

# **Improving Internal Communication in Agricultural Development Bank Limited, Nepal.**

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| <p>An organization needs communication process to run task and operation smoothly and effectively to cope with the change for its adaptability. Above of all, internal communication process is tightly linked with organizational success, organizational reputation and image among its employees and stakeholders. Internal communication also tends to build strong relationship within the world of business, and to build mutual trust and understanding. Every organization involved in implementing effective internal communication processes can and will gain a name and acquire fame in the long-run.</p> <p>Still, most of the companies are unable to recognize the best practices of internal communication process due to lack of research and development in this modern era of complexity. But, the process of internal communication since has been in growing trend by which the topic is becoming more, more and more rising. Many scholars, researchers and writers have given their best view points towards internal communication, its importance and effectiveness for any organization to reach the organizational goals and objectives.</p> <p>The author had an opportunity to research in service-based government company which is Agricultural Development Bank Limited, Pokhara, Nepal. All the respondents involved in the survey were the employees from different regions of Gandaki zone working in different management level for an organization. The numbers of respondents in the survey were almost 100 in counting. The survey was designed, which was based on feedback provided by the managers and employees working in an organization. The main issue was about internal communication process and its cause and effect inside an organization.</p> <p>A survey was conducted, collected and analyzed in the period of 2015 and early 2016. The result revealed the recent internal communication process, frequency and medium of communication, equal distribution of information in different management level and its clearness and conciseness, and also the willingness to change current internal communication process as a whole.</p> <p>This thesis aims to provide the information about current situation of internal communication process in ADBL, Pokhara, Nepal. The author will also give some improvement suggestions which will include some theories and concept developed by various scholars, writers and researchers and also through results received from the actual survey. The main development suggestion for a case company is to cope with technological change in communication by finding and analysing its efficiency and effectiveness.</p> |   |
| <b>Keywords</b><br>Internal communication, effective communication, communication channels, communication skills and culture, emotional intelligence, positive ethos, values and ethics, language of influence, corporate branding.   |   |

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# 1 Introduction

The study and practice of communication has been growing and flourishing as the conflict is in rise in every corner of the earth. Communication can be used in every single steps of success like planning, organizing, leading, controlling, monitoring and implementing phases. Our own effort to communicate clearly and concisely help organizing our thoughts, avoid misunderstandings, and focus employees' attention on important organizational goals, mission and vision and other related issues. (Caproni 2012, 3.)

Furthermore, internal communication is about sharing information, developing relationship, creating engagement and commitment and ideally achieving expected result or target (Liam & Klavs 2014, 7). Also, an effective communication can lead any organization creating their own strong brand image, values and culture inside and outside the organization.

The purpose of this thesis is to discuss and analyse about internal and effective communication, its cause and effect and positive feedbacks and suggestions needed to implement effective communication process in ADBL. A case company is Agriculture Development Bank Limited (ADBL) which is government based banking industry providing mini and micro loans especially for small and medium farmers living in urban and rural parts of Nepal.

After conducting the survey and studying the theories provided by the different authors and writers, this study has helped me to understanding the importance of internal communication process, effective communication, and also its cause and effect in an organizational productivity. I have achieved different attitudes and behaviours linked with the communication while collecting data and also theirs' thinking, views and opinions towards communication processes. Finally, this thesis will contribute in implementing effective internal communication process inside ADBL, Nepal through research-based concepts and methods.

## 1.1 Case Company Introduction: ADBL, Nepal.

Agricultural Development Bank Limited was established in the year 1968 A.D. as a successor to the co-operative bank. The bank is operating as a premier rural credit institution and has been contributing above 67% of the institutional credit supply in the country. Moreover, the bank has been initiating Small Farmer Development Program (SFDP) and is also involved in commercial banking operations since 1984 A.D. (Agriculture Development Bank 2015.) The bank is easily recognized by its logo (Figure 1.).



Figure 1. The greenery Logo of ADBL (Agricultural Development Bank 2015).

The greenery logo with the circle beside it represents clearly about the company's activities in the sector of agricultural products and services. It also informs about the services which an organization is providing benefits to all parts of Nepal like in Himalayan, hills and plain region. The organization is gaining its high reputation and trust since the organization is a service-based government company providing mini and micro loans for the farmers and other business sectors. (Figure 1.)

Agricultural Development Bank has its access to worldwide correspondent network for fund transfer, commercial payment, foreign exchange, letter of credit, and many other banking related transactions and issues around the globe especially in United States, United Kingdom, Australia, South Korea and Japan.

## 1.2 Research Questions and Objectives

Communication plays a vital role in engagement and productivity if only the communication is concise and clear to all employees working for an organization. This research doesn't explore all the necessary elements needed to make understand the communication process reliable because only the limited amount of task done in this subject matter doesn't explain the whole phase of understanding. However, it can give some glimpse of effective communication process through research question and investigative questions which are mentioned below:

**RQ:** How to communicate efficiently and effectively with all personnel of different branch offices?

**IQ1:** What are the current strengths and weaknesses of the internal communication process?

**IQ2:** What are the ways of communication in an organization?

**IQ3:** What is the content of the communication do your organization generally has in communication process?

**IQ4:** What expectations or recommendations does your organization suggest to implement?

An objective of the result is to improve internal communication process efficiently and effectively in an organization between personnel of different branch offices working inside a country. The result would find suitable means and mediums of communication needed, since the country is a developing country where infrastructure is very limited.

The benefits of a result is to flow information efficiently and effectively in different branch offices equally in all level of management so that the project for a purpose is completed on time and the organization can move forward for the next project by fulfilling all necessary requirements as per plan. This result will help creating strong brand image in locality and community where consumers are aware of the quality services and are eager to invest in the future.

### 1.3 Demarcation

Communication itself has various topics and links to it. Communication is a broad topic which has several sub-topics hidden beyond it, such as internal and external communication, channels of communication, parties involved in communication, content of the communication, ways and challenges of communication, common policy and culture, technology and expectations from communication. This thesis aims to dig upon the internal phase of communication processes in a way that readers can gain some basic understandings about internal communication process inside an organization. The data is collected from all levels of employees working for the organization. These employees are from different branch offices situated in the Gandaki region of Nepal.

Furthermore, this thesis will also provide some key information on external communication, effective communication, communication channels, content and culture of communication in a banking sector industry which is situated in South-East Asia. The name of an organization is Agricultural Development Bank Limited, Pokhara, Nepal. This thesis will focus on internal communication process by analysing its current means and medium of communication inside ADBL through primary data collection process as a survey around Gandaki zone of Nepal.

### 1.4 Key Concepts

*Organization Communication* is a confusing state which lies in between orders and disorders of mind requiring continuous adjustment and adaptation. Even if we make everything as crystal clear it's not working always. Confusion in communication makes the room for new interpretations, creative thinking and experimentation which gives an opportunity for innovation, change and growth. (Caproni 2012, 113.)

*Internal communication* is about making smaller organizational decisions by senior individuals, but the large ones should be decided as a group. Everyone's voice must be heard to avoid misunderstanding and misinterpretation. (Smith 2005, 8.)

*External behaviour* is a conscious component of the activity which makes easy to understand since it's seen outside but the internal behaviour are vital and makes hard to observe and understand with traditional methods (Agness 2010, 65).

*Language of influence* is about creating a positive ethos by which we see the impact of our language that will have on our audiences. However, at the same time, we are also attempting to influence or persuade others in everyday life. We use our ability to influence others while negotiating an agreement, selling something or to convince others to believe in our visions. (Barrett 2014, 63.)

*Emotional Intelligence* is a capacity to identify and manage emotions in ourselves and in others. Understanding others lays a foundation for interaction and our ability to understand and relate to them is directly proportional to an individual's success. Emotional intelligence is seen as a strong predictor for academic performance, job performance, negotiation and leadership. It is also equivalent to the strategy, writing and speaking skills. (Barrett 2014, 200.)

*Employer brand* is a reflection of offering from an organization to its employees and helping them to manage internal and external perception of what it feels like to work (Jean & Stanley 2009, 192).

*Corporate brand* is an internal representation of a company that combines a whole group of product or businesses, and familiarizes to the world by the use of single name, a shared visual identity, and a common set of symbols (Fombrun & van Riel 2007, 107).

*Value and ethics* plays an extraordinary role highly in hiring, firing and performance situations. Whilst, ethics or values are developed to protect all individuals working for the organization at whatever level they work or perform their task. Values and ethics are especially important in supervisor-subordinate relationship where many ethical issues occur. (Barrett 2014, 326.)



## 2 Communication process

Communication process is an utmost need in an organization to manage task systematically and professionally. A process of communication usually includes five (5) parts which are listed as under. (Business Case Studies 2014.)



Figure 2. Communication Process (Business Case Studies 2014).

Communication process begins with a person who writes text or instructions and provides necessary information. After writing the text, a message is sent to an addressed person which can be of news, information or even invitation in different ways such as text, picture or symbol. The medium of communication can be done through traditional method like letter or correspondence or electronic method such as mobile phone network or e-mail or internet. After a message is sent through various medium, a receiver receives message from the sender and starts to act as accordingly. Feedback is an appropriate way of fixing future problem and improving the way of communication. The feedback systems like 180 degree feedback system and 360 degree feedback system have been an increasing trend in today's business environment. (Business Case Studies 2014).

