do you want to convey
- To what key stakeholders do you want to convey the key messages
- What is the best approach to reach key stakeholder, including who/how should the message be conveyed
- How will you know if you are reaching these stakeholders or not? (McNamara, 2002)

4. Communication channels and tools

4.1. Communication channels

In the organization the messages are transmitted through a specific communication channel. *“The channel is the means by which a message travels from a sender to a recipient.”* (Ferreira, et al., 2009) Holá (2006) defines communication channel as *“a set of activities, means and forms of the communication to ensure proper flow and information sharing within a specific communication process of the company”*. There are many types of communication channels which are different from author to author. For example Holá (2006) and Fiedler (2000) consistently distinguish official or unofficial by other name formal and informal types. Michalík (2010) mentions in his book oral, written and electronic types of channels, Weihrich (1993) and Pathi (2008) oral, written and nonverbal communication and Hloušková (1998), personal, written and electronic. It is evident that it is not possible to unambiguously divide types of channels because some authors define channels as forms and vice versa.

So firstly according to Holá (2006) and Fiedler (2000) there are classified two types of the communication channels in the organization. The first type is classified according to the level of formality and confidence, and the second criteria represents direction of communication flows which is elaborated below in paragraphs 4.2. and 4.6. In the following paragraphs, there are described other particular forms of the communication.

4.2. Formal and informal

A formal communication is provided through official communication channels in the organization. One of the characteristics is a clear frequency and schedule of announcement. There are given a few examples of formal communication: business letter, filling the applicant form, human resource manual, health and safety documents, a job interview, staff meetings. Formal communication can be oral and also written. Typical for the formal way of communication is communication with the outside of a company. The

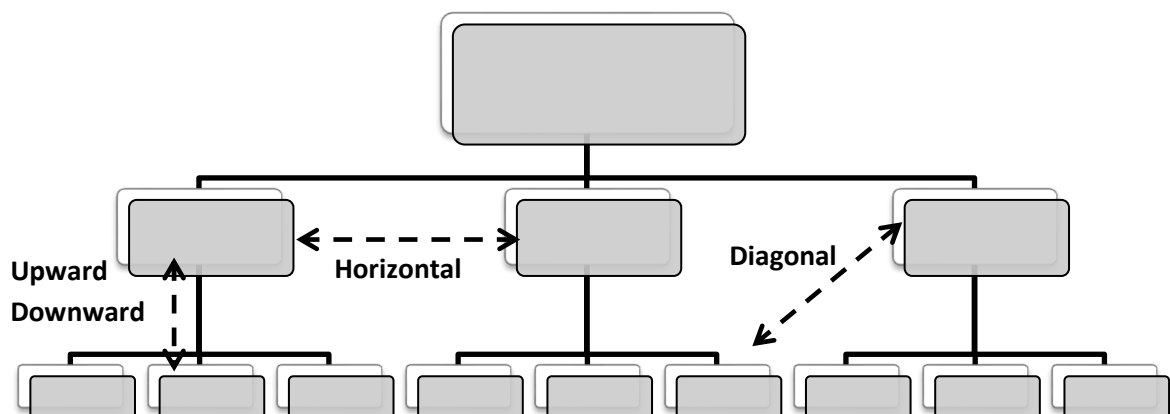
company informs public about its mission, intention and company's identity through its logo, advertisement, press release and annual report. All types of formal communication are controlled and must follow specific requirements and rules (Dědina, et al., 2007).

On the other hand informal communication is more spontaneous, not under the control and there is no proof of sending. It is an unofficial network of communication which supplements the formal communication. Informal communication is a grapevine which transmits rumours and gossip in the organization. Informal communication can have both positive and a negative impact. Informal communication can also create many misunderstandings. By the medium of gossips the organization can serve as a source of a lot of information, news and organization's moods (Dubrin, 2009). According to Michalík (2010) the informal communication shows how the corporate culture is and has a big influence on employees' attitudes to work. These two types of communication should be balanced because dominance of informal communication can cause a big problem for proper and effective organization functioning.

4.3. Downward, upward and crosswise communication

According to the second criteria for classification of communication there are a several types of communication directions in the organization: downward, upward and crosswise communication. See the figure 2 below.

Figure 2: Information flow in an organization



Source: Wehrich H., Koontz H.: Management: A global Perspective

The messages in downward communication are sent from managers to employees – it flows from top to bottom in the organizational hierarchy (Ferreira, et al., 2009). This type is used by managers for regular providing information to their subordinates, also including job instructions, regulations, speeches, meetings, telephone, etc. Other examples of written forms are e.g. letters, handbooks, policy statements, etc. During downward communication, the information can be distorted – the information can be inadequate and has inappropriate means. Sometimes distorted messages can be intended for example in the crisis (information about layoffs). To find out correct understanding messages is to get feedback from receivers (Wehrich, et al., 1993; Papa, 2008).

Upward communication involves transmission of messages from lower levels in the organisation to upper management levels. It represents feedback of information from subordinates to superiors. Subordinates should feel free because failing to communicate can cause a fear of subordinates to express what they want to say or share with their bosses. In this type of the communication, the messages are filtered and are not transmitted especially in case of unfavourable news. Examples of the information which are required by upper management are as following: performance facts, financial data and results, lower-level employees' opinions and so on. Other situations in upward communication are counselling sessions, complaint systems, team meetings, exit interviews, etc. Atmosphere of openness and trust is crucial for successful upward communication within an organization (Ferreira, et al., 2009; Papa, et al., 2008).

Crosswise communication includes horizontal and diagonal. Horizontal communication runs among employees at the same or similar organizational levels, and diagonal flow of information, among people at different levels who are not in direct reporting relationships with one another - there are not superiority or subsidiarity relations. This communication is more informal, and helps to improve understanding to each other. The best-known informal communication within the organization is the grapevine which transmits information by word of mouth. People do not have to focus on formalities as during the dealing with their bosses and needing to fulfil their goals and plans. Employees can attend informal meetings together or formal conferences and board meetings. Crosswise communication is also in progress during some task teams or projects. People

are informed about news in the company in newspapers bulletins, etc. (Weihrich, et al., 1993; Ferreira, et al., 2009)

To transmit the message, the sender has to use some other kinds of channels. The other basic channels of communication are described in the following paragraphs.

4.4. Verbal and nonverbal

A verbal communication is used in those cases when we want to transmit or gain information. A nonverbal communication usually does not transmit information but gives a meaning to verbal expression. In many cases the verbal communication is supported by the nonverbal communication. The nonverbal communication is also known as a body language. It includes everything what is not specifically verbal. Messages can be communicated through gestures, posture, by facial expression, eye contact, dress, hairstyle and others. It also helps to increase credibility and effectiveness of communication. (Weihrich, et al., 1993; Rochford, 2011) Dědina (2007) mentions two types of nonverbal communication, in a low context cultures and a high context cultures. In a high context culture, nonverbal communication is even more important than in low-context cultures. The example of high context culture is following – China, Korea and Japan and low context culture being USA, Switzerland and Germany where people are focused mainly on content of verbal communication.

4.5. Written and oral

Written communication such as letters, emails, faxes, reports, bulletins, job descriptions, employee manuals, etc. are also commonly used. One of the advantages of written communication is a written proof for future reference or legal defences of the messages. Whenever you want you can go back to your documents. On the other side it creates requirement for a large space for storing paper load, more time for delivering and absence

of immediate feedback. The lack of secrecy is also considered as disadvantage because of written proof. The written communication is often used with combination of oral communication. Oral communication is the most widespread form of communication; it means everything related to speaking. A typical example is face to face communication of a minimum of two people or speeches. Advantages of this type are the following: immediate feedback about understanding each other, flexibility, personal touch, less time needed; you can remove misunderstanding – you can ask questions. On the other hand, e.g. in case of meetings and other sessions, it can be costly and time consuming, the lack of clarity takes place when there is little time and also the lack of proof is mentioned (Kushal, 2009-10; Rochford, 2011).

4.6. Electronic

Electronic communication channels have started to be a favourite in many organizations in recent years because it helps to exchange information quickly and more effectively. No matter where you are, you can communicate with people all over the world. The communication through e-mails, chats, conference calls, Web conferences and videoconferencing is very flexible and save costs for the organization. A new phenomenon has also occurred in current years and that is communicator as ICQ or sms communicator. These communicators can make work easier but on the other hand cause a lack of face to face communication. The other type of the communication electronic channel is a conference call. Participants have to have a good listening behaviour. Each conference call should have a clear goals and well-arranged structure. It should be a very well prepared. People who lead the call should have good moderator capabilities to show a direction where the call will lead (Daft, 2008; Benson, 2004)

4.7. Tools of communication

As it has been mentioned in the paragraphs before, according to Holá the communication in the organization passes over in basic forms (personal, written and electronic). In the next

paragraphs, examples of particular tools most widely used within the organizations are described. A choice of particular tool depends on a type, the importance and if people are familiar with each other or not. None of the tools are the most effective; some tool can be very effective in one situation but not effective at all in others. It always depends on the particular situation that is why during the creating communication standards is very important to define suitable tools for different situation because then it influences the success of the communication process (Holá, 2006).

It is divided into three categories:

Personal, oral and face to face communication

a) Organizational meetings

Through the meetings, managers can lead team and manage employees' job performance. Managers should repeat and clarify specific steps of company's strategy, explain coherences and the importance of each employee. Meeting should be prepared and structured properly, employees should be familiar with the program of meeting, and then a protocol has to be created. Managers have to control accomplished tasks, submit new tasks and solve actual problems.

b) Company-wide meetings, internal presentations

Company-wide meetings provide a good opportunity to internally present the firm to a big amount of employees. They can present current situation of company, news, results, projected changes, etc. An opened discussion should not be missed. These meetings can be realized through a whole year, at the beginning or at the end of the year or every month or quarter or operatively because of some important event or changes.

c) Internal education trainings

During education trainings, managers can deal with employees about particular steps of the company strategies, explain and clarify goals of the company, and at the same time employees can be identified with them. These training also serve to information and knowledge sharing among employees or teams within the organization. Training provides

information about products or services of the company, new employees, changes in the processes, etc.

d) Open days

Open days provide a space for discussion for all types of companies. It is an opportunity for employees to know and find out a lot of information about the company operating and its strategies. Quality of open days mainly depends on managers and their willingness and ability to communicate.

e) Consultations

Each manager should meet with each employee separately and consult their work and their results.

f) Errand managers

Errand managers in the workplace are one of the tools for providing feedback on opinions and attitudes. Managers should display an interest in his/her employees and motivate them to communicate and express their opinions and solve problems.

g) Social gatherings and sport events

There is a great opportunity to gain feedback and for informal discussions, for example the company's anniversary. During teambuilding, team cooperation can be improved and people can better express their opinion and attitudes. Employees have the opportunity to know each other and also members of their families.

h) Communication through media

Internal PR of organization presents information about the organization in terms of organizational marketing activities inward aimed at the satisfaction of employees. They inform them about results of organization, strategies, activities e.g. PR activities, advertisement, campaigns, etc. This information is also really important for employees because they support a meaningfulness of work of all company and also their own work.

i) Company profile

It is a positive picture of the company with basic information about the company as history, its progress, basic principles, ideas, vision and future plans intended to all stakeholders. The company profile also highlights company successes and completed projects with good acceptance.

j) Annual report

Annual report is a part of business plan. It also contains basic current information about the company intended for internal and also external environment. In the report, we can find financial result of the company, how they fill plans, goals and other data connected to economic and financial sight of the company and also reports future plans. Annual report must not contain any distorted information.

k) Manuals

Manuals of particular activities in processes or function can contain many things: job description, competence, responsibilities, list of all duties connected to the position.

l) Internal company newsletter, bulletins

Newsletters or bulletins are one of the most favourite tools for employees. They provide to employees information about company life, successful projects, activities, what is being written about the company in other newspapers and what is being said on TV. Furthermore employees can be rewarded in newsletters or bulletins and new managers can be introduced. There is also a space for discussion, for the employees' questions, their opinions and so on. All of this information has to be true and factual, and also has a positive character. It also has to be easily available and can be published electronically.

m) Notice board

Notice board together with a box for questions and opinions are really simple communication tool. It is used mainly for actual information for example filling tasks and plans.

n) Online notice board, intranet

Intranet is like notice board but placed on the Internet. It is intended only to authorize persons where you can find actual information about the company, FAQ and other answers to many questions with an immediate feedback. It is also suitable for questionnaires among employees. Grande (2008) mentions some benefits of using the Intranet. Using the Intranet in the organization can improve worker productivity, morale, decision making and information sharing. It also saves costs – reduces the waste of paper because employees can read and share documents simultaneously. Holtz (2004) also stresses the benefit of storing unlimited volumes of information and their integrating and sharing news instantaneously. On the other hand he reminds that the Intranet cannot replace face to face communication.

o) Company TV or radio

Televisions are placed in halls or canteens. It informs you about news in the company where it can be watched by a great group of people. It can represent the same information included in the newspapers. It also can introduce the company to new employees, strategy, campaigns or other events.

p) Others

The last group of communication tools represents other tools which are used by the internal PR in the companies.

Company gift items

Company gift items contain a logo for supporting customers but also it is intended to employees for a higher belonging to the company. For example pencils, cups, T-shirts, key cases.

Special offers of company products and services to their employees

If the employees are satisfied with the product or the services of their company, they know products and have a good experience then they can spread good reputation and they can recommend the products to their friends. As how it says, satisfied customer/employee is the best advertisement.

Company clothes

Some companies provide to employees company's clothes for reason of safety or hygiene. Other companies, especially in the service industry, want their employees to wear companies' clothes from an aesthetic point of view.

5. Internal communication

In recent years, the communication in the organization passed through many changes. Communication is highly necessary for our society. Information is analysed, processed and shared. Information has a significant value for the organization because management cannot exist without sharing information and communication. Each organization needs to have a basic communication area, system of rules, communication channels and set goals which should be achieved. Any mistake in the communication can cause a lot of problems for the organization and can bring them a great economic loss. In terms of globalization a communication technology progress has a big influence on the communication because information and news are transferred really fast all over the world. It should be worked with them really quickly and effectively (Veber, 2000).

5.1. Definition of internal communication

Corporate communication includes internal and external communication. External communication links organization to the outside world, e.g. suppliers¹, customers, government, financial institutions, and others (Pathi, 2008). There are several communication tools that serve to cover communication with all organization's partners. The tools are mentioned in chapter 5.3.

