

Abstract

Titel: Analysis and Concept of Employee Communication

Kurzzusammenfassung:

Employee communication is carried out more or less consciously in every organization but is of immense importance in order to keep the employees aligned with the strategic goals and the business development. Involving, motivating and empowering the people within an organization and aiming for a high job satisfaction is a matter that should concern every management. The bachelor thesis examines the topic of internal communication, including the effects of different leadership and communication styles and suggests measures for an improved and successful employee communication.

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Ausgangslage, Ziel, Vorgehen, Erkenntnisse, wichtigste Literaturquellen

Initial Position

The activity of internal communication and information distribution is managed differently and executed with an irregular extent and consistency in every company. This could cause displeasure regarding the internal exchange of information among the workforce and could lead to a low job satisfaction.

Goal

The goal of this bachelor thesis was to analyze the current state of employee communication and to assess the company situation based on the theoretical requirements for successful internal communication. The work further aimed to identify the employees' needs regarding the internal information distribution and to develop a concept for the improvement of the present communication measures.

Approach

A theory chapter about the topics of employee communication, leadership and communication styles laid the basis for the company analysis in that matter. Personal interviews with the management of the organization enabled the author to illustrate the management perspective on the covered topics and to analyze the company accordingly.

The core of the thesis was the qualitative research among 14 employees through in-depth interviews, which aimed to identify their needs in regard to the internal exchange of information and to picture the employee perspective. A SWOT-matrix defined the company's strengths, weaknesses, opportunities and threats of employee communication based on the comparison of the theory and the actual company situation. The developed concept of employee communication lastly defined top-down and bottom-up measures of internal communication as well as a plan for its implementation.

Findings

The nine suggested top-down communication measures included a clear responsibility, a repetition interval, the targeted employee group and the appropriate communication channel. Six bottom-up measures proposed options for employees to address issues and ideas to the management. Again, the responsibility, frequency and channel were suggested for each communication activity.

The key finding for successful internal communication was the determination of the right frequency and proper consistency of the communication measures as well as the activity of gathering and enabling feedback from the employees.

Literature

The most important authors for the theoretical basis about internal communication were Argenti (1998) and Ünsar (2014). Several scientific articles from internet research complemented the basic knowledge gathered from these two experts.

Argenti, P. A. (1998). *Strategic Employee Communications*. In Human Resource Management. Retrieved 3rd May 2017 from <http://search.proquest.com/docview/224319119?pq-origsite=gscholar>

Ünsar, S. (2014). *Leadership and Communication. A Case from Glass, Textile and Apparel Sector in Turkey*. Heidelberg, New York: Springer.

For the topic of leadership, Northouse (2015) was cited predominantly.

Northouse, P. G. (2015). *Leadership: Theory and Practice* (7th ed.). Los Angeles, London: SAGE Publications.

The cultural theory of Fons Trompenaars (2012) laid the basis for the topic of communication styles.

Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture* (3rd ed.). London, Boston: Nicholas Brealey Publishing.