One of the widely used models of communication process is described by Shannon & Weaver in 1949 (Huczynski & Buchanan 2007, 178 - 179) which is as given below.

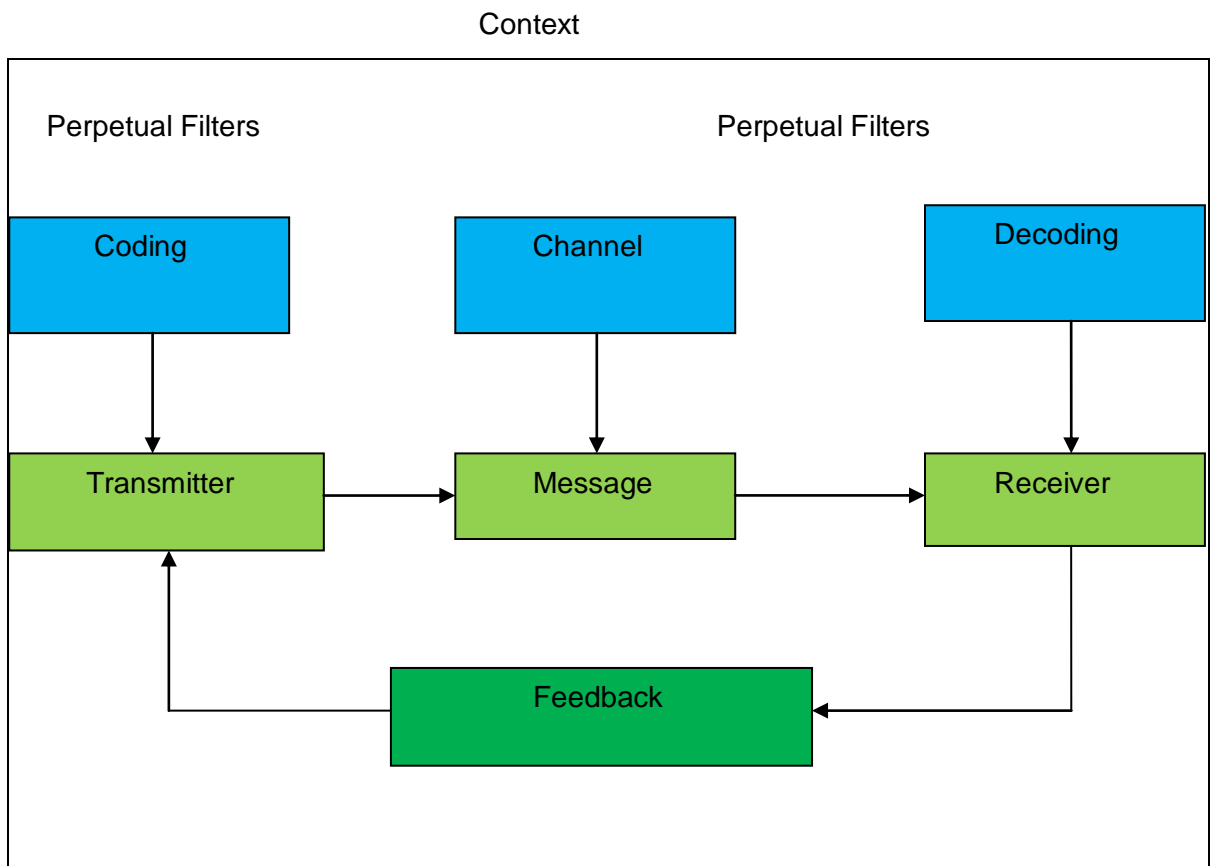


Figure 3. A model of the communication process (Shannon & Weaver 2007, 179).

A model describes the basic communication flow from transmitter i.e. decoding the message. This message is coded by the transmitter through his perceptions and feelings, which is then communicated through verbal or written channel for the receiver to decode a message. Such a channel can be like e-mail, face-to-face. (Huczynski & Buchanan 2007, 178.)

Decoding phase starts when the receiver receives the transmitted coding by a transmitter. This phase is one of the most important part of whole phase of communication process because this affects the right understanding of a message by the receiver.

After all, there is a feedback session which gives the transmitter about how his information has been understood by a receiver. Feedback session helps allowing us to correct the

possible misunderstanding that has occurred during communication process. Generally, transmitter and receiver receive feedback straight during the conversation. A possible delay of feedback might be a sign of wrongly interpreted message. Also, in feedback session, it is important to remember that same misunderstanding can occur as in coding and decoding phases. (Huczynski & Buchanan 2007, 181.)

## **2.1 Internal Vs. External Communication**

Internal communication is a kind of communication which occurs only inside the organizational boundary within the staff members, groups and a team. All members communicate internally about detailed policy, briefs and updates with the use of weekly or monthly newsletter and magazines. Also, career opportunities and promotional information for the potential employee are updated in their website and in many other forms of electronic tools and systems.

Internal Communication focusses more on systematic planning, influencing people and creating an environment to build multi-disciplinary human beings. Moreover, internal communication is not just about telling, but it's a two-way thing with strategic views which can be benefited for an organization. It is considered as a law which includes holding with good people, working harder for the right things, helping people to say the right things and supporting the organizational major changes ethically. (Liam & Klavs 2014, 10-19.)

The characteristics of internal communication best practices certainly have an open flow of communication considering communication as everyone's responsibility. Though, communication depends upon the organization itself, right words used in the right way have an impact for the right actions to occur. (Barrett 2014, 317.)

Internal communication raises identification when employees feel that there is equal flow of information for their to-do-jobs, what the organization is currently doing and when the employee thinks that they are seriously understood by their managers (Fombrun & van Riel 2007, 76).

In ADBL, a process of internal communication is performed with the medium of communication like face-to-face, e-mails, mobile phones and even correspondence. According to research findings, the medium of internal communication is mostly performed through e-mails and for those who receive new information every day or who receives new information weekly, the medium of communication is through mobile phones and correspondence.

External communication is another kind of communication system which occurs outside the organization for public bodies such as press, government, regulators and other interested people. External communication gives information about career opportunities and organizational progress through their press releases and own media centres. External communication is highly dependable upon the nature of information and its content.

An organization must have an effective strategy for all stakeholders to build strong external relationship. External communication reflects personality of any organization through development of all promotional activities and materials with their realistic and purposeful goals and objectives. Managing press media, co-ordinating charitable activities and community involvement, establishing relationship with financial analysts, creating and managing all publications and social media interactions are the top priority of external communication activities. The logos, slogans, letterhead, business cards, websites, blogs and many other promotional materials are some crucial components to maintain a reputation of an organization in the long-run. Depending upon company and industry, shareholders include; media, community, customers, investors, analysts, board, partners, distributors, suppliers or vendors, trade associations, unions, interest groups, retirees, competitors, government agencies and public at large. The organization once has known its stakeholders; it should address priorities for reaching each and all with its specific messages. Message should be rational enough though they may differ more or less in wordings to make sure that all the audiences understand them. (Barrett 2014, 382-384.)

External communication also adds something extra flavour in identification for the organization when an organization is able to guarantee a convenient reputation from its external communication. Employees feel proud for their well-managed company, rejoice proudly and their personal sense of self-worth is inclined. (Fombrun & van Riel 2007, 77.)

In ADBL, a process of external communication is performed through company website, media centres, government newspaper, press release, radio broadcast and national television. Also, the share market plays a vital role in connecting shareholders and other stakeholders inside and outside of the company premises.

## **2.2 Effective communication**

Effective communication is intended to comfort, influence, coordinate, bring people together and make ourselves known with the words. Clear and concise use of words in message makes communication effective which helps achieving organizational goal. The supervisor's communication style and personality have a maximum influence how he or she interacts with those reporting to him or her to make the communication effective.

There are many decisions in an organization which are not made rationally with careful attention of logical data analysis. Decisions are often made spontaneously or by considering the similar situation based on the past decisions. (Miller 2015, 142.)

Effective communication skills can be achieved and understood through active listening, giving and receiving feedback which include 360 degree feedback, use of motivating language, communicating across culture, being aware of power dynamics, story-telling and communicating through e-mail and other technologies available. All these skills should be considered with the feelings, behaviour, emotions and understanding of the person because different persons have unique attitude, personality and thinking.

Communication is an on-going process mixed with verbal and non-verbal communication. Communication should never be received passively as it involves both the information and the act of manner and how it is communicated. Communication is only effective when both parties interpret manners and the meaning of one another. In general, this is not usually the case; communication so by should be seen as "error prone process". (Huczynski & Buchanan 2010, 202.)

The followings are the effective e-mail communication tips and guidelines (Think Simple Now 2016).

- Use e-mail for simple messages such as setting-up meetings, sending agendas or follow-up actions but not for urgent or confidential, complex and sensitive information.
- Think twice before clicking send button and check all the necessary requirements.
- Be professional considering all the skills needed for effective communication such as clear, concise, respect and culture.
- Organize your e-mails.
- Be alert and careful with your passwords and privacy.
- Follow official organizational policies regarding e-mail.
- Follow-up latest technologies and software. (Think Simple Now 2016.)