Internal communication is a communication within an organization because it does not regard only employees in the organization but also other people connected with them, for example suppliers, external employees, professional advisers, etc. It includes corporate noticeboards, memorandum, newsletters, parties, team buildings and many others which have a big influence on employees' opinions about the company, its management, ideas and vision. It is the same like with communication principles in general. Internal

¹ Although some authors e.g. Holá says that communication with suppliers is considered as internal communication, other authors as Pathi includes communication with suppliers into external communication.

communication is also mutual process of transfer of information between sender and receiver where the feedback plays a key role.

In current time internal communication is in the centre of attention of all companies because for a company' success there are needed satisfied customers. Customers will never be satisfied without employees who are content with their job. Customer satisfaction is one of the goals of employees and all company. Meeting the company's goals is linked to organizational structure, its culture and vision. As Holá (2006) says: “*corporate strategy and corporate culture is reflected in the behaviour of employees towards customers: how the company deals with employees then employees deal with their customers.*”

5.1.1. Stakeholders

All of the information obtained from internal and external environment needed for the company's operation and its success is part of marketing communication. A corporate communication is tool by which managers affect working attitudes and employee behaviour. The company creates an environment for cooperation of all staff and connected partners and organs by corporate communication (Holá, 2006). According to Stejskalová (2008), the amount of stakeholders has increased a lot in recent years. Stakeholders represent all groups that are influenced by the organization and its activities. Conversely those groups can be influenced the organization either positively or negatively. That is why Phillips (2004) emphasizes that different departments and groups of the organization want to deal with different stakeholders. Management should pay a sufficient attention to find out what stakeholders want and then choose a correct form of the communication.

In the following a few paragraphs there is a focus on briefly introducing particular stakeholders and also answer to the simple question “who has any interest in the company”?

In compliance with Holá, the internal public includes employees, shareholders, suppliers and customers, closed surroundings. Other groups belonging to stakeholders are banks,

the authorities, non-governmental organizations, sport clubs, media, professional and laic public and competitors.

Customers are interested in a quality and a price of goods or services and their accessibility. Company's success among others depends on customer satisfaction.

Employees want to have a certain job, salary, benefits, self-fulfilment, and a possibility of career development.

Shareholders need the information about their investing, how safe it is (what risks are involved) and what is the amount of dividends.

Communication with suppliers includes the information about payments if it is in time or delayed, about long-term cooperation and connected issues.

Closed surroundings, people or organization that are related or located nearby where the company operates. The organization tries to influence this group by civil activities, sponsorships or by care of environment.

Media provides access to the information and labour unions ensure working and social conditions.

Furthermore Janda (2004) attaches an importance of the families of their employees. The basic assumption is that a good employee has a good family. Company can help employees to build up their families through organizing social events for employees and their families where members of family can get to know the company and its image better. Some benefits can be used by members of the family.

5.2. Internal communication goals and purpose

As several authors agree, for example Holá (2006), Janda (2004) and Stejskalová et al (2008), the main goal of internal communication is satisfied customer. As Stejskalová defines *“The real aim of internal communication strategy is not satisfied employee, but through him/his satisfied customer, and therefore business success of the organization”* (Stejskalová, et al., 2008). Janda (2004) says that satisfied employee is just value added,

not the goal of internal communication. According to Fiedler (2000) and Janda (2004), internal communication interconnects managerial functions together and decides about an effective use of sources. The purpose of internal communication is effective using sources and managing which create and increase the value of product or service for customer. Managers have these sources available: information exchange, finance, material and people and their culture which must be accepted by manager.

Holá (2006) defines internal communication objectives in the four following concepts:

- Ensuring information needs of all the company's employees and information connectedness of companies reflecting continuity and coordination processes.
- Ensuring mutual understanding and cooperation based on the achievement of meeting common goals (among management and employees, among manager and his/her team and among teams and employees).
- Influencing and leading to requiring attitudes and work behaviours of employees and ensuring their stability and loyalty
- Continuous maintenance of feedback and implementing the findings into practice - continuous improvement of communication within the company

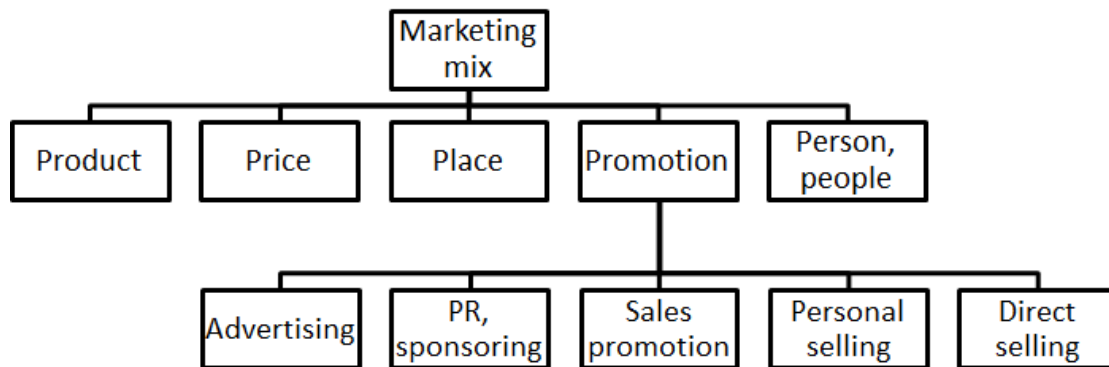
The particular goals blend together and can be defined in more detail. The definitions of goals depend on each company and its needs. It is defined in the communication plan. It creates communication strategy.

5.3. Marketing communication mix and tools

For covering all of stakeholders, the company uses communication mix which is elaborated more detailed in this chapter. Communication mix is a part of marketing mix. For better understanding of relationship between marketing mix and communication mix, see figure 3. Management uses classical marketing mix 4P (product, price, place, promotion) with stress on communication. Communication mix is a set of tools using when the company communicates with stakeholders with different goals. The tools are following: Advertisement, sponsorship, PR, exhibitions, direct selling and interactive marketing. Most companies use all of these tools mainly toward external public. It also can

be used toward internal public. The most wide spread one is using the internal Public relations with a view to internal partners – the employees.

Figure 3: Marketing and communication mix



Source: Holá, J.: Interní komunikace ve firmě

In this paragraph, attention is paid to the description of the internal communication mix according to Holá (2006). Although communication mix is understood mainly with focus on external environment as well as the focus on internal public. The company through communication mix offers product for sale that is called cooperation – employment. It is something like barter trade - well-paid employment for the opportunity for self-fulfilment, benefits, and so on.

According to Přikrylová (2012) there are mentioned four types of internal communication mix tools:

a) Advertisement - promotion of new campaigns, new employees' benefits, invitation to the corporate events on notice board or intranet or newspapers, etc. According to Přikrylová (2012) advertisement is a paid and impersonal communication through different media. Company stimulate customers/employees to buy product or service or promote philosophy of organization.

b) Sales promotion - sufficient amount of materials for news and changes, marketing materials and objects (T-shirts, etc.) during special events, internal trainings, discounts on corporate products or services. On the basis on more detailed information about the tools by Příkrylová (2012) it is possible to say that sales promotion is a short term stimuli aimed at an increase of selling of particular product through short term benefits for employees, e.g. better prices, competitions or exhibition attendance. The main aim of sales promotion is to support and stress the communication goal.

c) Internal Public Relations - regular corporate meeting, sport and social events, evaluation, news about successes, etc. Internal PR focuses on the most important groups, external and internal, i.e. including all stakeholders but mainly on employees. PR represents and builds relationships toward outside and also inside. The very important part is publicity. Publicity is impersonal stimulation of demand for products, service, person or company by placing very important message or information about them in the TV, radio, etc. It must be clear that it is not financed by the company. Then it is more credible because the company cannot influence published messages and news. It is more reliable than advertisement. All PR activities usually used toward external public can be used for communication with internal public. For example when customers are informed about some event or campaign, employees should be apprised of this event and prepared and know reason for doing this action. It should be given them as many details as needed. Sometimes sponsorships is included in internal PR. Sponsorships represents employees' advantageous and benefits, contribution on culture or sport, etc. (Holá, 2006).

d) Direct or interactive marketing - news, presentation on the Intranet, online contacts, leaflets about changes or new products, etc. It represents all market activities which serve to direct, addressable or not addressable contacts with the focus group. The most advantageous of this tool is more effective choice of required group (Holá, 2006).

5.3.1. Internal marketing communication within the company

As it is known, communication in each company represents two types of communication, firstly it is communication toward outside and secondly toward inside. Companies pay

much more attention to external communication than internal communication and they are not aware of a high importance of sufficient communication with their employees, caring for them and building a strong relationship among company and their employees.

According to Holá (2011), one of many authors and experts, who apply oneself really in detail to the topic of Internal marketing communication, if companies will pay more attention to improving internal communication, then it can lead to really big changes and success for company. A research of ESENER agency about “what is the most stressful for employees”, which run during the year 2010, shows us that more than 65% of the employees in the Czech Republic have serious problems in the communication with their managers. One of the reasons of underestimating the importance of communication with employees is that employees are not considered as partners of the company, management do not know what needs and requirements their employees have, what they need to know and which and when information should be provided them.

According to another research provided by LMC agency together with Institute of internal communication, during the first half of year 2012, 95% of respondents say that the internal communication influences a job performance, employees' behaviour and manners. In most of companies, the internal communication is provided by a human resource department, less usual by marketing or IT department. 70% of respondents claim that they use the internal communication and have set up a system and rules. Most of companies recognize the importance of internal communication and its influence on company's running but on the other hand they do not pay sufficient attention to the internal communication. On their opinions, the main reason why they are not concerned with internal communication sufficiently is the lack of time and effort. Company culture also plays a key role because culture set up the communication style in the company – how the management communicates with their employees (Popela, 2012).

Most of people and companies understand marketing as a tool whereby we can influence customers. All activities come from marketing mix which helps company to induce partner to buy a product or service, cooperation and ensure loyalty. Anyway, an internal marketing is not so different from a classical concept of marketing which is concentrated in consumers or clients. The internal marketing has different focus groups which are employees. The company needs to find and keep right workers and also has to be able to

sell itself in order to employees will want to work for this company. The internal marketing communication will help to achieve mutual satisfaction for both parties.

If the company wants to be the best in the very high competitive environment, as it has been said before, the company needs to have right people in right positions and trying to keep these people as long as possible. On the other hand the employees want to have a confident and perspective employer which offers them appropriate salary, working conditions and possibility of self-fulfilment. Then employer expects that employees will have a sufficient effort to work and provide to company appropriate level of loyalty.

5.4. The role of manager in the internal communication

Managerial communication is really important because it influences efficiency and success of entire company. Success of the company depends on its employees. The employees, group of employees or particular offices of the company have to be managed by the managers because the managers gain and share all information through the organization from the top management of the company. The managers represent the company in their teams. Managers' work, their attitudes and behaviour create the image of the company for the employees. In particular, the acceptance of the goals, strategy and changes depend on the communication with the employees. The manager is responsible for the enforcement and acceptance of company's goals and also for the results. Three most important aspects of manager are communication, motivation and organization. Manager's specific activities are following: planning, organizing, leading, controlling and decision making. How managers lead their people, it influences performance of not only their teams but also success of the whole company (Mikuláščík, 2003).

According to Holá (2006), manager represents a communication link between management of the company (or owners) and workers who are managed in the team. Managers have to introduce with the goals and tasks to his/her team and on the other hand they have to give information about results to the management. Manager also ensures the communication of his/her team in the framework of whole company, between particular departments and teams and also between stakeholders. The communication is the main tool for managing.

It comes from manager's attitudes and opinions which reflect the values and strategy of the company, its vision. It is important that managers support and lead their subordinates to give them feedback. Employees cannot actively participate in fulfilment of the goals of the company without feedback from their managers.

As Mikuláščík says (2003) when manager wants employee to do something, he has to be able to explain them in that way that they will be able to understand him. Managers should communicate with his employees without any commands which are abasing for the employees. Manager has to be able to evocate some activity of employees. The employees have to consider the tasks as some stimulus thanks to which they feel more independent and more self-esteemed. They also appreciate their manager.

5.5. Barriers in the communication

The problems and barriers to the effective communication can occur at every stage because to the communication process is very complex. Aswathappa (2005) divides the barriers into three categories. The first category is so called sender-related barriers such as communication goals (lack of a goal leads to formulation of incoherent messages), communication skills (lack of basic communication skills causes troubles for receiver to understand the message), intrapersonal sensitivity (the message has to be adapt to receiver – recognizing his/her needs, status, knowledge, etc.), differing frames of reference, non-verbal signals, either or thinking, fear and sender's credibility. The second group represents situation-related barriers which are shared by both sender and receiver. These are for example jargon, information overload (the receiver cannot accommodate a heavy load of message from the sender), time pressure, climate (atmosphere of trust and confidence leads to a positive response), distance (long distance causes delay in communication), noise and mechanical failure. The last group is receiver-related barriers such as selective and poor listening, evaluation the source, perceptions and lack of feedback.

According to Dědina (2007) the most often obstacles in the communication in the organizations belong to:

- prejudices in perception,
- interpersonal relationships,
- role of company's management,
- different sexes,
- distance among communicators,
- company's structure.

Mistakes and shortcomings of the internal communication can cause many impacts in the organization. The most common are for example insufficient amount of information, uncompleted or ambiguous information. These failures cause information noise which decreases efficiency of the company. The noise in detail has been mentioned before in the chapter 3.2. This noise comes from the wrong understanding of essence of managerial communication.

5.6. Effective internal communication assumptions

The barriers described in the previous chapter can be overcome if both the sender and receiver made appropriate efforts. Sender's responsibility includes setting clear goals of the communication which are based on the purpose of the communication. The next responsibilities are using appropriate language (simple words, avoiding the use of jargon, well-structured messages), practising empathic communication (the sender must understand the receiver's assumptions, attitudes and beliefs), improving communicator's credibility, encouraging feedback, using face-to-face communication, using correct amount of redundancy (in case of complicated message, it has to be repeated in several different ways when the receiver will understand it), developing trusting climate, using pictures ("one picture is worth a thousand words"). Receiver's responsibility contains effective listening (active listening brings about changes in people's attitudes towards themselves and others, they become emotionally more mature, open to their experiences, less

defensive and more democratic and ready to accept others' points of view), interference from emotions, avoiding evaluative judgment (both positive or negative judgements will distort communication), providing responsive feedback (the purpose of responsive feedback is to engage in constructive dialogue) (Aswathappa, 2005).

Hloušková (1998) mentions to achieve effective functioning of the system, employees should be sufficiently informative and motivated connected. On the basis of an experience of mature companies, Hloušková shows the following conditions:

- Appropriate work organization (work organization through processes, not only activities divided into particular operations)
- Appropriate professional and human quality of management
- High quality of personal strategy using by all managers
- Regular evaluation of employees and feedback from subordinates to managers about perception of managers' leading and vice versa
- Training managers in effective communication
- Following the communication principles and ethics by leaders
- Cooperation of top managers with other groups of managers

Gudas (2011) mentions that healthy pay check is of course really important factor which influence employees' job satisfaction but according to 24 Seven/Ad Age Salary and Job Satisfaction Study, there are also other influencing driving factors such as a strong, well-defined career path, opportunities for upward mobility, culture, flexibility and environment. The lack of clearly defined carrier path has a big negative impact on job satisfaction. That is why a job offer of each employee should include a strong, well-defined career path. A good work/life balance is crucial to all employees. Money is not everything; employees often appreciate other forms of benefits. For example, in the summer days or during the holidays, they want to have a long weekend off or special days off. Nowadays it is time of many changes and technological progress. Employees want to be ahead of next new things in the high competitive market. In this case, the companies should be aware of the importance of training. Training does not represent only costs for

employer but rather an investment in the future of their business. The company has a big competitive advantage if they employ very skilled staff because then these employees become more valuable for the business. A strong culture is one of the most important aspects of job satisfaction. Employees want to be proud of their employer. The company history should be connected to present and properly set vision. Company values with which employees are identified lead to the employee satisfaction and the success of whole company.

6. Analytical part

6.1. Description of selected company

A company, where the theoretical background from the first part of thesis has been applied and has been done a research, is the one of four brands of ManpowerGroup. ManpowerGroup is the world leader in innovative workforce solutions, connecting human potential to the ambitions of business. ManpowerGroup serves both large and small organizations across all industry sectors through four main brands and offers: ManpowerGroup Solutions, Experis, Manpower, and Right Management. ManpowerGroup operates a worldwide network of offices in over 80 countries and territories (Manpower brochure).

Manpower was established in Milwaukee, in the USA, in 1948. Manpower in the Czech Republic runs more than 20 years. The first Czech office was opened in 1991 in Prague. In the Czech Republic, through a network of over 25 offices in 2011 with 195 employees (in Slovakia 55 employees) and total revenues CZK 2.1 billion in the year 2011, Manpower provides staff (more than 8,500) for approximately 1200 clients. With employment opportunities in the public and private sector, on both a permanent and temporary basis, it makes it easy for people to find employment and for companies to find staff with the skills they need. Solutions include permanent and temporary positions, holiday, maternity or sick cover, through to large workforce transformation and outsourcing contracts. More details about Manpower services are included in Appendix 5.

Values in Manpower are built on three pillars; people, knowledge and innovation. Manpower success depends on contribution of three groups of people, on its staff, clients and candidates. People are respected as individuals; they trust them and support them to achieve their goals at work. Manpower shares its knowledge and expertise among people and keeps them up to date in the world of work. Based on active listening and understanding to the world of work, Manpower can develop its relationships, improve solutions and services, and adopt the best practices. Manpower constantly finds new and better ways in doing things, innovate and evolve. These all values represent Manpower

vision. Vision is to be leader in the creation and delivery of innovative workforce solutions and services that enable its clients to be successful in the changing world of work.

A corporate culture in Manpower represents a balance of formal and informal networks. The brand and reputation of the company is built on adhering to the ManpowerGroup Code of Business Conduct and Ethics. The Code applies to everyone within ManpowerGroup, regardless of title or position, to ensure the highest possible standards of quality and ethical business practices should be supported, inside and outside of the company. There are strictly defined rules for dealing both the inside and outside the company. Despite the clearly and strictly defined rules and instructions, the atmosphere in the company is very friendly and open.

6.2. Analysis of internal communication in Manpower

Recently, Manpower has engaged in efforts to plan, manage, analyse and evaluate their internal communication. The first survey of internal communication including several questions was worked out in April 2012. Due to an insufficient support and a lack of awareness of the importance of the issue, it was not correctly interpreted and utilized for any improvement or development. Five months ago, the position of HR Communication specialist arose in order to ensure proper running of the internal communication, increasing engagement of employees, identification with brand, reducing fluctuations and saving finance and time.

The main goal of internal communication in Manpower is to have engaged employees. This goal is reached by the help of managers because managers play a key role in the internal communication of the company. Managers are those who make decisions and communicate. They are supported by particular processes and tools in the company. Managers are those who create the internal communication. In our case the company's organizational structure has to be taken into consideration. The company includes Central office structure and organizational structure regarding an operating the company. All the time high need of cooperation between these two parts of the company is required. One

unit could not exist without the other. The internal communication process is defined according to the hierarchy in the two parts, Central office and Operations.

All managerial communication has to follow a hierarchy of needs. It comes from basic information needs to super structural needs. The basic needs of employees include issues such as What may I do? How am I doing (feedback)? Is anyone interested in me? After satisfying these basic needs, more structural needs follow such as How is the business? Where is the company aiming? How can I help the company to succeed? This is the process how to achieve engaged employees. It is not possible to have engaged employees without satisfying their basic information needs.

6.2.1. Hierarchy in the organization

With respect to the size and diversity of the company, the hierarchy in Manpower is very wide and broken. At the same time organizational relations are clearly defined. Rules and processes of the internal communication are based on the organizational structure of Manpower, its distribution of labour, competencies, determination of superiority and inferiority, bindings, relations and tasks. At the head of the company is the country manager who is responsible for the entire Manpower branch in Czech Republic and also in Slovakia. The organizational structure is divided into two parts. One of them is the organizational structure of headquarters which consists of three main departments, that is Financial Administrative, PR and Marketing and Human Resources. See the complex structure enclosed (Appendix 3).

The second part of the organizational structure of Manpower is Operational structure that includes Operation manager, Sales Manager and SWC. This structure describes functioning branch offices and involved management. The complex operational structure is available enclosed (Appendix 4).

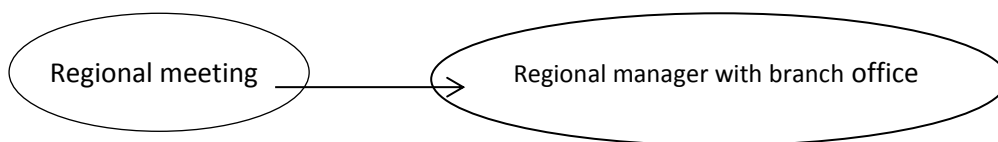
In Manpower there is a cascade system of meetings which plays a key role in the internal communication. The company focuses on follow-up meetings, meeting of offices

immediately after Regional meetings. Each meeting must be recorded, controlled and followed up.

There are three types of meetings. First type is strategic which includes senior management meeting (meetings including Operation managers, Senior KA Sales Managers and SWC). The second type of meetings is headquarters which follows after the strategic meeting. These meetings runs between management teams (meeting including SMB managers, Supervisor managers and Regional managers) and headquarters teams where the tasks are distributed. The last type of meetings run in branch offices with aim to eliminate mediators in the communication. It is divided into three steps. The best way is to inform employees in branch offices directly, not through branch managers. Reginonal managers have a meeting with branch offices once per month and with branch manager every week, on the same day. Further, there are also meetings between branch managers (or teamleaders) with consultants/recruiters. These meetings are regular, ususally on Mondays which should serve as kick-off meetings. A content of these regular meetings includes an evaluation of previous week and plans for the next week. The basic information needs and related questions are answered. Also, there are operational meetings when some problem occurs.

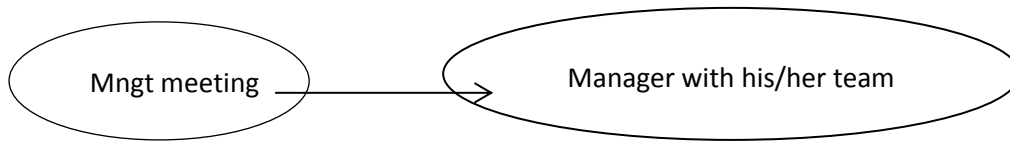
Figure 4 and 5 shows information flow from the Country manager to consultants or workers in the headquarters through Reginonal managers and individual managers of departments. There is a strong focuse on only one mediator, which is the regional manager and the manager of the department.

Figure 4: Information flow from Country manager to consultants/recruiters



Source: Own input, 2013

Figure 5: Information flow from Country manager to workers in headquarter



Source: Own input, 2013

Defined structure of meetings in branch offices with regional manager

- Reward, appraisal for a particular successes
- Strategic information from strategic meetings
- Presenting business results (number of acquisitions, plans, perm and staffing results and its plans, and achieving setup goals regarding Gross Profit)
- Candidate experience – control of organizational work in branch office (especcially working with candidates, communication with them, giving a feedback in time, providing help and advices regarding their CVs, concepts of work, interviews, where they can find a job, etc.)
- Setting tasks, goals and expectations
- Others issues (for example information about competition, market)
- Summary
- Report (in that same day)

The report should be saved on the Intranet, it serves to management for control whether the communication runs according to expectations and plans. Managers have the possibility to quickly get up to date via these reports. And it also helps to control if the tasks from previous meetings were fulfilled.

6.2.2. Internal communication tools used in the company

There are several tools of the internal communication used within Manpower:

a) Intranet

Intranet serves as a source of information, sharing and controlling information – documents (methodics for different types of work, processes, instructions, etc.), news (planning, new employees, new position, changes in the company), best practices, searching information, phone book, help desk, etc.

b) Internal PR

Internal bulletin is issued electronically once a month – it is called operative. The second type is published once every 3 months and long-term handles strategic issues and market trends.

c) Newsletters are sended via email to all employees of Manpower. Several times per month Manpower employees receive newsletters from Chief Executive Officer from the USA headquarters. Other newsletters are written by the Country Manager of Manpower for CZ and SK and sometimes newsletters are written by Marketing department. Topics of newsletters are various such as important historical dates in Manpower, public holiday, celebration, new employees in the top management and other changes within the company.

d) Teleconference calls

Different types of regular teleconferences are compulsory for different groups of employees. They run usually once per month or occasionally when there are some important issues or changes. It is usually in regard to changes in Labour code, at the end and at the beginning of the year because of closing dates (or Annual Tax Accounting) or changes in set processes in the company, etc. The teleconferences are led by a trainee coordinator who collects these issues and related changes or problems which occurred during the month over all the offices in Manpower.

5) Online webinars

Online webinars can be intended for all employees in the company or also just for some groups in the company. It depends on the topic of the particular online webinar. The online webinars led by the Country manager of Manpower are usually organized four times per year on the occasion of big changes or important successes in the company. There are also online webinars organized in order to make employees acquainted with new processes, systems or programs.

6) Brochures, leaflets

Brochures or leaflets are published by the marketing department for many purposes. Some brochures serve to inform Manpower candidates about different type of jobs, other serve to inform about special projects or services offered by Manpower. Other types of brochures serve to business purposes, etc.

7) Social Networks

The using of social networks in the company is quiet a new method to promote Manpower in the Czech Republic. There are accounts on Facebook, Manpower as a whole company has an account on Facebook. Some offices have their own account on Facebook. It is usually used to promote current job positions or sharing positions or information between particular offices. The use of Facebook is not fully utilized because not all employees are familiar with this tool. It came up more from the initiative of employees in different branches than from the management or the marketing department.

8) Information system (Helios)

Helios is spread information system that serves as a database of clients and candidates. It also serves payroll purposes, invoices and many others. This system has a different meaning for different type of groups of employees in the company. It is very important for the financial and the accountant departments because without this system they could not work.

9) Shared disc on working computers

Shared disc is an important place for some groups of employees in the company. It serves as repository of documents, contracts, background papers regarding wages, templates and many other information concerning clients and candidates. All of these documents can be shared by all people and departments in the whole company in the Czech Republic. It depends on each department or branch how they decide to use this tool for the communication.

10) Teambuilding activities

Teambuilding activities are organized usually once per year. Each branch office gets special budget for preparing individual teambuilding. It is up to branch managers what they will do and how they will use this budget. These activities involve individual departments and offices. There are no rules, no special programmes of organizing teambuildings. The teambuilding means mainly playing games in some sport centre in the afternoon which is usually followed by common barbecue.

7. Survey evaluation results and recommendations

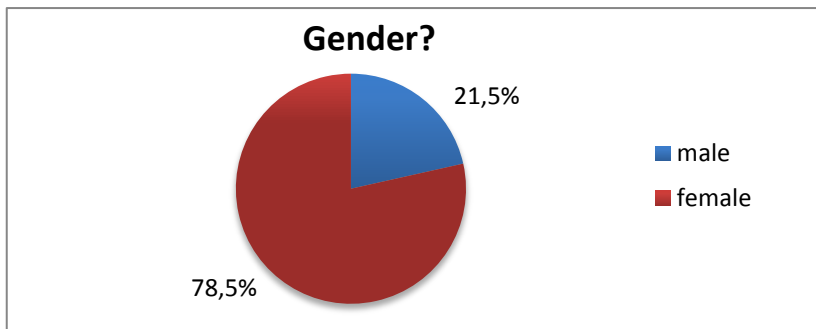
7.1. Survey results

7.1.1. Demographic analysis

The questionnaire was sent to 194 employees in the company. Total amount of employees who answered was 145 respondents but 15 of them did not complete the questionnaire; that means I received 130 relevant questionnaires representing 67.01% of all employees.

Due to the fact that most employees in the company are women, it results in a high number of women who attended the survey. As you can see in the graph 1 below, 78.5% of respondents were women (that is 102) and 21.5% were men (that is 28).