### **2.3 Communication Channels**

There are several communication channels available which has their own importance and effectiveness in reaching their employees according to employee's perception, knowledge and understandings. No matter which channels an organization chooses, it's important to reach and put them together for the targeted audiences. Communication channels are selected according to the organizational capacity and availability. The following are the communication channels which have its own importance and acceptance to the organizational need and preferences. The following are the common communication channels used by many companies and organization. (Small Business 2015.)

*Face-to-Face* or personal communication has high importance within an organization since the information is clear right on the spot and the audience can inquire and ask follow-up questions. This type of communication channel is used for very complex or emotionally attached messages.

*Broadcast Media* is the communication channel which includes television, radio, loud speaker which helps addressing a mass audience. This type of communication channel is

mostly suitable while launching or promoting new product or services through visual display or auditory format to capture mass attention.

*Mobile* is another simple type of communication channel which is used when a private or complex message needs to be addressed for an individual or group or a team. This is also useful to co-ordinate face-to-face meetings.

*Electronic* communication channels are e-mail, internet, intranet, and social media platforms. This type of communication channels is in emerging trend elsewhere in the world since it can be used to address one-on-one, group or mass communication. It is also considered as the most efficient communication channel but the message crafted should have clarity and sincerity. Some of the examples of social media platforms are tweets, blogs, websites, YouTube, Facebook, and LinkedIn.

*Written* communication channels are organizational policies, letters, memos, manuals, notices and announcements. This type of communication channel is implemented when message does not require further interaction and communication. (Small Business 2015.)

Although, all the above mentioned models of communication are visible in an organization, it is likely that the written mode of communication is still seen as very common in the form of handbooks, instructions, mission statement, rules and performance evaluations. Also, the face-to-face channel of interaction allows more frequent feedback and addresses the human needs to maximize the productivity of the organization through clever use of human resources. (Miller 2015, 53.)

In ADBL, communication channels are highly performed through e-mails and mobile devices. Correspondence is also still seen as a high-level priority since it has its company's logo and the details which make communication more reasonable and precise. But, according to the research findings, many employees are willing to change the way of current communication process but they are unsure which would be the suitable medium of communication either e-mails or mobile phones or the both.

## 2.4 Communication content and culture

Culture can be defined as the way of life of the people's learned behavior patterns, attitude and material things in which people make sense out of it and give meaning to their own world. Culture has its social characteristics, physical characteristics, gender, age, profession, organizational function, company structure and style. Culture is learned and at the same time shared equally by the same group influenced by our genes rather than our environment. (Barrett 2014, 225.)

Communication across culture is a rising trend seen mostly in the diverse and global companies. Different cultures have different meanings of gesture and body languages which should be considered and filtered carefully. Some culture doesn't use eye contact frequently but some does, so the manager should enhance communication by paying full attention to the potential cultural differences while communicating. This consideration shows respect, avoid mis-understanding and build the common ground for effective communication.

The following seven variables which are important and are applicable across all cultures in any kind of organization are listed as under (Barrett 2014, 229).

- Context: High context reflects more to the relationship rather than words whereas low context reflects more to the meaning of words rather than relationship.
- Information flow: Defines how the information is shared, whether open, across, down or up in the organization.
- Time: Time is focused on the past, present or the future. Also whether time is valued or unimportant.
- Language: Different between first language and secondary language in which individual is fluent.
- Power and equality: Highly respectful of authority and rituals, belief in hierarchies or little respect for authority or view that all are equal.
- Collectivism and individualism: Focus on "I" or "we", on the individual or group or the community.
- Spirituality: Nature serves humans or mutually beneficial relationship. (Barret 2014, 229.)



The different approaches of communication in relation to content, direction channel and style is represented in Figure 4 (Miller 2015, 51).

|                         | Classical Approach  | Human Relations Approach | Human Resources Approach     |
|-------------------------|---------------------|--------------------------|------------------------------|
| Communication Content   | Task                | Task and Social          | Task, social, and innovation |
| Communication Direction | Vertical (downward) | Vertical and horizontal  | All directions, team-based   |
| Communication Channel   | Usually written     | Often face-to-face       | All channels                 |
| Communication Style     | Formal              | Informal                 | Both but especially informal |

Figure 4. Communication in Classical, Human Relations, and Human Resources Organizations (Miller 2015, 51).

A table describes the various approaches of communication in terms of content, direction, channel, and style. In Classical approach, the content of communication is only focussed on task or the job. And, later in Human Relation approach, task and social is included and in Human Resources approach, task, social and innovation came into existence. A flow of information in classical approach is from vertical direction and later in Human Relation approach it shifted towards vertical and horizontal direction. And in Human Resources approach, flow of information is in all directions based on team. The communication channel in Classical Approach is usually written and in Human Relations approach it is often face-to-face. But, in Human Resources approach, communication channel is of all channels as per availability and suitability. The style of communication in Classical Approach is always formal whereas in Human Relations approach it is informal but Human Resources approach includes both formal and informal, mostly informal style of communication. (Miller 2015, 51.)

The following points give some content and guidelines to be used while communicating across culture (Barret 2014, 225-230).

- Speak clearly using simple and short sentences.

- Avoid slang words, jargons and abbreviations.
- Respect others' culture.
- Never judge people with their tone or their message.
- Work-hard to learn communication styles which also includes body language.
- Observe and understand silence in a proper way.
- Be flexible especially with the time.
- Learn some cultural language if possible.
- Learn greeting words of other country.
- Be formal and punctual.
- Understand the importance of social rituals.
- When in doubt, follow other leader who is from different culture. (Barret 2014, 225-230.)

Some useful facts about Low Context and High Context communication is that in Low context communication message is carried-out by words and is direct. A purpose of the communication is to exchange of information where the business relationships start and end quickly with no requirement of trust. The example countries are in Europe and America. But, in High Context communication, message is carried-out through non-verbal signals and cues and is indirect. The purpose of the communication is to build relationships but the business relationship starts slowly which are developed further requiring high trust. The example countries are in Asia and Africa. (Barret 2014, 227).

Individual career opportunities as well as the whole organizational performance are highly affected by communication and in many cases; it has been seen as a problem for the same reason. An on-going development of technology as well as working in multi-cultural atmosphere has created challenges around the cross-cultural communication and finding new patterns for communication. (Huczynski & Buchanan 2010, 202.)

In ADBL, communication culture is of high context culture which reflects more to the relationships rather than meaning of words. The top-level management are highly respected which shows that their hierarchal status still plays a vital role in decision making process. A flow of information is seen as from top to down in an organization. Mostly, the focus is upon "I" rather than "We" which may lead an organization towards negative direction in the long-run.

## 2.5 Challenges in Communication

Our world is full of complex problems. These problems are created because of improper use of language, gender discrimination, ego, race, religion, values and culture. Moreover, in this twenty-first-century, we are facing severe kinds of challenges which cannot be eradicated with small steps. These severe challenges are because of globalization, terrorism, climate change and changing demographics. (Miller 2015, 2.)

Let us begin with the common challenges in communication created by power difference. In power differences, superiors have narrow understanding towards their employees in terms of their educations and experiences which may lead to misinterpretation of information. Secondly, the gender differences, in which men seem to be more talkative whereas women seem to be more reflective and listening. This might sometime create misunderstandings. (Huczynski & Buchanan 2007, 183.)

Beside power and gender differences, thirdly, we see the challenges of communication while using language. Different people have different style of communication which is also highly influenced by their superior culture and education. A country can be divided into different dialects that might be misinterpreted by others making more difficult in understanding. (Huczynski & Buchanan 2007, 183.)

Fourthly, physical surrounding plays a vital role while participating in conversation. The space and the layout of the room might influence the person to involve in the topic of discussion.

Finally, cultural diversity might be a kind of challenges for which many international companies are desperately trying to avoid the situation. In every society and culture, there are formal and informal expectations and norms which should be kept in an account. Lack of knowledge in understanding the culture of others might end-up in misinterpretation of one another. As an example, an employee working in Finnish company might have problems in understanding with an employee working for Nepalese company. (Huczynski & Buchanan 2007, 183.)

Now, the severe challenges of communication in this twenty-first-century are discussed as under (Miller 2015, 3-10).

Globalization has boosted our global economy through global participation in the market place. We are more connected with the world in terms of economic, political, organizational and personal talks. In a global economy, many big companies have multinational or international presence. Moreover, many developed nations are spreading their businesses towards the side of developing nations. It is visible that our world involves complex interconnections between business, political, and cultural systems and these interconnections make it difficult to fully understand the complexity of globalization systems and the rationality to work efficiently and effectively in this globalized world of business. Though, globalization does not only have bad effect, instead it stimulates opportunities for entrepreneurs. (Miller 2015, 3.)

Terrorism is widely spreading in this twenty-first-century making the terrorist networks and terrorist organization at large and is thought to operate and grow in the future to come. With the outspread of terrorism, many organizations have to deal with complex political negotiations involving government entities to connect organizational goals with public views and opinions. Many government organizations are developing communication system to heighten the border security, improve tracking of possible terrorist attacks and develop the ability of first response organizations like police departments, fire departments, hospitals and military to act as quickly as possible in case of terrorist threats or attacks. (Miller 2015, 4-6.)