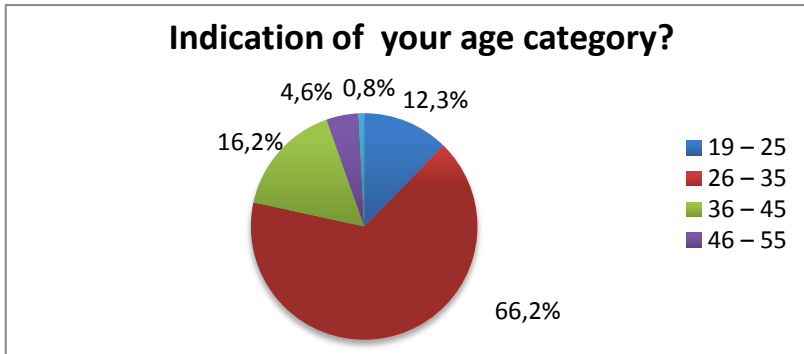
Graph 1: Employees by gender



Source: Own input, 2013

In terms of the age structure of the employees (graph 3), one employee is older than 56 years (0.8%), six employees are between 46 – 55 years old (4.6%), 21 employees (16.2%) are between 36 – 45 years old, the major group of employees is between 26 – 35 years old (66.2%) and 12.3% employees (16) are between 19 – 25 years old.

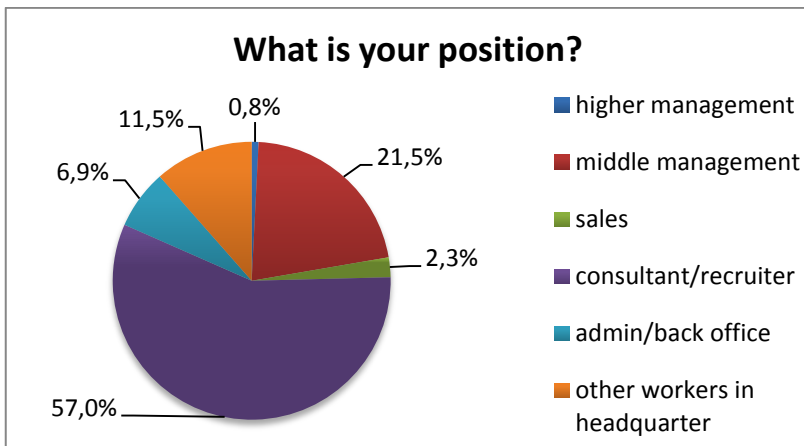
Graph 2: Employees by age



Source: Own input, 2013

The graph 3 shows that the most respondents (57%) work as consultants/recruiters in the company, 21.5% of respondents are employees in the middle management, 11.5% are the workers in headquarter, 6.9% of respondents are administrative or back office, only three (2.3%) salesmen responded the questionnaire and one (0.8%) employee is from higher management.

Graph 3: Employees' position

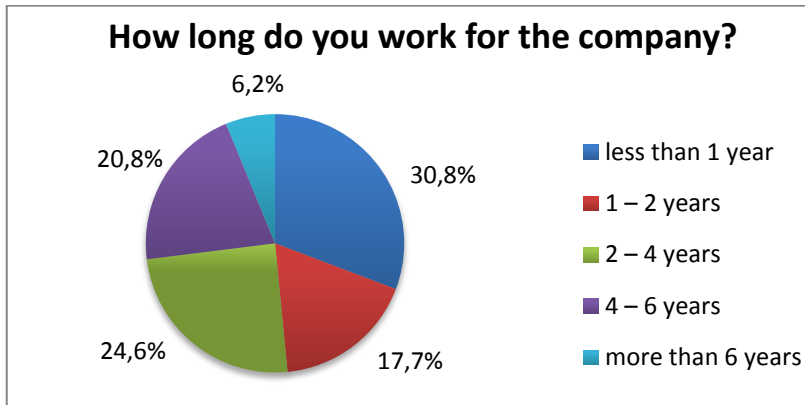


Source: Own input, 2013

Regarding the length of employment (graph 4), 40 employees (30.8%) work in the company more than one year, 23 employees (17.7%) are in the company between 1 and 2 years, 32 respondents (24.6%) are in the company between 2 and 4 years, 27 respondents

(20.8%) between 4 and 6 years and 8 respondents (6.2%) work in the company for more than 6 years.

Graph 4: Length of employment



Source: Own input, 2013

7.1.2. Communication atmosphere

The table 1 shows that most of the employees (43.1% answered yes and 42.3% rather yes) are satisfied with how their managers are open to the employees and how important issues are understandably explained to them. 56.9% of employees are not scared to talk to their superiors, express their opinions and talk about problems they have. 30.8% answered rather yes. Only 10.8% of employees are rather not able to communicate without any fear with their superiors and 1.5% (it represents 2 people) feels scared during the communication with their superiors and have trouble expressing their opinions. Through open and friendly atmosphere, 65.4% of employees answered that they have space to evaluate their superior and top management, the employees feel free to communicate with their superior about problems and unpleasant situations related to them. The number 34.6% of employees (45 people) answered that they do not have a space for evaluation of their superiors. Almost 87% of employees (39 people from 45 people) who do not have a space for evaluation of their superiors and top management would like to have an opportunity to evaluate their superiors. In questionnaire, in this question there was a space for employees' suggestions regarding the evaluation of their employees and almost 15 employees suggest a possibility to evaluate their superiors and top management through anonymous questionnaire because face to face communication can also be very difficult for employees to express their opinion or criticism.

Table 1: Partial results of questionnaire – Communication atmosphere

Survey Questions 2, 3, 5, 6	Yes	Rather yes	Rather no	No
Do top management/your managers speak with you openly and sufficiently understandably explain you important issues taking place in the company?	43.1%	42.3%	14.6%	0.0%
Can you communicate without any fear with your superiors, express your opinions and suggestions (e.g. company functioning, setting processes, etc.)	56.9%	30.8%	10.8%	1.5%
Do you have a space to evaluate your superior and top management (e.g. during the regular evaluation of your job performance)?	65.4%	No option	No option	34.6%
Would you like to have an opportunity to evaluate your superior and top management?	86.7%	No option	No option	13.3%

Source: Own input, 2013

7.1.3. Informed employees

As you can see in the table 2, the employees' answers to the questions regarding receiving information either useful for their work or related to the company were mainly positive, “rather yes” and “yes”. Except the question about getting all the important information from official sources where 36.7% of employees answered that they do not rather get this information from official sources and 12.4% do not get it at all. It is evident that the information is spread among the employees in the company much faster than the information is officially announced. 27.3% of employees are rather not and 2.3% of employees are not always informed about the latest news or changes and successes in the company. The next positive thing in this part is the high percentage of the employees who are sufficiently informed by their supervisors about their job performance. The employees are also clear about the organizational structure of the company, who does what, what competencies each department has and why they do it. The employees also get all the important information which they need for their job in time, 19.2% of them answered yes and 63.1% of them answer rather yes.

Table 2: Partial results of questionnaire – Informed employees

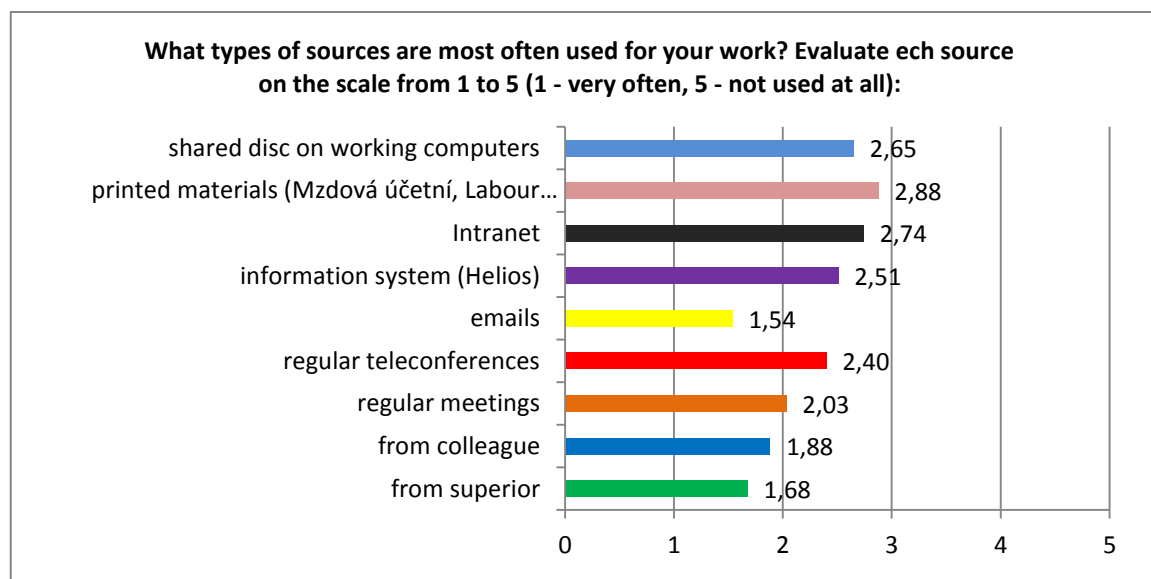
Survey Questions 1, 4, 9, 12, 14	Yes	Rather yes	Rather no	No
Are you always informed about the latest news, changes, (non)successes relating to the company?	29.2%	41.2%	27.3%	2.3%
Does your supervisor sufficiently inform you about the evaluation of your job performance?	43.8%	34.6%	17.7%	3.8%
Are you familiar with the organizational structure of the company (who does what, what department and why)?	42.3%	43.1%	12.3%	2.3%
Do you get all the important information which you need for your job in time?	19.2%	63.1%	15.4%	2.3%
Do you get all the important information from official sources (i.e. official notice of changes directly from the superior - in a meeting, from senior/top management through Intranet, newsletter, etc.)?	23.9%	27.0%	36.7%	12.4%

Source: Own input, 2013

15.4% of employees do not rather feel that they get all the important information for their job in time and 2.3% of employees do not get this information in time. These group of people (17 from 23 people) provided detailed information about possible causes of this problem in question 13. Lack of time plays a key role in this problem. The employees do not have time for sufficient number of appointments with colleagues or clients where the changes could be communicated. The employees also mentioned that they have too much work to do and too many responsibilities that they do not have time for sharing news and important information and changes to their colleagues. Another problem for some employees is the unclear distribution of competencies in the particular office or department so that is why the employees are not sure to whom they would pass the information. A few employees also mentioned that the distribution of work and competencies is rather competitive than cooperative and that people do not have the need to share some information.

The graph 5 shows that the employees mostly use and gain the information and advices related to their work directly from email. The second most useful source is the superiors and then employees' colleagues. The regular meetings are also very helpful to get the appropriate information for the employees' work. The regular meetings are usually held every week, generally in the beginning of the week with the aim to setup the plans for the next week, distribute tasks and current goals. Regular teleconferences about news regarding the processes in the company or news regarding the usual work in the branch offices are considered to be a less used source. The teleconferences are regularly organized once per month and are different for different types of positions (i.e. consultants, branch managers, financial or accountant departments, etc.) Also shared discs on working computers and information system (Helios) are among the less used sources. Sources that are used the least are the Intranet and printed materials.

Graph 5: The most often and the least often used sources for employees' work



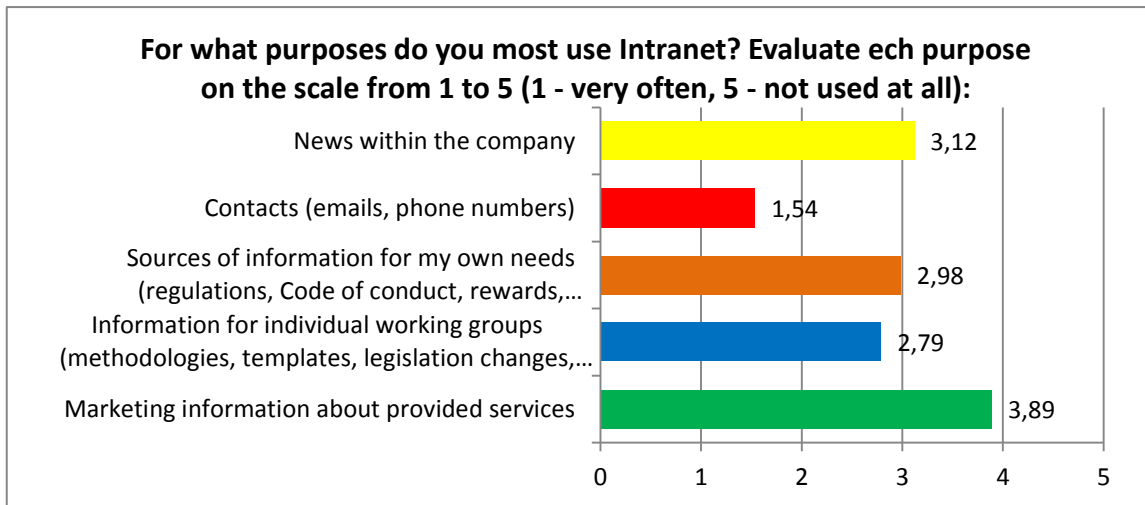
Source: Own input, 2013

7.1.4. The use of internal communication tools

In the previous thematic part there has been found out that employees do not use the Intranet very often. The following graph 6 shows the main purposes of using the Intranet. The most often purpose of using the Intranet is searching contacts such as e-mails and phone numbers of other employees. The average rate is 1.54 which represents that employees often use the Intranet for searching contacts. The second most mentioned purpose of using the Intranet is searching information for individual working groups (2.79) which represents the rate between often and sometimes using, closer to sometimes using). The working groups are divided according to the types of position. Each of them has special space on the Intranet where there are useful information for them, such as methodologies, templates, legislation changes and other helpful information which is useful for their specific type of work. Using the Intranet to get news regarding the company was evaluated on the average scale 3.12 (less than sometimes). The Intranet section where there are information useful for the employees own needs such as regulations, code of conduct, rewards, training, e-learning and many others, is used sometimes (2.98). The least mentioned purpose of using the Intranet was regarding the marketing information about provided services. This marketing section with information about Manpower services is rather not used on the Intranet (average rate is 3.89).

In open question (No. 22 where the employees had a chance to express their suggestions or comments regarding the internal communication) some employees mentioned (it has been mentioned in previous part) that using the Intranet is very complicated; full-text search does not work properly so it is really hard to find something.

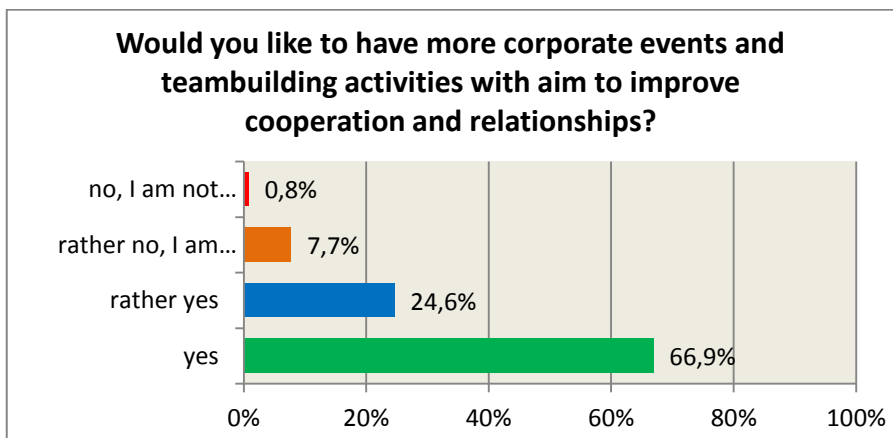
Graph 6: Purposes of using Intranet



Source: Own input, 2013

Another question (No. 18) in this part is focused on corporate events and teambuilding activities in the company. The graph 7 shows that according to the questionnaire almost 67% of respondents would like to have more corporate events and teambuilding activities within the company. It is really a high percentage. 25% answered “rather yes” and only 7% of the employees are rather not interested in organizing corporate events more often and just 1% which represents one employee is not interested in more events at all.

Graph 7: Organizing corporate events and teambuilding activities



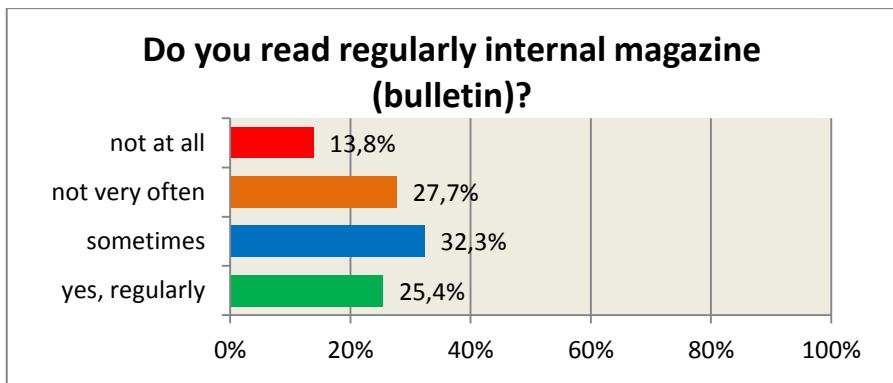
Source: Own input, 2013

In terms of the team building activities some employees suggested (in the question No. 18) organizing regular meeting between offices from different regions, and at least once per

year organizing a corporate event for the entire company including the top management. Other people would like to be involved in beneficences, for example in crèches or rest homes. The idea of other educational activities or events could be very interesting.

The following question (No. 18) is regarding the internal magazine (bulletin) which is published in the company. The graph 8 does not show very positive results. Only 25.4% of the employees read internal magazine regularly. 32.3% of them read the bulletin sometimes. 27.7% do not read the magazine very often. There are also 13.8% of people who do not read the bulletin at all.

Graph 8: Regularity of reading internal magazine



Source: Own input, 2013

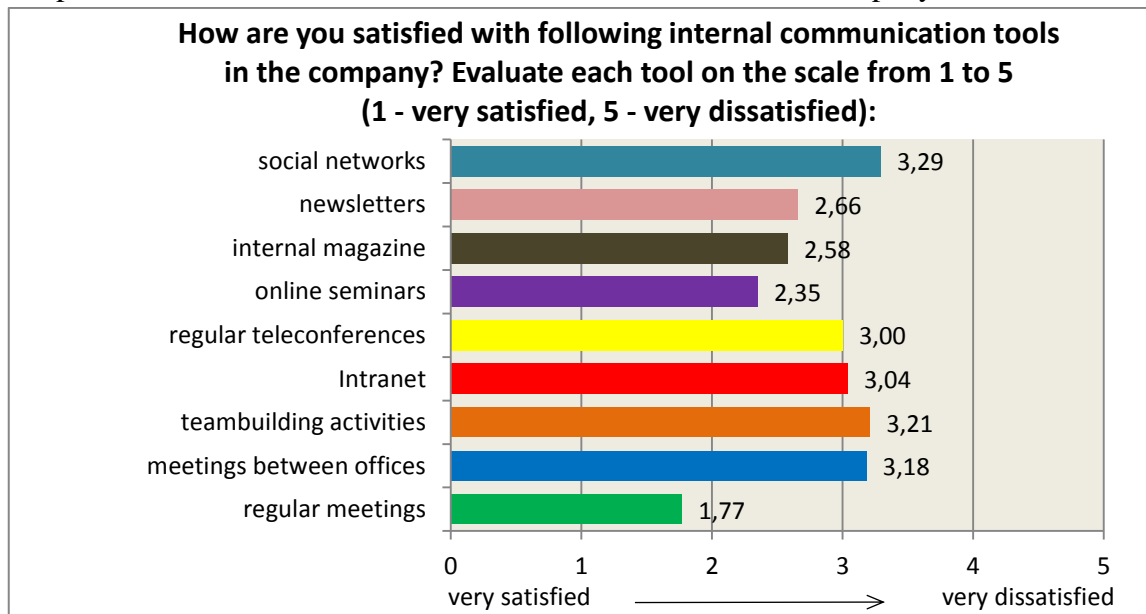
From 95 employees who read the bulletin sometimes or do not read the bulletin very often or at all, 66% agree that there is no time to read the bulletin because they have a lot of work to do and the reading of bulletin would be a waste of their time. The other group, that is 34% of the employees, does not have any idea about the existence of the bulletin and they also do not know where the bulletin is placed.

7.1.5. Satisfaction with the communication and related obstacles

This chapter addresses employees' satisfaction with the internal communication generally, with the communication with their superiors, departments, internal communication tools and related problems and possible obstacles.

First let's have a look at the results regarding the satisfaction with the particular internal communication tools used in the company. As it is shown in detail in graph 9 below, the results correspond with the previous results to a great extent in other thematic part. Manpower employees are the least satisfied with the social networks. However it has to be stressed that a high number of the employees (51 people) answered “I cannot evaluate” because using social networks is not very spread in the company. The employees are also less satisfied with the team building activities (average rate is 3.21). The third place is seated by the meeting between offices that got the average rate 3.18. There is also a high number of the employees (48 people) who are not able to evaluate this tool because there is an absence of organizing meeting between offices or departments.

Graph 9: Satisfaction with internal communication tools in the company



Source: Own input, 2013

The average rate of the evaluation of the Intranet is 3.04, regular teleconferences got 3.0, newsletters and brochures 2.66, internal magazine 2.58, and online webinars 2.35. The employees are more satisfied with the working of regular meeting with the average rate 1.77.

How satisfied the employees are with the communication with their superiors (i.e. during solving problems, information exchange, periodicity of meeting, etc.) you can see in the table 3 below. The results are very positive; almost 54% of employees are very satisfied with the communication with their superiors and 36% answered “rather yes”. Only 9% of employees are not so very satisfied and 1% is not satisfied at all. So you can see that the relationship between employees and superiors is very good, there is a minimal occurrence of problems in the communication. The reason of the high percentage of the satisfaction with the communication between the employees and superiors is the same as it has been mentioned in the chapter 7.2 where there was analysed the first thematic part of the questionnaire “Communication atmosphere”. The open and very friendly atmosphere results in very good communication in the workplace, very open and honest.

Table 3: Partial results of questionnaire – Employees satisfaction with the communication and related obstacles

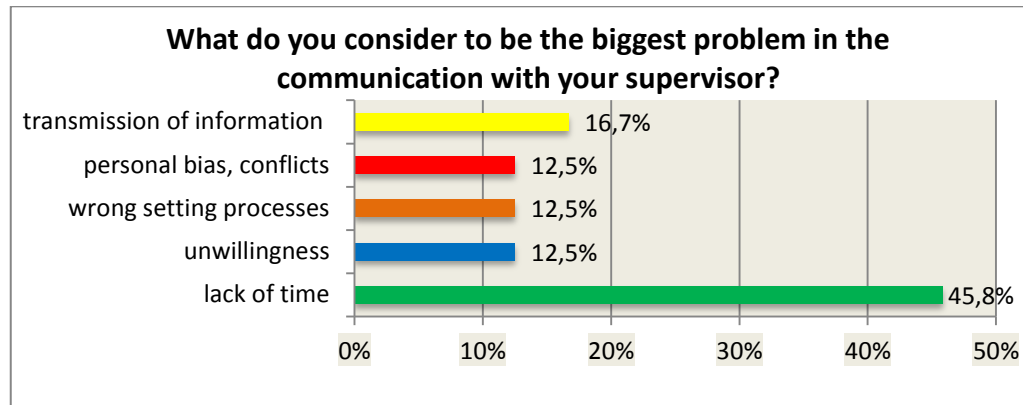
Questions 7, 10, 21	Yes	Rather yes	Rather no	No
Are you satisfied with the communication with your superior (e.g. solving problems, information exchange, periodicity of meetings, etc.)?	53.8%	36.2%	9.2%	0.8%
Are you satisfied with the communication and cooperation between particular departments/branch offices within the company?	6.2%	63.8%	30.0%	0.0%
Are you satisfied with the internal communication in the company in general? (Do you consider it as sufficient?)	2.3%	47.7%	39.2%	10.8%

Source: Own input, 2013

The graph 10 below shows the problems in the communication between employees and their superiors. 45% of employees mention that the biggest problem in the communication

is the lack of time. The second one is the transmission of the information (16.7% of answers). Other problems got the same percentage 12.5 and it represents unwillingness, wrong setting processes and personal bias and conflicts.

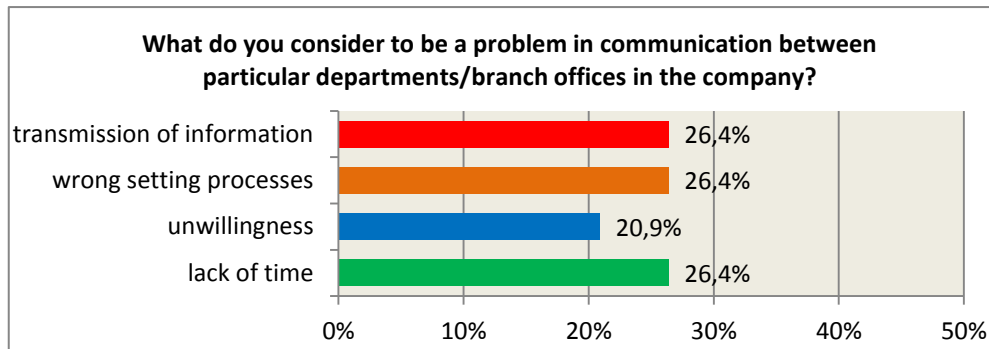
Graph 10: The problems in the communication with employee's supervisor



Source: Own input, 2013

Let's go back to the table 3 (page 58) and have a look at the question (No. 10) how the employees are satisfied with the communication and cooperation between particular departments/branch offices in the company. In this question (No. 10) the results are a little less positive than in previous question (No.7). Only 6.2% of the employees are fully satisfied with the communication process between particular departments and branch offices in the company. 64% of respondents are rather satisfied with this communication but there are a quite high percentage of the employees (30%) who are rather not satisfied with the communication between departments and branch offices. The employees see the three main biggest problems (graph 11 below) in the communication between particular branch offices and departments within the company. 26.4% of employees consider as problem the lack of time, other 26.4% of the employees have a problem with wrong setting processes and 26.4% of them struggle with the insufficient transmission of information. 20.9% of people feel colleagues' unwillingness to communicate with other departments or branch offices. 8.2% of the employees consider insufficient technical support as a problem which causes the problem in the communication between different departments or branch offices.

Graph 11: The problems in the communication between departments/branch offices



Source: Own input, 2013

The last question (No. 21) from the table 3 above is regarding the satisfaction of the employees with the internal communication in the company in general. The result is also not so positive because only 2.4% of employees are fully satisfied and 47% are rather satisfied with the internal communication in the company. Then 39% of the employees are rather dissatisfied with the current situation and 11% are totally dissatisfied with the setup process of the internal communication in the company.

The employees have also a space in the last question (No. 22) to express their opinions, comments, improvements or other suggestions regarding the internal communication in the company. 61 employees used the opportunity to express their opinion in the open question at the end of the questionnaire. 1/3 of them again mention the lack of team building activities within the company and other common events. Employees could have the opportunity to express their opinion about set processes in the company and other activities of particular branch offices or department during these events. It could also be a good chance to share their experience and knowledge, get the feedback from their colleagues from other branch offices. If the employees more got to know the activities of particular departments and their competencies, the communication could be clearer and better. Other 1/3 of the employees had a comments related to the Intranet. People expressed again their dissatisfaction with functioning of the Intranet and its confused form. The employees also criticized that the information are not updated, including templates and their correctness, telephone book, etc. A few people agree on the launch of using Skype that would be really helpful in the communication with clients, candidates or also other colleagues from different departments or branch offices.

7.2. Survey evaluation results and their comparison with hypotheses

In this part of the diploma thesis there are compared and evaluated the real results with the hypotheses set at the beginning of this thesis. Some hypotheses have been set right but one of them has been rejected.

7.2.1. Evaluation of hypothesis 1

The results from the first thematic part, the communication atmosphere, are following: the majority of employees are satisfied with openness of their managers and how important issues are understandable explained to the employees, the employees have a space to evaluate their superior and top management, and they feel free to communicate with their superior about problems and unpleasant situations. On the basis of these results, I assume it is mainly related to the employees' calling each other by their first name and also with most their superiors. The environment in the workplace is very friendly and informal; the employees' superiors (for example branch managers with the consultants and recruiters in the branch office) also sit together with the employees in one room. With only a few exceptions this is probably the reason that employees are not scared to talk with their superiors, express their opinions and talk about problems they have.

Almost 1/3 employees do not have a space to evaluate their superiors. This fact can be caused by a high percentage of respondents who work in Manpower less than one year and have not yet had any evaluation interview where they should have possibility for evaluation of their superiors (new employees usually have the evaluation interview after their probation period but in this interview the attention is paid mainly to the employee and evaluation of his/her performance). Another reason why some employees do not have time to say their opinion about their superiors and top management could be the lack of time during the evaluation interviews. The regular evaluation interviews proceed once per year, usually in the first quarter of the each year.