Climate change is becoming a rising issue which can only be addressed by governments, business and individuals. The effect of climate change can be seen as upward shift in global temperature, rising sea levels, and extreme weather events which is caused by global warming and all to blame is for human activities. Many scientists have already determined the effect of climate change as rising sea level, shrinking glaciers and melting permafrost of which the result have negative effect towards natural environment, plant and animal life too. The role of communication is very challenging though it has significant role in controlling climate change and global warming in these days. Many organizations are debating to fight against global warming through the means and medium of communication by raising their level of environmental responsibility and selling green products to the consumers. (Miller 2015, 7-8.)

Communication plays a pivotal role in transferring positive message for globalization, terrorism, and climate change though there are many challenges still to come. Changing demographics is also seen as a challenging issue to deal with communication on how we communicate among each other and organize ourselves. Changing demographs from the past and the present has vast differences on how they used to communicate with others and how we are communicating now. Changing demographs set up the challenges on treating individuals from different ethnic background, races, ages, genders, disabilities and sexual orientation in a way that how they are respected and treated equally to reach the individual and organizational goals. (Miller 2015, 8-10.)

## **2.6 Role of technology in Communication in today's world**

We are living in a complex world full of challenges and opportunities. Since the past, we have struggled to fight against the complexity of communication and still we are fighting to make our world, a better and an easier place to live in. We have invented and applied various processes and methods of communication to overcome the problems of the situation. In context to communication, we have shifted from stone writing to electronic ways of flowing information. This has happened due to rise in technology in this modern world of communication and it seems to be as an ongoing process.

We have shifted from handwriting to typing to word processing, carbon paper to high-speed copying machines, boxes to file cabinets to floppy disks to hard-drives, servers, CDs, flash drivers and now to cloud storage. Nowadays, electronic mails are preferable to exchange messages and for an instant contact and for sharing information, Facebook and twitter are abundantly ruling the communication world. In March 2013, Facebook have reported that they are having 1.11 billion users, which in terms is one out of seven people around the globe. All these people have updated their personal information regarding as single, married, engaged, in an open relationship, divorced, widowed, in a civil union, in a domestic partnership and many more. (Miller 2015, 1.)

The scope of technology in ICT sectors have revolutionized the communication world through voice-mail, conference calls, e-mails, texting, management information systems, fax machines, smart phones and social medias. All these progress can be seen in kiosk to

non-profit organization to huge multinational corporations to reach their goals and objectives smoothly. Electronic mails and World Wide Web is used to gather information of all kinds as of technical or policy information, check on the activities of partners and competitors, to access breaking news or to shop for anything of everything. Technology has made a lot easier to communicate instantly with customers around the globe through e-mails and social Medias like Facebook and twitter in recent years. However, organizational media choices about the adoption of new technologies are limited because of its efficient and effectiveness towards organization. (Miller 2015, 235-243.)

### **3 Methods and Analysis**

The target of study is to help reader understand the basic concept of internal communication process necessary for an organization. Moreover, focus areas are external communication, effective communication, medium of communication and communication culture. To better understand the communication process the theory and data collection analysis makes study reliable and valuable.

After understanding the concept of communication, considering all the requirements related with law and ethics, it gives a clear picture of the importance and usefulness of communication in an organization. All the views and opinions collected from the personnel working in an organization from different management levels has been studied using printed questionnaire form as a survey.

The theories and data collected in this report would give a better understanding about internal communication and helps finding out a suitable way to communicate efficiently and effectively in an organization like ADBL, Nepal. This questionnaire survey analysis report will give us a linkage between internal communication and its importance in maintaining organizational reputation.

#### **3.1 Primary Research**

This thesis is research-based study in which data were collected using questionnaire as a survey. The author used descriptive survey form while structuring questionnaire. The reason behind choosing descriptive survey is to examine certain phenomena of certain groups with their characteristics in a certain time frame. All questions in the questionnaire were developed by existing survey tools for collecting data. The questionnaire was distributed in a printed format because in a developing country like Nepal, there are not enough resources and the knowledge of some people's group is limited which makes data collection process much more difficult and also all the employees working for an organization have no access to computer or internet. So, all the questionnaires were distributed to each individual of different management level and were collected handy at the same time.

The data collection was completed within 3 months' period while the author was doing his internship program. At the very beginning, collecting data was easy to handle but at the same time it took time to make clear understanding about the meaning of some words which were written in questionnaire especially for lower level employees who were working in remote parts of Nepal. But later, the author managed a prior meeting to all the employees making clear about the meaning of difficult words and also the purpose of filling a questionnaire which made smooth and speedy questionnaire filling process. The collected data were then turned into charts and graphics with the help of excel which is so called an extra work in this 21<sup>st</sup> century where many other software and data analysis process can be done through online. Whilst, the author loved the way of dealing with the obtained data via excel and had analyzed the results carefully and concisely.

### **3.1.1 Data Collection**

The author used descriptive survey form while framing a questionnaire. The existing survey tool was chosen in the data collection process, considering all resources, infrastructure, time and place. This was only a better way which is suitable for reaching participants around the peripheral areas. Prior information was given to different branch offices on the day of data collection according to the official time set-up by the organization. A phone call was made to an executive officer in case of problems and with the prior information and feedbacks received from the employees it turned out to be as highly valuable.

The data collection process was completed during three months of period while the author was doing his internship. An actual questionnaire was written in excel version and later printed. All the data were collected through face-to-face interaction with the respondents. At this time of filling the form, the respondents may inquire about the issues for which they feel uneasy or difficult to understand. This kind of interaction between respondents and the author had made the data more reliable and valuable by reducing all the complexities and difficulties during the data collection phase.



### **3.1.2 Quantitative Research: Surveys**

The survey was conducted as a quantitative study method which was based in an information and time frame provided by ADBL, Pokhara, Nepal. The quantitative method survey was chosen because it is commonly used methods for measuring consumer behavior, knowledge, opinions and attitudes (Cooper & Schindler 2011, 162). It also gives the general information in broad areas of the people and later the information can be turned into more specific and reliable. There are also some drawbacks with this method of collecting data as we know that every coin has two parts, but in general, it is highly appreciated by many researchers and consultants.

The purpose of quantitative studies is to identify and measure all variables as well as to compare them with each other so that the suitable result is produced. The quantitative method was best for this study because it is well-structured, consumed less time and money. The feedback from a manager was also taken into consideration about the data collection process and its reliability where certain areas can be targeted considering all huge areas. The survey questionnaire was divided into 4 parts. First part was some warm up questions which can be understood by anyone whereas the other parts were focused to the management level, their views, opinions, feelings and feedbacks towards the organization in which they are working. The purpose of this research was to receive information about how participants of different level of management think about the internal communication, its importance and their opinions in a best suitable way. All the participants were spread in the Gandaki zone of Nepal where almost 100 respondents were involved in this survey.

### **3.2 Secondary Research**

Secondary research plays a pivotal role for any researcher to complete a report or a task systematically with accuracy by dealing with the reliable information provided electronically or in paper copy. Secondary research is considered as an information gathering tool which makes the reader to believe on the report presented by the author because it contains actual data which were already been researched by professionals. As we know that we are now living in a frenetic, multi-tasking, quickly changing immense and fragmented world, secondary data is crucial to make the reader understand the past as well as the

author can go more deeply on a topic of research with maximum level of trust. Hence, secondary data enhance our understanding of any topic which was already guided by different writers, authors, scholars or researchers.

Likewise, some data are kept secret or hidden by most of the organization which are unpublished but can be published later after a project is completed. The author has also gained few secret data from a company ADBL, while the author was doing his internship. During that period of time, the author has promised not to flash-out the internally kept data to the public which has created the mutual understanding and trust in between author and the company. But, the data through electronic mail and World Wide Web has been included in this report.

Although, we see some secret barriers in information flow, it is also acceptable for a good cause to the author, company and its stakeholders in the long-run. It is also the duty of the author to follow certain rules and regulations of the company to enhance mutual respect and co-operation in the future.

### **3.3 Results**

In this session, the author is going to present the result of the survey. In previous headings, the author has mentioned the purpose of a research and how the data and information were collected among different individuals from different parts of Gandaki zone, who were participating in the research program. An overall answering rate was sufficient to cover the sample size of a survey which makes whole research valuable to ADBL, Pokhara, Nepal. The author applied a commonly used survey tool to transform the collected data into charts and graphs via excel. All the charts and graphs which were collected from the survey are represented below.