It is necessary to mention the interesting point that the survey results in this thematic part are closely linked to the length of the employment and related to perception of the communication atmosphere. The employees with longer time spent in the company are more satisfied with the communication of their superiors, managers or top management and their openness and ability to clearly explaining important things to the employees. With the longer time spent in the company the less fear of the employees to communicate with their superiors and express their opinions. During the long time spent in the company, the employees have enough time to build strong relations with their superiors, to know better each other. They also have a chance to know better the top management, and then they are able to be more integrated into the organization and identified with the values of the organization.

The next thing which is worth mentioning is connected with the group of employees who work in the position as consultants and recruiters in the individual branch offices. This is the group who represents those employees who are mainly rather not satisfied with the openness of their superiors in the communication and explaining important things properly. Half of those people who work as consultants or recruiters do not have a space for evaluation of their superiors. The most of these people are between 29 and 35 years old. The employees who do have a problem with the communication with their superiors without any fear are also between 26 and 35 years old. It could be caused by the character of this age group. The employees in the age group still need to get more work experience for a development of their career, they started to build the family with children and buy a new house or flat. These things require a regular income and financial stability. All of these reasons could limit them in expressing their opinions honestly and communicate without any fear because they cannot afford to lose their job because it is too risky for them.

Based on the results outgoing from the survey, mainly the second and the third question of the survey, the first hypothesis that employees perceive the communication atmosphere in the organization positively has been confirmed. Generally it is very important in the company that employees should feel well in the workplace, respected and supported. It also corresponds to the values of the company where the people play a key role. People working in positive, friendly and open atmosphere are employees who can provide a high

quality of services to their customers. As it has been mentioned in the literature review, satisfied employees lead to satisfied customers (Stejskalová, 2008). The company is fully aware of this fact and that is why the company tries to ensure a suitable workplace including a positive communication atmosphere and support good relations between superiors and employees with a feedback about their performance.

7.2.2. Evaluation of hypothesis 2

The survey results from the second thematic part “Informed employees” are mainly positive. Over 85% of employees answered positively about getting information related to the latest news, changes, successes, and failures of the company. The employees are ordinarily informed about these issues via emails, also in the Intranet, bulletins or in webinars on the occasion of extraordinary events or issues. The similar results (around 78%) have also been in the questions regarding the information about the evaluation of employees' job performance provided by superiors. The most of employees know how they are doing, what their results are, how the employer is satisfied with them and so on. It is also connected with the informal and friendly communication atmosphere because the employees and their superior are still in interaction and close contact in the workplace. They have many opportunities to express their opinions, evaluate their outcomes, solve the problems and talk to each other.

When you have a detailed look at the survey results regarding the question about evaluation of employees' work performance, you can find out that the employees who negatively answered this question were mainly new employees who work in the company less than one year. There is possibility that the evaluation interviews will take place in the future.

The next question including positive results represents the familiarity of employees with the organizational structure of the company. Despite of the very complex organizational structure which is divided into two parts, headquarters and operational level, and high speed of development and expansion of the company, the most of the employees (around 82%) know the organizational structure, what departments exist and what their

competencies are. The interconnectedness of individual departments is very important and each employee should know who contact (which department) if they have some problem. For these purposes, there is newly introduced system in the Intranet “help desk” where everyone can ask for help specific departments. If someone contacts wrong departments with their problems, the department gives you a feedback and passes the problem to the right department. Those employees (almost 15%) who responded that they are rather not or not familiar with the organizational structure and they are not sure what some departments do, are mostly in the position of consultants/recruiters. You can see that this group of the employees is very specific and the character of their work is very complex. They very often solve the problems which are connected with issues of all departments in the company, from IT to finance or controlling department.

The employees (around 82%) always get all the important information needed for their job in time. The rest of the employees who answered that they do not get the important information for their job in time have been mainly new employees who are naturally employed in the company less than one year. They probably did not have enough time to properly find out how the organizational structures are and learn to new processes and systems. At the same time these people belong to the group of people who work as consultants/recruiters. Consultants/recruiters do just not depend on people within the company but their work mainly depends on the people outside the company such as candidates, clients and other related institutions, for example Employment office, Health insurance companies, etc. That is evident that this type of communication can take more time and the information transmission process can be delayed.

The next question (No. 14) about getting information from official sources has also similar result like previous question in this thematic part. 83% employees have information from the official sources and 17% of employees do not. The negative answers could be caused by longer time delay between regional meetings and meeting which should be followed with the employees in the branch offices. Sometimes it is not possible to work out immediately because each regional manager manages a several branch offices in different cities in the Czech Republic.

The last question regarding this topic (No. 15) is about the most often and the least often used sources for employees' work. As it has already been seen from the core of the business that is providing personal services, the most frequent email communication is inevitable. The communication with clients, candidates, and other international business partners serves to a smooth-running organization. An exchange of important documents, detailed information and related confirmations which are required run via emails. That is why the most used source for the employees' work is email. After email, superiors represent the second most used source for the work. The colleagues placed the third most used source for the work. It is also related to the open and friendly atmosphere in the workplace because employees do not hesitate to ask for the advice their colleagues and also their managers in the branch office. The regular meeting in each level in the organization is also very important for the employees because they can get there a lot of useful and helpful information for their work. Then there are a few sources that are not used so often to get the necessary information but they are also required. For example the regular teleconferences, system Helios or shared disc on the working computers. The less frequent using the shared disc could be caused by the fact that a lot of people work at home and do not have access to the shared disc and the information system. The last two sources which are not used very often are the Intranet and the printed materials. The printed materials are in the workplace in limited quantities (i.e. Labour Code) and it also takes more time to find the information. A lot of materials are not updated in the Intranet and are only in the Czech language which is not sufficient for the employees. Order of materials placed in the Intranet is also very unclear. Employees also do receive news related to the company or important changes in the processes or in the legislative needed to their work via emails. That is why they probably do not have need to use Intranet and search the information there because they rely on emails.

Based on the survey results of questions 1, 4, 9 and 15, the second hypothesis that employees evaluate the information transmission process which is needed to their work as satisfying has been confirmed.

7.2.3. Evaluation of hypothesis 3

The results from survey regarding the use of the internal communication tools have not been as positive as results in the previous parts. Let us have a look at the reasons of using individual internal communication tools in the company. As it has been found out in the previous part of the evaluation of survey, the Intranet is not used very often in the company. When employees use the Intranet, they search mainly emails and phone numbers of their colleagues. Other purposes of the Intranet which has been evaluated on the scale around 3 (which represents sometimes using) were for example searching documents such as methodologies, templates, legislation changes which are necessary for some specific working groups. The employees also sometimes use the Intranet to get the information about their benefits, trainings, regulations and news within the company. The worst result is regarding searching marketing information about provided Manpower services. These not really positive results mainly come from unclear and complicated structure of the site. The Intranet often contains out-of date information, duplicated documents in different sections, and dead-end links that do not take the employee anywhere. It is difficult to find the right section and required information. With respect to unclear ordering and structuring of individual categories, the employees do prefer to ask their colleagues for advice or for sending required documents because they consider it as easier and quicker way of searching the information. The employees cannot also find the news on the Intranet because they rely on receiving important news running in the company via email.

Regarding the topic on corporate events and teambuilding activities more than half employees would like to invite more these activities. As it has been said in the chapter 6.1., Manpower branch offices are situated all over the Czech Republic. Naturally people would like to get to know better their colleagues with whom communicate only via telephone or email communication and do never see each other face to face. In current time there are no regular meetings or other events that would be organized for the whole company or particular groups of people in the company. The particular department and branch offices have a special budget for teambuilding activities that should be organized once per year and it is just up to managers how they decide to use this budget.

The internal magazine is one of the internal communication tools in the company which is not very fully used. 27% of employees do not read the bulletin very often and 9% do not read it at all. The reasons for a small or even no interest in the reading of the magazine are caused by very many responsibilities of employees and by a lot of work to do. People do not consider the information including in the magazine as important. They would lose the time at work by the reading. The lack of interest in the reading of magazine can be also caused by a small degree of integration of the employees within the company and their participation. How it has been mentioned before, the employees from all branch offices do not know each other, they do not also know the top management very well, and so then they are not interested in the reading about “unfamiliar” employees in the magazine.

Based on survey results (especially questions No. 17, 18, 19, 20) and their evaluation in this thematic part, the third hypothesis that the internal communication tools in the company are used insufficiently has been confirmed.

7.2.4. Evaluation of hypothesis 4

In the last part of the evaluation of survey results and their comparison with the hypotheses set at the beginning of the thesis, there are evaluated and compared with hypothesis the satisfaction with communication on the level of the internal communication tools, superiors, departments/branch offices, and also related problems.

The results regarding the degree of satisfaction with the internal communication tools in the company closely correspond to the results in the previous thematic parts. The employees are the most satisfied with the regular meetings organized in individual branch offices and departments. As it has been mentioned before, the regular meetings are also one of the most used sources for employees' work. It is also connected with the fact that the regular meetings include employees from particular branch offices or departments. These people know each other, cooperate on the daily basis, share information and knowledge and communicate openly and without any fear. That is why the regular meetings runs in the similar atmosphere and naturally employees are satisfied with them. The employees are also quite satisfied with the organizing online seminars, internal

magazine and newsletters. It should be reminded that there is a high number of people who do not read the internal magazine at all (approximately 14%) and people who do not read very often (27.7%). So it is possible to see that there is not a problem with the level of satisfaction of employees who read the magazine with the quality of that. There is rather the problem with the interest in reading the magazine. It is not very important and crucial for the employees to read the magazine. Regarding the regular teleconferences, the employees are neither satisfied or dissatisfied. The regular teleconferences have a rather informative character, the employees are informed about the changes in the process, legislative or other issues connected to the work of specific groups of employees. The employees have a chance to get know this information from other sources, i.e. from informative emails or colleagues, so they probably do not consider the teleconferences neither as very important or as unnecessary. The average rate of the employees satisfaction with the internal communication tools which exceed 3 on the scale, representing rather negative attitude, regards to the Intranet, the meetings between offices, the teambuildings activities and the social networks. As it is known from the previous thematic part, the reason why the employees are rather dissatisfied with these types of internal communication tools is the a lack of organizing meetings between branch offices and teambuilding activities. The employees are also not fully participated in the running of social networks. Regarding the teambuilding activities, there is also problem with their organizing. Team building activities are planned and directed only by branch managers of each branch office or managers of each department. There is no connection and cooperation within the company. There is no special program and content of the activities. These activities are without any specific aim.

The next questions that should have been evaluated in this part are regarding the satisfaction with the communication of the employees with their superiors. From the survey results mentioned in the chapter 7.5., it is possible to see that the employees are satisfied with this type of the communication. The employees do not have a problem with the communication during the solving problems with their superiors. The information exchange is also sufficient, the employees have a lot of opportunities to communicate with their superiors. It is also connected with the communication atmosphere in the workplace which has been evaluated in the chapter 8.1. very positively. The problems which can cause the dissatisfaction with the communication between the employees and their

supervisor are mainly the lack of time (45%). The lack of time is general problem in the company. All employees in each level are dealing with the time. It is also caused by the character of this company and the economic situation in the world of work. All time the employees and not only at work but also in their personal life feel that the day should have more than 24 hours. The lack of time can also caused the problem between transmission of information between the employees and their superiors. The information transmission or wrong setting process is the same case as it has been mentioned in the thematic part “Informed employees”; the longer time delay between regional meetings and meeting which should be followed with the employees mainly in the branch offices could cause problems in the communication between them. It is the same in the higher level, in the meetings of top-management with regional managers. Other problems which can occur in the each communication, not only with superiors, can be caused by the personal bias because all people are different; they have different characteristics and opinion that is why the conflicts can appear every time. Unwillingness to communicate is not a surprise in these cases. These causes should be eliminated in the workplace and superiors should act in the professional level and should try to deal with these situations to benefit of all.

The question about the satisfaction of the employees with the communication between individual branch offices and departments did not have such a good positive results as in the communication with the superiors. There was a little bit higher percentage of the employees who are not rather satisfied with this type of the communication. This problem could be related to the previous thematic part, especially with the question about frequency of organizing team buildings and other corporate events (No. 18) because employees from different department and branch offices do not know each other, they do not have a space for sharing their experiences and knowledge and then they cannot improve the communication. When we have a look at the problems which cause the less satisfaction with the communication between individual branch offices/departments, we can see that the lack of time does not represent so high percentage like in the communication between the employees and superiors. The lack of time together with the transmission of information and wrong settings processes cover the similar percentage (26.4%). It also connected with the problem of anonymity. People do not know each other’s; do not have a space for the face to face communication and sharing information because they do not have any opportunity to realize that through common events or team building, they are not

motivated to cooperate. That is why the employees are less willing to communicate with other employees from different branch offices or departments and transmit the information.

The last question (No. 21) regarding this thematic part is about the general employees' satisfaction with the internal communication in the company. Why the survey result is not so positive? There are a small percentage of employees who are totally satisfied with the process of the internal communication in the company. There are also the employees (47%) who are rather not satisfied with this issue and even 11% who are not satisfied at all. This question is just summarization of the survey results that we received from previous questions. There are several problems regarding the communication in the company which cause that the employees are not so satisfied with this situation in the company. The employees had also a chance to express their opinions to any issue in the open question in the end of the survey (No. 22). The problems such as the lack of teambuilding activities or problems with the Intranet just correspond to the survey results from previous thematic parts of the questionnaire.

On the basis of the survey results and their evaluation in the questions 10, 16 and 21, the fourth hypothesis that employees are satisfied with the process of internal communication in the company has been rejected.

7.3. SWOT analysis of the internal communication in the company

The aim of this part of thesis is to evaluate the internal communication in the selected company by the help of identifying its strengths and weaknesses of internal communication and point out its potential opportunities and threats. See the detailed information of SWOT analysis in the table 4 below.

Table 4: SWOT analysis of internal communication

INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Positive communication atmosphere • Friendly and open communication with superiors • Enough informed employees • Successful regular meeting between employees and their branch managers in particular offices 	<ul style="list-style-type: none"> • Insufficient cooperation and communication between particular branches/departments • Lack of teambuilding activities and corporate events • Poorly organized Intranet • Lack of interest in internal magazine and its insufficient promotion
EXTERNAL	
Opportunities	Threats
<ul style="list-style-type: none"> • More effective use of internal communication tools • Effective strategy of internal communication in the company • Cooperation between offices in the international level 	<ul style="list-style-type: none"> • Labour turnover • Economic crisis - reducing cost – more pressure on the employees • More complicated and less clear internal communication in consequence of company's expansion

Source: Own input, 2013

In terms of identifying strengths and weaknesses of internal communication in the selected company it has been mentioned that the really positive communication atmosphere is in the

company which is supported by very friendly and open communication not only between colleagues but also between employees and their superiors. The employees are sufficiently informed about the company, its structures and news. One of the most effective internal communication tools and a big strength of the company are regular meeting between employees and their branch managers in particular branch offices which are considered for very useful and helpful for the employees' work.

On the other hand, there are also the weaknesses which occurred in the internal communication in the company. The cooperation and communication between particular branch offices or departments is considered to be insufficient. It does not work properly; there is no place for sharing experience and knowledge between branch offices or departments. It also causes that this type of communication and relations are rather more competitive than cooperative. This weakness of the internal communication is also connected to the second weakness mentioned in the SWOT analysis, the lack of teambuilding activities and corporate events where the employees could get to know and communicate with their colleagues. The teambuilding activities are not systematically organized for the whole company. Each branch office or department has their own teambuilding activities, usually one or twice per year. Other corporate events are also not organized for the whole company; it is organized usually via webinars for all employees. Other weaknesses mentioned in the table above, are poorly organized Intranet, where there are many sections and categories with a logic order, it is overlapping, full-text searching does not work properly so it is very difficult to find something. The last problem is with the interest in the reading internal magazine and its promotion. It is also connected with the weaknesses mention above, with the insufficient communication between branch offices or departments and the lack of teambuilding activities for whole company because then the employees are not interested in the reading about their colleagues when they do not know each other. A lot of people (34%) do not have any idea about existence of the internal magazine. So it is evident that there is insufficient promotion the magazine by the marketing within the company.

Regarding opportunities and threats of the internal communication in the company, the external factors include the opportunity to get more effective use of internal communication tools within the company because currently a potential of all internal

communication tools are not fully used. There are still a lot of possibilities to improve the use of these tools. It is also related to the other opportunity, to have the effective strategy of internal communication in the company. Until today, there are not set and integrated strategies of internal communication within the company. As the opportunity is also considered cooperation between branch offices in the international level which could be really helpful for work in Czech branch offices. In this time particular branch offices across all over the Europe and world do not cooperate and do not share their experience. It could be a big challenge for all of them and a big interesting project could be developed within Manpower.

Regarding threats of the internal communication, one of them is labour turnover in the company. Labour turnover is definitely aggravating factor of the internal communication. Costs for new employees are high and time for employees' orientation is also very long. It plays a key role in the internal communication and company should consider carefully if it is possible to decrease anyhow the labour turnover. As it is also known from the survey results, especially the groups of new employees are less satisfied with the process of the evaluation of their work performance and they are less orientated in the organizational structures of the company. The current economic crisis and high competitiveness have a big impact on the companies which are forced to reduce their cost. Reducing cost naturally represent a big pressure on the employees and their quality of work. They have to do more things in less time. They are already complaining about the lack of time, for example for the reading of internal magazine. In terms of company's expansion, constantly growing business, providing different services, the internal communication is getting more complicated and less clear because the responsibilities of particular branch offices or departments are constantly changed and distributed. If the company do not pay a sufficient attention to the well-arranged company structure, the employees will have a problem with the orientation what particular departments do and what are their competencies.

7.4. Recommendations

The recommendations were proposed by the use of the SWOT analysis. These recommendations should be implemented for the purpose to improve the internal communication within the analysed company. The aim of these suggestions is to eliminate weaknesses of the internal communication and to empower strengths of Manpower:

1) A better-organized and updated Intranet

The Intranet should be better designed and organized. The Intranet site has many sections with no structured order and the sections are overlapping. The employees of Manpower would prefer and like well-organized Intranet where they can quickly find not just the colleagues contacts, but also find information about policies, procedures, and download forms. Therefore, it is necessary to improve the structure of the content, classification by departments, and specific working groups. The improvement of the full-text searching with aim to easier find the information is also required. The information and the documents should be kept up to date, the Czech and the English. Also, it is suggested to create an Intranet guide. This Intranet guide would assist employees with the orientation on the Intranet site. The guide should include following information: the content and division of individual sections; a step by step instructions how to find helpful documents and information for specific working groups. Lastly, the Intranet site should provide a link to a specific e-mail address, where would the employees could send their comments and ideas regarding the improvement of the Intranet.

2) Employer should pay more attention to the new employees

The employer should pay more attention to their new employees who work for the company less than one year. As result of the survey, this group of employees does not feel being sufficiently evaluated, especially their work performance. They also do not feel a room for the evaluation of their supervisors. The attention should be paid mainly the consultants/recruiter within the company. For example, an evaluation of their supervisors via anonymous surveys for example questionnaires is recommended. It is not time

consuming. Moreover the employees would not have a fear and any constraints to express their opinion. The new employees should also have a chance to look at the organizational structure and not detailed one. The detailed information about individual competencies are explained to newcomers within the first few months in the company when working for the company. However this is not sufficient. The new employees need help from the very beginning. The detailed guideline with a full range of the competencies and tasks of individual departments and branches should be created. It also should include step by step procedures of individual activities.

3) Organizing corporate events and teambuilding activities for the whole company on regular basis and more often

The company does not organize to many corporate events and teambuilding activities. These social events improve the cooperation, communication, productivity and motivation within the company; therefore it is required to focus on organization of these events. The current teambuilding activities are not organized with any special programme. These activities run irregularly during the year, usually twice per week. Each department and office organize their own activity with the limited budget. The existing style of making teambuilding activities do not give a chance to get to know the colleagues from other departments and branches better. That is why it is suggested to organize a several-day teambuilding for the employees from all branches and departments including special programme with a purpose. Poorly planned teambuilding activities represents a waste of time and money for the company. That is why to ensure the high quality of these activities, the presence of some experts during the planning and building different types of activities is necessary. It is also recommended to organize corporate events such as conferences where all employees from the company and also top-management should be present. Organizing these events during the significant changes in the company, such as presenting business results, new strategies, goals, and expansion, are recommended. It helps to the employees to identify with the company, and participate and be involved in these issues.

4) Organizing regular workshops between departments/branches with aim to improve the cooperation within the company

Almost all type of jobs within the company are connected with work of other people in the company. The employees have to communicate with their colleagues from other branches and departments on the daily basis. Regular workshops between particular departments/offices or between the employees with the same position. The employees would have a chance to get to know their colleagues with whom very often communicate via email or telephone, to share their experience, knowledge, solve the occurred problems and find the new ways how to improve the communication. It should eliminate the anonymity and improve the motivation and cooperation. The workshops would be organized regularly; for example each fourth month in different departments or branches.

5) Better promotion of the internal magazine

The results of the survey identified that a high number of the employees do not know about existing internal magazine. It is evident that the internal PR do not pay sufficient attention to promote the internal magazine between the employees. It is suggested to promote the internal magazine. For example, the information about release should be sent via email or published on the Intranet. This would increase the awareness about the magazine and probably attract the employees to read the magazine.

8. Conclusion

Over the last several years the role of effective internal communication takes on greater significance in many companies. More and more companies are aware of the big impact the internal communication has on its business success. The internal communication represents a very important tool for the company because this tool ensures a smoothness of daily operations within company. The way employees perceive the company is very crucial to its success. The communication type of top-down communication has transformed into dialogue between people, talking and listening. One of the most important factors of internal communication is the managers' responsibility to listen to what employees have to say. Effective internal communication helps the company to make the employees more involved in company's activities. Employees who are engaged and participate in achievement of business strategies and goals are more satisfied and loyal. Engaged and satisfied employees, and through them satisfied customers, is one of the main goals of the internal communication. Through the internal communication tools the company can maintain its employees to be satisfied and informed.

The main aim of this diploma thesis was to uncover weaknesses of internal communication in Manpower and to propose recommendations. To be able to do that, following objectives had to be satisfied: partial aims had to be determined, the theoretical background elaborated and the current performance of Manpower regarding its internal communication analysed and evaluated. Based on the internal document analysis, it is possible to say that in Manpower there is a balance of formal and informal communication. The balanced communication is achieved by many components such as form of emails, official meetings, procedures, manuals and at the same time casual conversation, rumours, etc. In terms of the organizational structure of the company communication runs in the organization in all directions, downward, upward and diagonal. Based on the results of the survey, three (H1, H2, H3) out of four hypotheses stated in the first part of the thesis were accepted. It was found that the employees perceive the communication atmosphere in the company positively (H1); the communication atmosphere is open and friendly in the workplace which has a good impact of job performance of employees. The employees evaluate the process of transmission of the information which is needed to their work as satisfying

(H2); they usually get all the information which is necessary for them in time. The internal communication tools in the company are not used sufficiently (H3); the Intranet is poorly organized, the internal magazine is insufficiently promoted and many employees are also not very interested in the reading of internal magazine, there is also a lack of teambuilding activities and corporate events, and cooperation and communication between particular branches/departments is very insufficient. In general, the employees are rather not satisfied with the process of internal communication in the company (H4); the employees are satisfied with the communication with their superiors and meetings organized within the individual branches and departments but they are not satisfied with the communication and cooperation between different branches/department.

The recommendations, which arose from the survey results analysis, are aimed to eliminate weaknesses of the internal communication, are following:

- A better-organized and updated Intranet
- Employer should pay more attention to the new employees
- More frequent organizing corporate events and teambuilding activities for whole company
- Organizing regular workshops between departments/offices with aim to improve cooperation within the company
- Better promotion of internal magazine

It is expected that implementation of all proposed recommendations with the purpose to improve the internal communication in Manpower will require significant investment of money and time. It is up to the top-management, marketing and HR manager to decide whether these proposed recommendations will be implemented or not. It should be in their interest to improve the internal communication within Manpower because effective internal communication might allow saving time to many employees. As it is known time is very valuable so it logically results in saving money to Manpower.

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10. List of graphs, figures and tables

Figure 1: A communication process model	13
Figure 2: Information flow in an organization	18
Figure 3: Marketing and communication mix	31
Figure 4: Information flow from Country manager to workers in headquarter	42
Figure 5: Information flow from Country manager to consultants/recruiters	43
Graph 1: Employees by gender	47
Graph 2: Employees by age	48
Graph 3: Employees' position	48
Graph 4: Length of employment	49
Table 1: Partial results of questionnaire – Communication atmosphere	50
Table 2: Partial results of questionnaire – Informed employees	52
Graph 5: The most often and the least often used of sources for employees' work	53
Graph 6: Purposes of using Intranet	55
Graph 7: Organizing corporate events and teambuilding activities	55
Graph 8: Regularity of reading of internal magazine	56
Graph 9: Satisfaction with internal communication tools in the company	57
Table 3: Partial results of questionnaire – Employees atisfaction with the communication and related obstacles	58
Graph 10: The problems in the communication with employee's supervisor	59
Graph 11: The problems in the communication between departments/offices	60
Table 4: SWOT analysis of internal communication	71

11. Appendices

Appendix 1: Questionnaire – Czech Version

Vážené kolegyně a vážení kolegové,

rádi bychom vás požádali o vyplnění dotazníku, který sestavila Nikola Hrušková z pražské white staffing pobočky.

Vyplněním dotazníku podpoříte diplomovou práci Nikoly, ve které se zabývá interní komunikací v rámci ManpowerGroup.

Výsledky průzkumu využijeme zároveň při tvorbě akčního plánu ManpowerGroup Annual People Survey a bude pro management společnosti vedle MAPS důležitou zpětnou vazbou.

Využití softwarového programu SurveyMonkey garantuje anonymitu celého dotazníkového šetření, proto Vás prosím o maximální upřímnost a pravdivost odpovědí.

Děkujeme za spolupráci

Nikola Hrušková
Jiří Halbrštát

Dotazník “Hodnocení interní komunikace”

1) Jste vždy informován/a o aktuálních novinkách, změnách, (ne)úspěších týkajících se firmy?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

2) Hovoří s vámi vaši nadřízení/vedení firmy otevřeně a dostatečně srozumitelně vám vysvětluje důležité záležitosti odehrávající se ve firmě?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

3) Můžete beze strachu komunikovat se svými nadřízenými, bez obav vyjadřovat své názory a připomínky (např. na fungování firmy, nastavení procesů, apod.)?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

4) Jste dostatečně informován/a vaší/vaším nadřízenou/nadřízeným o hodnocení vašeho pracovního výkonu?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne
- e) nemůžu posoudit

5) Máte prostor hodnotit vaší/vašeho nadřízenou/nadřízeného a vedení firmy (např. při pravidelném hodnocení vašeho výkonu)?

- a) ano
- b) ne

6) Uvítal/a byste možnost pravidelně hodnotit vaší/vašeho nadřízenou/nadřízeného a vedení firmy?

- a) ano, je to dobrá možnost jak sdělit své názory
- b) ne, nemám zájem prezentovat své názory

7) Jste spokojen/a s průběhem komunikace se svou/svým nadřízenou/nadřízeným (např. řešení problémů, výměna informací, pravidelnost setkání a porad)?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

*pokud jste odpověděl/a c) spíše ne nebo d) ne, jděte na otázku 8)
pokud jste odpověděl/a a) ano nebo b) spíše ano, jděte na otázku 9)*

8) Co považujete za největší problém v komunikaci s vaší/vaším nadřízenou/nadřízeným?

- a) časová vytíženost
- b) neochota
- c) špatně nastavené procesy
- d) osobní zaujatost, rozpory
- e) přenos informací
- f) nesetkávám se s problémy
- g) jiný důvod (prosím upřesněte):

9) Jste obeznámen/a s organizační strukturou firmy (kdo co dělá, jaké oddělení a proč)?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

10) Jaká je úroveň spolupráce mezi jednotlivými útvary/pobočkami firmy?

- a) výborná
- b) velmi dobrá
- c) ne příliš dobrá
- d) špatná

pokud jste odpověděl/a c) ne příliš dobrá nebo d) špatná, jděte na otázku 11)
pokud jste odpověděl/a a) výborná nebo b) velmi dobrá, jděte na otázku 12)

11) V čem vidíte problém při komunikaci s ostatními útvary/pobočkami?