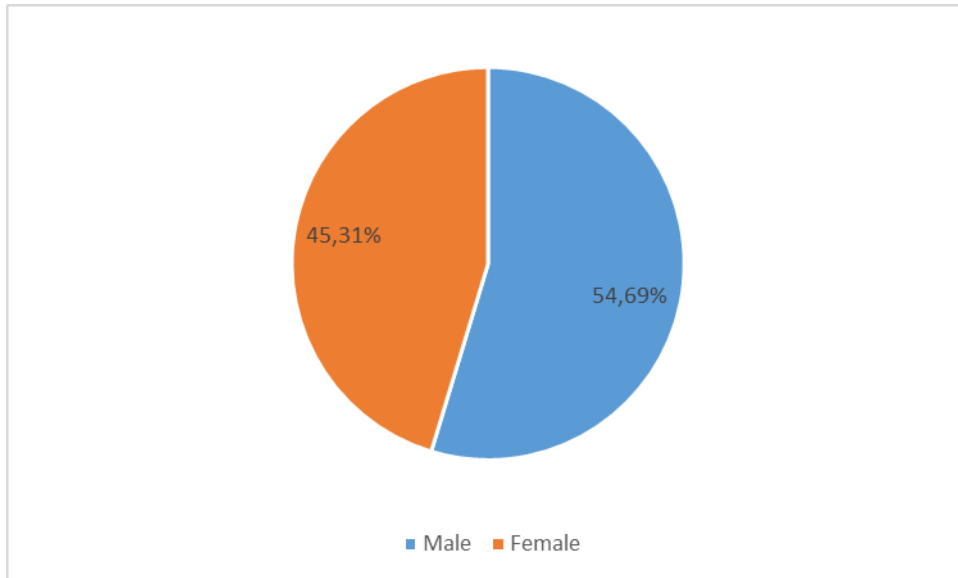


Figure 5. Gender Distribution.

The pie chart indicates that the gender distribution in a case company ADBL, Pokhara, Nepal. About 55% of respondents were male whereas 45% were female. The author thinks that the combination of respondents in terms of gender equality is sufficient for a survey. This also shows that there was no any biasness of thoughts in between male and female respondents in data collection process. (Figure 5.)

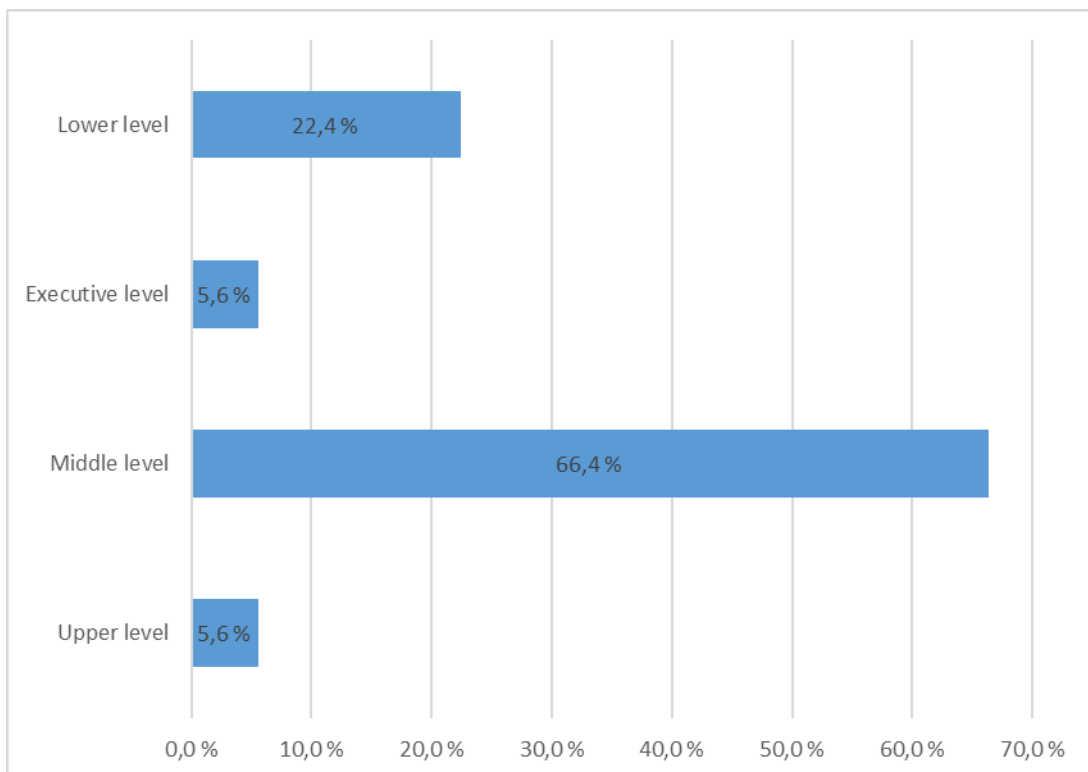


Figure 6. Management level.

The bar chart illustrates management level in a case company. Most of the respondents were from middle level of management which accounts of about 66% and the second highest respondents were from lower level of management which is only 22%. This chart also makes clear that most of the employees who are vital for the organizational performance are from middle-level management and they are the ones who need an extra care and attention to function the organization as accordingly. (Figure 6.)

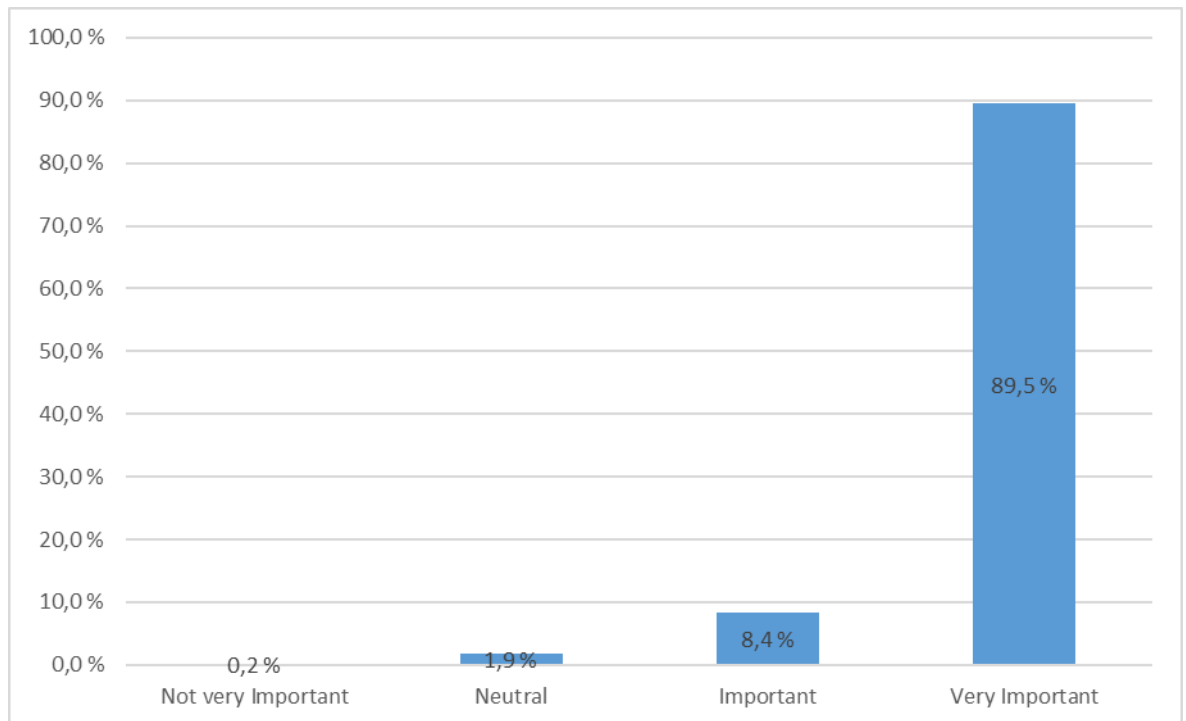


Figure 7. Importance of Internal Communication.

The bar chart describes about the importance of internal communication in a case company according to respondents' views and thinking. About 89% of the respondents feel that internal communication is very important for an organization to run efficiently and effectively. Only 0.2% thinks that it is not very important because they may lack the knowledge and importance of internal communication or they were ill-prepared about the topic. About 2% of the respondents stayed neutral in a topic and some 8% of the respondents realize that it's just important to run the organizational task and duties just in time. (Figure 7.)

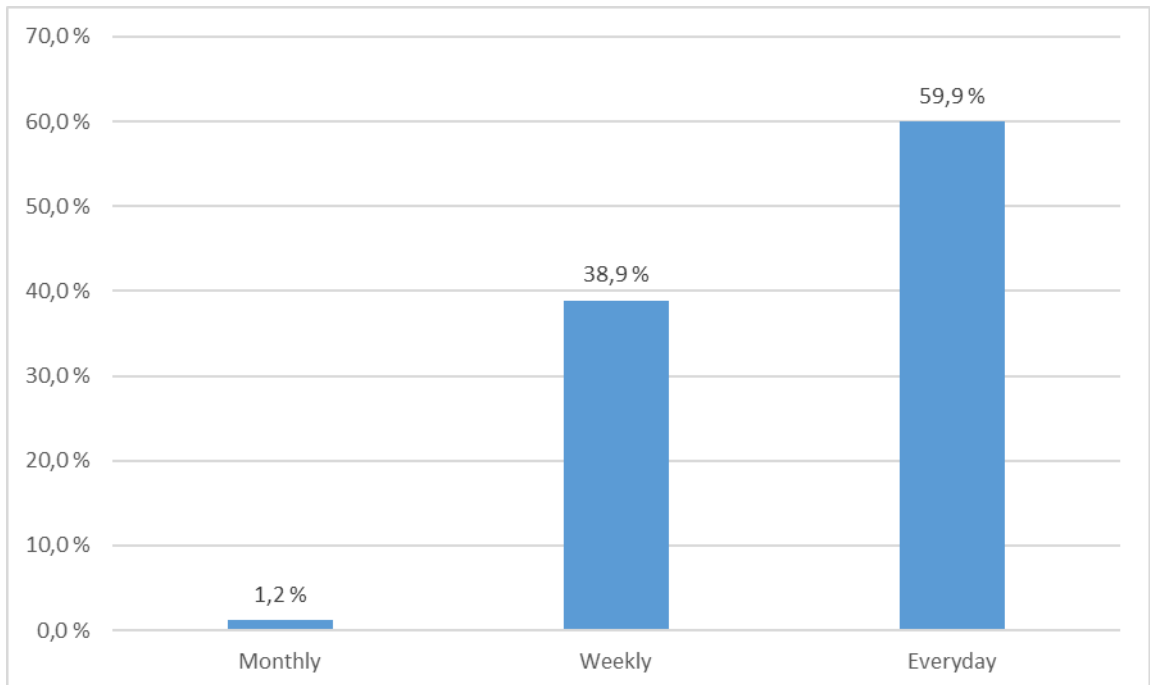


Figure 8. Frequency of Communication.

The bar chart indicates about the flow of new information in a case company ADBL. About 60% of the respondents receive new information daily and only about 39% of the respondents receive weekly. Only about 1% of the respondents receive new information once in a month. It shows that there is sufficient amount of information flow in ADBL everyday though only few receive information monthly. (Figure 8.)

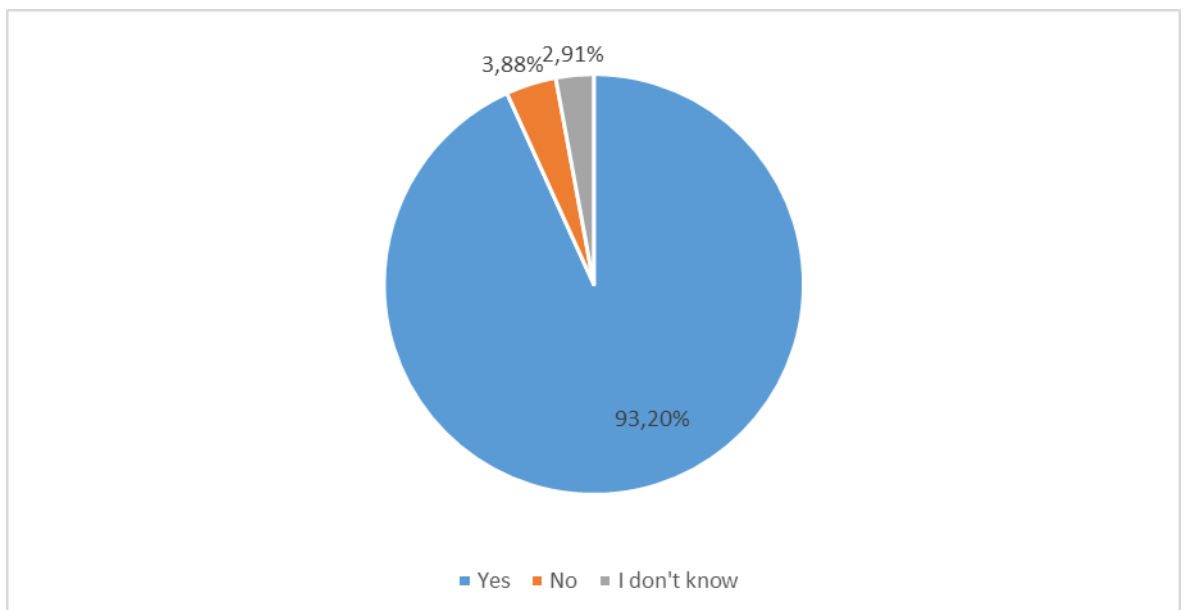


Figure 9. Conciseness and Clearness of Communication.

The pie chart describes about the flow of communication in a clear and concise way. About 93% of the respondents think that information is distributed in a clear and concise manner. About 4% of the respondents still feels that the information is not clear and concise and only about 3% thinks that they have no any idea. But, in general, the communication is done clearly and concisely in a case company ADBL. (Figure 9.)

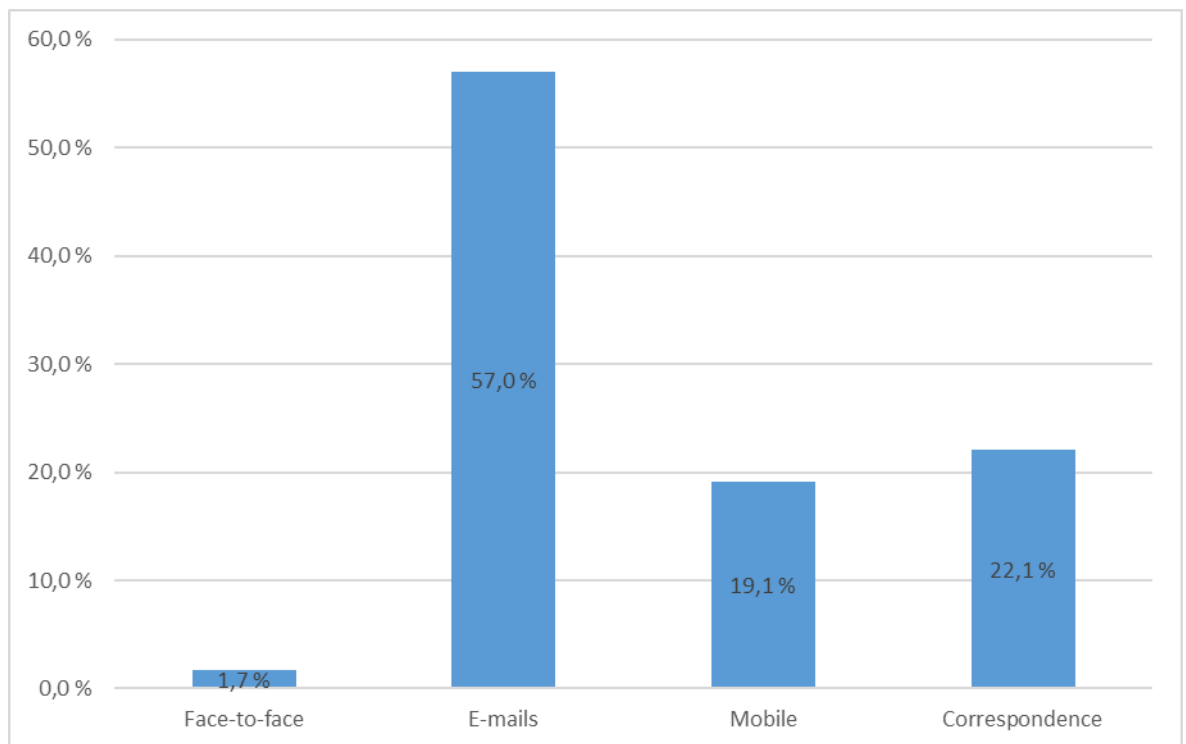


Figure 10. Medium of Communication.

The bar chart shows that the medium of communication in a case company. About 57% of the respondents receives information through e-mails, 22% through correspondence, 19% by mobile devices and only 2% receives information via face-to-face. This shows that the medium of communication is highly performed through electronic systems and proves that it is in rising trend. Also, a correspondence is of vital importance. (Figure 10.)