- a) časová vytíženost
- b) neochota
- c) špatně nastavené procesy
- d) přenos informací
- e) nedostatečná technická podpora
- f) jiný důvod (prosím upřesněte):

.....

12) Dostávají se k vám všechny důležité informace, které potřebujete k práci včas?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

pokud jste odpověděl/a c) spíše ne nebo d) ne, jděte na otázku 13)
pokud jste odpověděl/a a) ano nebo b) spíše ano, jděte na otázku 14)

13) V čem vidíte problém?

.....

14) Dostávají se k vám všechny důležité informace z oficiálních zdrojů tzn. oficiální sdělení o změnách přímo od nadřízené/ho – např. na poradě, od vyššího vedení přes intranet, bulletin, apod.)?

- a) ano
- b) spíše ano
- c) spíše ne, občas se je dozvídám např. od kolegů jako
- d) neoficiální informace
- e) ne, většinou se je dozvídám např. od kolegů jako neoficiální informace

15) Z jakých zdrojů nejčastěji získáváte informace pro svou práci? Ohodnoťte každý zdroj na škále od 1 do 5 (1 - velmi často, 5 – vůbec nepoužívám, 0 - nelze hodnotit):

- a) nadřízené/ho
- b) od kolegy/ně
- c) pravidelné porady
- d) pravidelné telekonference („cally“)
- e) informační systém Helios
- f) intranet
- g) tištěné materiály (Mzdová účetní, Zákoník práce, atd.)
- i) sdílené disky na firemních počítačích

16) Jak jste spokojen/a s přínosem následujících nástrojů interní komunikace ve firmě. Ohodnoťte každý nástroj na škále od 1 do 5 (1 - velmi spokojen/a, 5 – velmi nespokojen/a, 0 – nelze hodnotit):

- a) webináře
- b) sociální sítě
- c) intranet
- d) interní časopis (bulletin)
- e) pravidelné porady
- f) letáky/brožury
- g) mezipobočková setkání
- h) pravidelné telekonference („cally“)
- i) team-buildingové aktivity, jiné firemní akce

17) K čemu nejčastěji využíváte intranet?

- a) informace o poskytovaných službách
- b) informace pro jednotlivé pracovní skupiny (metodiky, vzory smluv, legislativní změny, atd.
- c) zdroj informací pro vlastní potřeby (firemní předpisy, Etický kodex, odměny, benefit, školení, atd.
- d) zdroj kontaktů (emaily, telefonní čísla)
- e) novinky o společnosti

18) Uvítal/a byste častější pořádání firemních akcí a team-buildingových aktivit za účelem stmelení kolektivu, zlepšení pracovních vztahů, rozvoje spolupráce?

- a) ano
- b) spíše ano
- c) spíše ne, nemám zájem
- d) ne, nemám zájem

19) Čtete pravidelně interní časopis (bulletin)?

- a) ano, pravidelně
- b) občas
- c) ne příliš často
- d) vůbec

*pokud jste odpověděl/a c) ne příliš často nebo d) vůbec, jděte na otázku 20)
pokud jste odpověděl/a a) ano, pravidelně nebo b) občas, jděte na otázku 21)*

20) Z jakého důvodu nečtete časopis? Máte nějaké návrhy?

.....

21) Jste obecně spokojen/a s interní komunikací ve společnosti? Považujete ji za dostatečnou?

- a) ano
- b) spíše ano
- c) spíše ne
- d) ne

22) Máte nějaké jiné návrhy či připomínky týkající se interní komunikace ve firmě (např. Jaké další nástroje interní komunikace byste přivítal/a, co byste zlepšil/a, apod.)

.....

Identifikační otázky

23) Vaše pohlaví?

- a) muž
- b) žena

24) Do jaké věkové kategorie patříte?

- a) 19 – 25 let

- b) 26 – 35 let
- c) 36 – 45 let
- d) 46 – 55 let
- e) 56 let +

25) Jak dlouho pracujete ve společnosti?

- a) méně než 1 rok
- b) 1 – 2 roky
- c) 2 – 4 roky
- d) 4 – 6 let
- e) více než 6 let

26) Na jaké pozici pracujete?

- a) vyšší management
- b) střední management
- c) obchod
- d) konzultant/recruiter
- e) administrativa/back office
- f) ostatní pracovníci centrály

Appendix 2: Questionnaire – English Version

Questionnaire “Evaluation of internal communication”

1) Are you always informed about the latest news, changes, (non)successes relating to the company?

- a) yes
- b) rather yes
- c) rather no
- d) no

2) Do top management/your managers speak with you openly and sufficiently understandably explain you important issues taking place in the company?

- a) yes
- b) rather yes
- c) rather no
- d) no

3) Can you communicate without any fear with your superiors, express your opinions and suggestions (e.g. company functioning, setting processes, etc.)?

- a) yes
- b) rather yes
- c) rather no
- d) no

4) Does your supervisor sufficiently inform you about the evaluation of your job performance?

- a) yes
- b) rather yes
- c) rather no
- d) no

5) Do you have a space to evaluate your superior and top management (e.g. during the regular evaluation of your job performance)?

- a) yes
- b) no

*If you answer b) no, go to the question 6)
If you answer a) yes, go to the question 7)*

6) Would you like to have an opportunity to evaluate your superior and top management?

a) yes, it is a good opportunity how to tell my opinions

b) no, I am not interested in telling my opinions

7) Are you satisfied with the communication with your superior (e.g. solving problems, information exchange, periodicity of meetings, etc.)?

a) yes

b) rather yes

c) rather no

d) no

if you answer b) rather no or d) no, go to the question 8)

if you answer a) yes or b) rather yes, go to the question 9)

8) What do you consider to be the biggest problem in the communication with you supervisor?

a) lack of time

b) unwillingness

c) wrong setting processes

d) personal bias, conflicts

e) transmission of information

f) no problems

g) Other reasons (please, be more specific):

9) Are you familiar with the organizational structure of the company (who does what, what department and why)?

a) yes

b) rather yes

c) rather no

d) no

10) What is the level of cooperation between particular departments/offices in the company?

a) excellent

b) very good

c) not very good

d) bad

if you answer c) not very good or d) bad, go to the question 11)

if you answer a) excellent or b) very good, go to the question 12)

11) What do you consider to be a problem in communication between particular departments/offices in the company?

- a) lack of time
 - b) unwillingness
 - c) wrong setting processes
 - d) transmission of information
 - e) other reasons (please, be more specific):
-

12) Do you get all the important information which you need for your job in time?

- a) yes
- b) rather yes
- c) rather no
- d) no

*if you answer c) rather no or d) no, go to the question 13)
if you answer a) yes or b) rather yes, go to the question 14)*

13) Where is the problem?

.....

14) Do you get all the important information from official sources (i.e. official notice of changes directly from the superior - in a meeting, from senior/top management through Intranet, newsletter, etc.)?

- a) yes
- b) rather yes
- c) rather no, sometimes I get to know information from my colleagues as unofficial information, gossips
- d) no, I usually get to know information from my colleagues as unofficial information, gossips

15) What types of sources are most often used for your work? Evaluate each source on the scale from 1 to 5 (1 - very often, 5 - not used at all):

- a) from superior
- b) from colleague
- c) regular meetings
- d) regular teleconferences
- e) emails
- f) information system (Helios)
- g) Intranet
- h) printed materials (Mzdová účetní, Labour Code, etc.)
- i) shared disc on working computers

16) How are you satisfied with following internal communication tools in the company?

Evaluate each tool on the scale from 1 to 5 (1 - very satisfied, 5 - very dissatisfied):

- a) regular meetings
- b) meetings between offices
- c) teambuilding activities
- d) Intranet
- e) regular teleconferences
- f) online seminars
- g) internal magazine
- h) newsletters, brochures
- i) social networks

17) For what purposes do you most use Intranet?

Evaluate each purpose on the scale from 1 to 5 (1 - very often, 5 - not used at all):

- a) Marketing information about provided services
- b) Information for individual working groups (methodologies, templates, legislation changes, etc.)
- c) Sources of information for my own needs (regulations, Code of conduct, rewards, benefits, trainings, etc.)
- d) Contacts (emails, phone numbers)
- e) News within the company

18) Would you like to have more corporate events and teambuilding activities with aim to improve cooperation and relationships?

- a) yes
- b) rather yes
- c) rather no, I am not interested in
- d) no, I am not interested in

19) Do you read regularly internal magazine (bulletin)?

- a) yes, regularly
- b) sometimes
- c) not very often
- d) not at all

*if you answer c) not very often or d) not at all, go to the question 20)
if you answer a) yes, regularly or b) sometimes, go to the question 21)*

20) Why you do not read internal magazine? Do you have any suggestions for improvement?

.....

21) Are you satisfied with the internal communication in the company in general? (Do you consider it as sufficient?)

- a) yes
- b) rather yes
- c) rather no
- d) no

22) Do you have any suggestions or comments regarding internal communication in the company (i.e. using other tools, any improvements?)

.....

Identification questions

23) Your gender?

- a) male
- b) female

24) Indication of your age category?

- a) 19 – 25
- b) 26 – 35
- c) 36 – 45
- d) 46 – 55
- e) 56 +

25) How long do you work for the company?

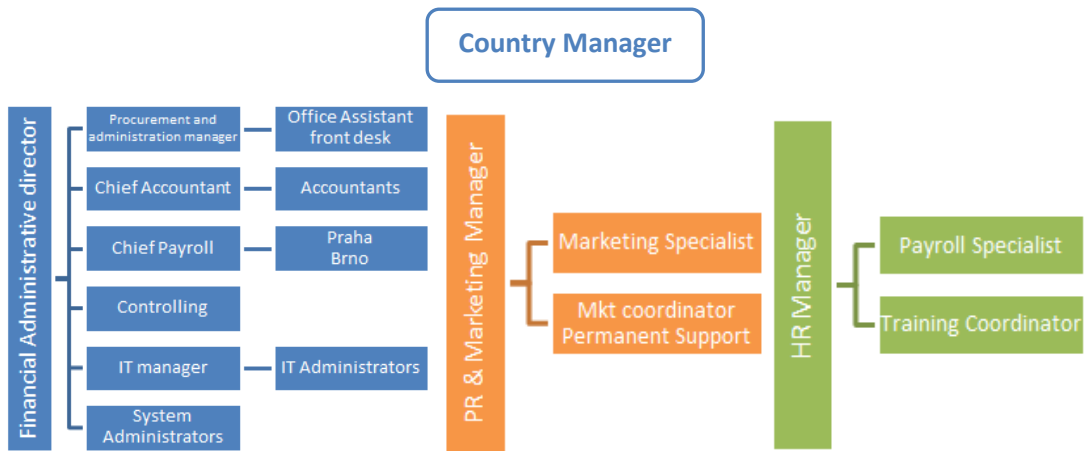
- a) less than 1 year
- b) 1 – 2 years
- c) 2 – 4 years
- d) 4 – 6 years
- e) more than 6 years

26) What is your position?

- a) higher management
- b) middle management
- c) sales
- d) consultant/recruiter

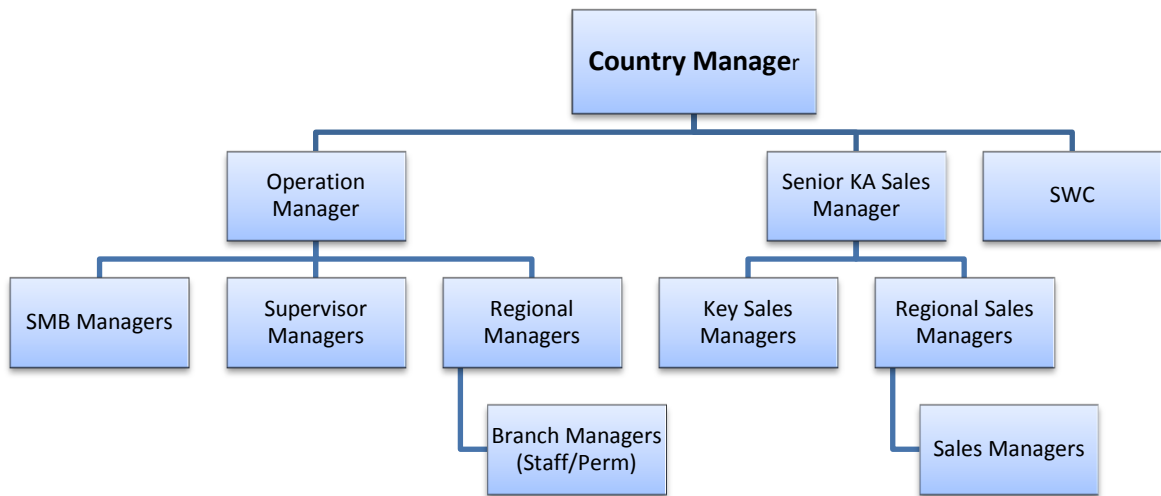
- e) admin/back office
- f) other workers in headquarter

Appendix 3: Organizational structure of Central office



Source: Own input

Appendix 4: Organization structure of Manpower (Operations)



Source: Own input

Appendix 5: Manpower services

Manpower services include 2 main parts that are temporary and permanent placement. In the first one, it focuses on searching for and selection of temporary assigned staff which helps to company reduce recruitment costs, administrative costs related to employment termination, save time and costs of human resources department related to processing of payroll, and many others. Permanent placement concentrates on searching of permanent staff. It also brings many advantageous for companies using this service, e.g. reducing recruitment related cost, costs on repeated training of new candidates, cost on advertising, saving time spent by sorting CVs, saving money because clients pay only if Manpower hire their candidates, and so on.

There are other providing HR services by Manpower: Try and Hire (Combination of permanent placement and temporary placement - if any company is not sure about a candidate and just wants to “try” him/her first or if temporarily the company cannot hire a candidate as its permanent staff (limited human resources budget), Outsourcing (Human resourcing management optimization by detachment of non-core operations), Outplacement (Assistance in human resource optimization during company restructuring, merge or facility closing, dissolution on one or more departments, cancelling of individual positions), On-site assistance, testing (computer, communication, language, psychological, manual skills), assessment centres, pre-selecting, pre-screening, mystery shopping, sick checking, and advertising.