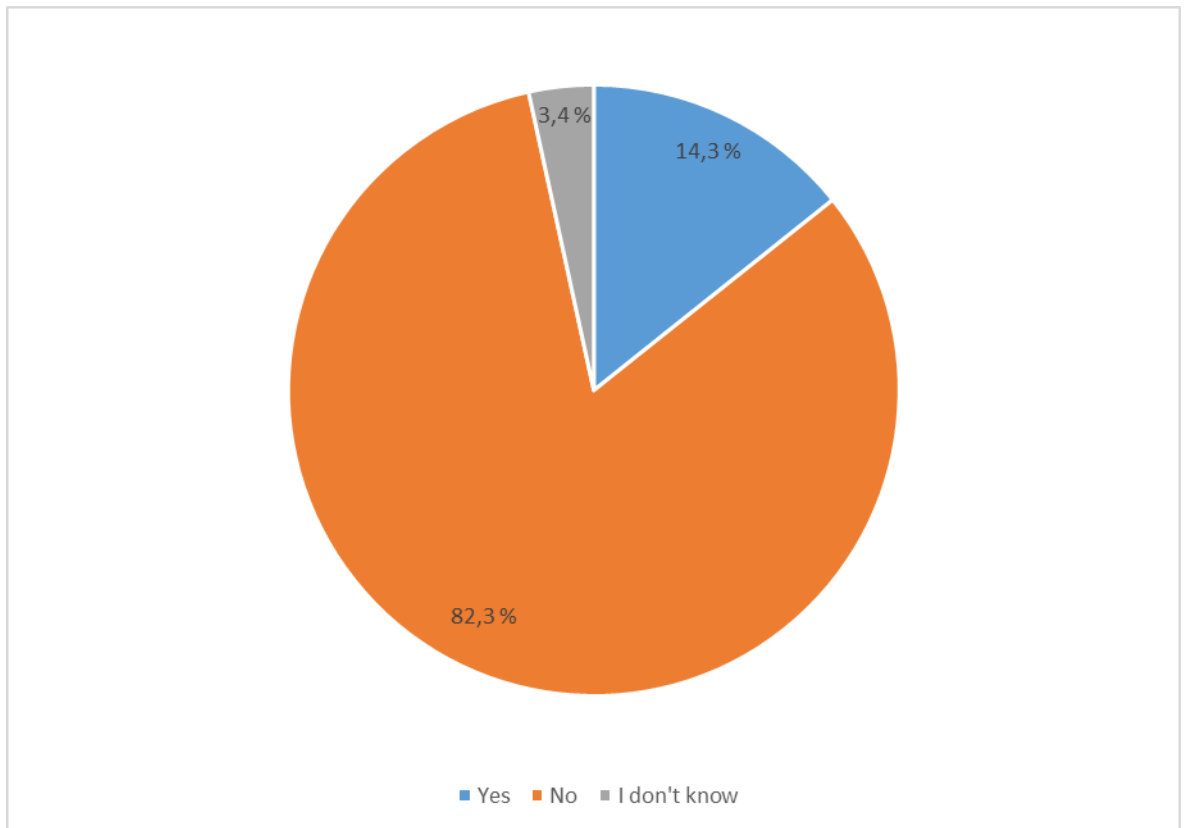


Figure 11. Equal distribution of information flow.

The pie chart indicates the equal distribution of information flow in different management level. About 82% of the respondents think that there is no equal flow of information in all management levels. Only about 14% thinks that there is equal flow of information in all management level and 3% have no any idea about it. Majority of respondents think that there is no equal flow of information in all levels of management which proves that all the employees are not equally treated and may lack vital message which makes them feel guilty and may lose trust towards the organization they are working for. This may lead to the negative reputation of the organization which is very hard to handle in the log-run. (Figure 11.)

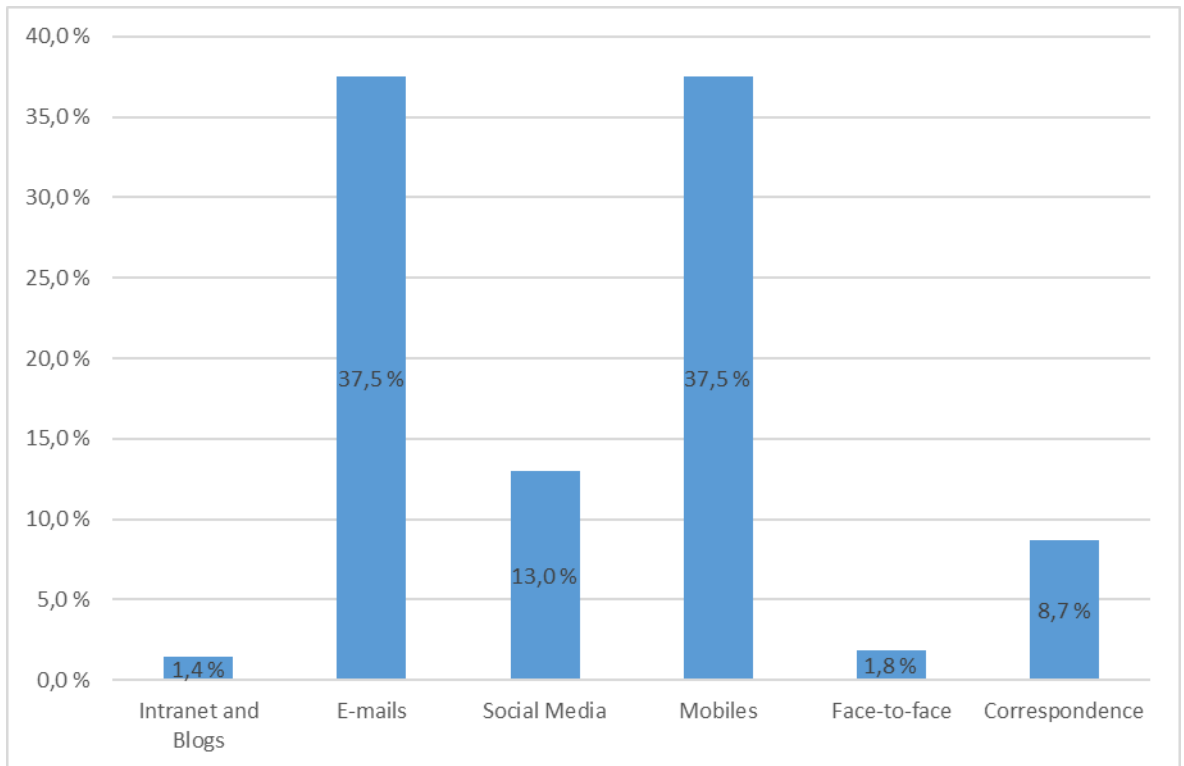


Figure 12. Best medium of communication.

The bar chart represents the best medium of communication in respondents' views and opinions for the case company ADBL. About 38% of the respondents equally think that e-mails and mobile devices are the best medium of communication. About 13% of the respondents think that social media is the best and only 9% thinks correspondence is the best medium of communication for the case company. So, according to the data, the best medium of communication is e-mails or mobile devices or both. Also, the data shows that the company should cope with the technological changes and recent trending as of social media as a medium of communication. Also, correspondence is still seen as a best medium of communication. (Figure 12.)



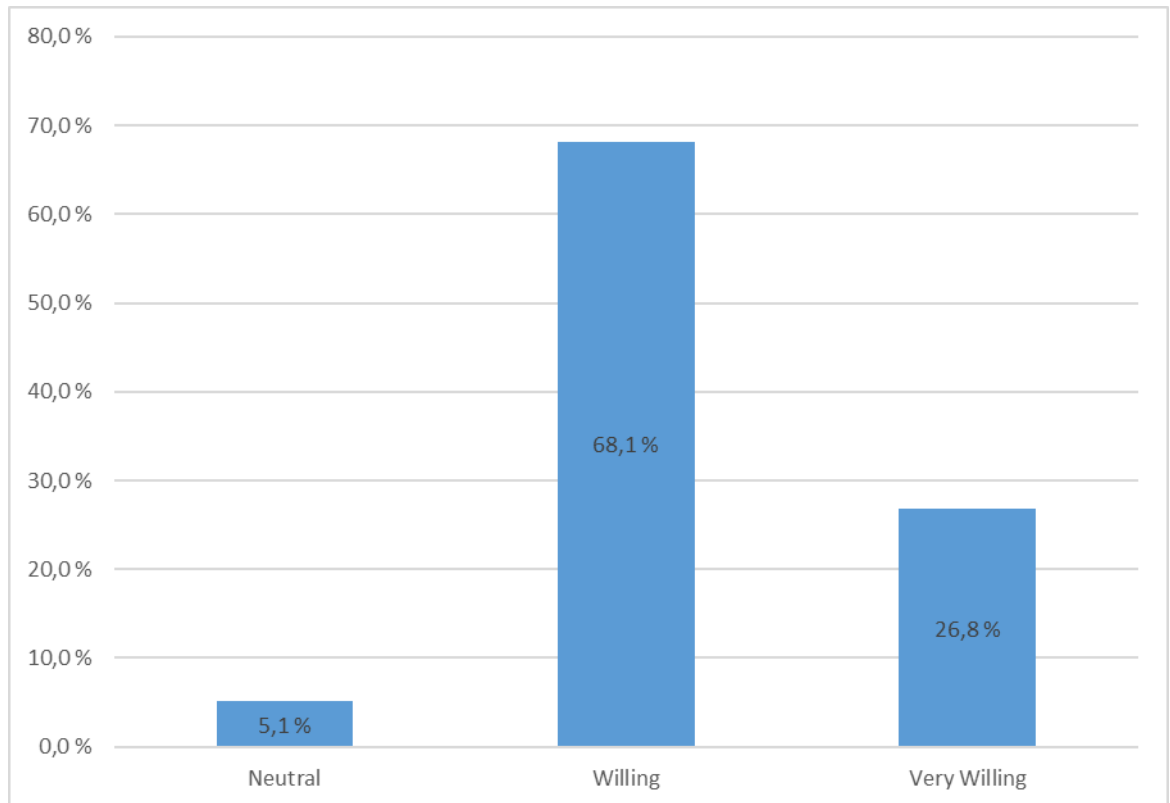


Figure 13. Willingness to change.

The bar chart indicates about the willingness to change the current way of internal communication process in a case company ADBL. About 68% of the respondents are willing to change the current process and at the same time about 27% are very willing to change the current way of communication process. Only 5% of the respondents want to stick in the current way of communication process. So, according to the data, the case company should change the current way of communication process according to the change in technology in communication. It's just a matter of balancing potential benefits against costs. (Figure 13.)

Only very few respondents gave the valuable feedback saying that a transparent and social motive movement will surely lead an organizational position to the better future and some even thanked the author for conducting a research in the topic like internal communication for their organization which was also seen as an utmost necessity in this world of technological eruption.

### 3.4 Conclusion

Communication is a key process for securing organizational success through which an organization sees and understands the differences being brought by the changes in effective communication process. A well-planned and well-executed change in communication strategy will achieve the organizational goals, needs and success to any organization. Leadership communication should be like motivating, inspiring and guiding all the employees to support their visions and goals for the organizational development.

Hence, communication is at the heart of organizational performance for which the success depends heavily on how well and how professionally a company communicates with its resource holders to acquire resources and to influence the context within which it executes its activities.

Internal communication process holds an organization together creating and transforming organizational culture. Good internal communication helps smoothing the operation of an organization even in crisis situation. So, it depends to the leaders to make internal communication a top priority because an organization entirely depends on it.

Also, by developing integrated communication system, an organization can enlarge its communication channels with other branch offices that can assist in the implementation of strategic objectives, build brand and reputation, and thereby create economic value.

Both, internal and external communication strategy makes full account of an organizations' thorough performance by linking them with its employees and the stakeholders to achieve organizational requirements and objectives. As a result, an organization will be able to build-up its brand image and gain positive reputation in the long-run within a short time frame.

Therefore, to succeed, an organization must develop and maintain healthy interactive relationships with their employees and stakeholders which are only achieved through the company's communication system.

According to the above mentioned data analysis, most of the respondents prefer e-mail or mobile phones or both as a medium of communication. So, its upto the manager to make a rational decision in which medium of communication is preferred for the task. He or she should be able to choose and use rich communication medium depending upon the effectiveness and shared pattern of co-ordinated behaviour among co-workers.

Technological changes had a major impact in communication at workplace and even in the universe. It is believed that these dramatic changes are unavoidable. As new technologies are introduced, effective communication depends upon rational thinking of a leader or a manager. The wisest approach is to focus more towards benefits rather than features of the technology which can be well understood only through continuous research-based program conducted by the organization.

## **4 Discussion**

In this chapter, the author will discuss some key findings related to the communication process. He will mention reliable recommendations that need to be taken sooner or later by the organization to cope with the changes in the field of communication brought by technology. Some of the recommendations might also be useful for management actions in various branch and sub-branch offices in ADBL. The author will also bring issues relating to the reliability and validity of the data and at the end, he will present his views and opinions about learning from the thesis as a whole.

### **4.1 Key Findings**

During the process of thesis, the author found a holistic view of communication and its processes. The key findings related with communication are the origin of communication, approaches, concept, views and opinions from different authors, writers, scholars, practitioners, researchers and developers. The most and suitable findings in this thesis is about research activity when the author got chance to involve in the process of collecting data directly and analyzing it. This kind of research is a kind of development phase for the case company and the author itself. All the data were collected precisely and concisely and were analyzed rationally and systematically. So, the author thinks that, for the development and improvement of anything of a kind, the research and development phase is an utmost priority. The author found that, 68% of the respondents are eagerly wanting and willing to change the recent way of communication process in a case company ADBL, Pokhara, Nepal. About 82% of the respondents are in favor of the equal distribution of information in all levels of management. This shows that the current internal communication process inside the case company is insufficient to reach the targets and expectations of all the employees working for an organization. Though, 93% of the respondents think that information is circulated clearly and concisely but still it should be taken into consideration to reach the goals and objectives in the future.

## **4.2 Recommendations for Management Action**

Under this topic, the author will provide some recommendations and suggestions for the sake of problems acquired from a survey. He will generally point out some general overview but will not dig out the problems, since the whole process of communication entirely depends upon people and the individual.

The main issue is about flow of information and equal distribution of message in all the level of management with the right medium of communication. The author feels that at the moment, a right medium of communication in the case company ADBL would be an e-mail or mobile phones or both. The information must be equally shared within all level of management either face-to-face or with correspondence so that all the employee working for an organization feels their presence and realize their identity. Also, from the analysis and result of the data, most of the employees are willing to change the way of communication process as a whole which shows that many employees are aware of new changes of communication process around the world which can happen anytime and at anywhere along with the technological changes. Overall, the results from a survey was fair and satisfied since the frequency of communication and clear and concise flow of message is seen as a strong point inside the case company ADBL, Pokhara, Nepal. Many employees are aware of the fact that communication is vital for an organization to run effectively and efficiently in the long run.

## **4.3 Reliability and Validity**

There are many facts and figures which need to be taken into consideration relating to the survey which can have direct or indirect effect to respondents. Thus, reliability and validity is seen as an important element in the field of research. There might be suspicion to the respondents about a survey program that who is the program manager or leader, who is controlling the program, for what purpose the survey is conducted and many more, which might lead to the situation where a respondents might answer the survey unrealistically and untruthfully or will not even want to be involved in the survey program. A good heading above a questionnaire form explaining clearly about the conductor of the survey and the topic in the field of research and also the purpose included in it have a major impact on response rate and can dissolve any kinds of suspicion during the time of filling.

The other way in which reliability and validity can be affected is of the participants' own personal matters and the interest regarding personal information, sex, age, position in an organization. So, the author have taken all these issues into consideration by making his direct presence and informing that this issues will not have any negative effect in participants' identity.

Finally, the author's own personal goals and interest might affect the reliability and validity of the survey. However, while conducting the survey, the author had face-to-face contact with the case company. He spent most of his time and effort through his direct participation in each phase of filling the questionnaire. The author also worked closely with both the section officer and other employees of different departments for the revision of the survey form and its time frame. Final version of the survey was circulated with the careful correction of comments and suggestions provided for the survey before the form was filled by the respondents.

#### **4.4 Analysis of Learning**

In this section, the author will reflect the whole thesis process, his own viewpoint during the phase of doing research, the role of specialization subject, the role played by the case company and the development career of the author itself in the field of specialization.

The thesis process has been a challenging task in many ways. Writing the thesis report by considering all the theoretical framework build and developed by various authors, writers, scholars, practitioners and researchers has been a great challenge that the author hopes to have managed and organized well enough. The collection and the analyzing process have developed the confidence and raised the ability to analyze the data more critically and rationally. The conclusion that came up in the process of research has been managed according to the set-up target.

The author is highly satisfied with the end result of a research and the way how it was conducted. However, there are few improvements still necessary to make the result well-

structured. The program that a survey was created did have the possibility to be separated in parts from the time period. But, all the respondents in the survey were from all level of management with almost equal gender distribution.

The author's field of specialization is Human Resource Management which includes the topic as well-being at work, story-telling, facilitating management, collaborative dimensions in HRM, talent management, employer branding, reputation and legal and ethical dimensions in HRM. The author has utilized all of his knowledge and skills gained from the specialization courses in the research process and also while writing the thesis. All the books and articles related with HRM were carefully read and understood which has made easier for author to write the thesis clearly and concisely. All the specialization course and the journals and articles have played a pivotal role to conduct the research successfully on time.

Through research conducted by the author, the case company ADBL, Pokhara, Nepal can gain significant knowledge about communication process and its cause and effect in the organization. A company can develop its own communication plan and run its operation smoothly and effectively with the help of data collected by the author. All the data gained from participants are equally important for the development plan in the future to come. These data should be considered well-enough by the case company to cope with the changes brought by the eruption in technology of communication process.

The author believes that the whole process from creating a survey to writing the thesis report about the internal communication process has benefited a lot in a sense of future career development in the field of specialization. He has gained significant knowledge and opinions made by famous writers and researchers in terms of communication. The author has also learned a lot about working in a service-based government company and its operation in national and international level. The chance of working in such an environment would be an outstanding idea and if the chance is provided he would probably grab this opportunity in the future.

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## Appendices

### Appendix 1. Survey questionnaire

**Dear Respondent This survey is being carried-out for the purpose of finding Internal Communication and its importance in an organization. This survey is a part of the thesis in Haaga-Helia UAS. We assure that the respondents' identity will be kept anonymous. Thank-you in advance.**

1. Gender:

Male  Female  Other

2. Position in an Organization:

Upper-level  Middle-level  Executive Level  Lower Level

3. How important is internal communication in your organization?

Very important Important Neutral Not important Not very important  
IMPORTANCE

4. How often do you receive new information in ADBL?

Everyday  Weekly  Monthly  Yearly

5. Do you think the information is communicated clearly and concisely?

Yes  No  I don't know

6. What is the medium of communication in your organization?

Face-to-Face  E-mails  Mobile  Correspondence  Other

7. Do you think the information is communicated equally within all levels of employees?

Yes  No  I don't know

8. Which medium of communication would you think is the best way for effective communication in you organization?

- Intranet and Blogs     E-mails     Social Medias     Mobiles     Face-to-Face     Correspondence

**9.** How likely are you willing to change the way of Internal communication process for your organization?

- Very Willing    Willing    Neutral    Not Willing    Not Very Willing
- WILLINGNESS

**10.** Any Suggestions and Feedbacks.

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