



Recommendations for improving the internal communication in a case restaurant

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Internal communication is one of the most significant spheres in every organization. More and more managers have started to realize it in recent years. The study of this subject originated the theory of the effective internal communication in an organization, created methods and tools for improving it. Although, the importance and benefits for a company of the proper internal communication are transmitted from everywhere, poor management of it is still a common problem.

The case restaurant is a well-known around Finland sea-food restaurant that has been maintaining the high quality of food and service through the years. Although the external communication with the customers is excellent, the workplace is suffering from the disintegrated internal communication. The purpose of this thesis is to find the ways for improving the internal communication in the case restaurant by focusing on studying the barriers to human communication and strategies for resolving them.

The information for the theoretical part of the thesis is collected from the author's personal experience along with the books, online articles and internet sources about human communication in general and internal communication, its barriers and strategies. The semi-structured interviews are conducted with the staff of the case restaurant that gives the opportunity to collect and utilize their answers for analysing the internal communications.

The results of this research allow the author to get a deeper understanding of the internal communication conditions in the case restaurant and the gaps that have been influencing the effectiveness of it. Based on the obtained information, the author provides the set of recommendations for improving the internal communication in the case restaurant. This recommendations includes building of the encouraging organizational culture, usage of modern communication tools and further development of leadership skills. With the help of these recommendation and common efforts the management of the case restaurant can create the cooperative and healthy communication in the company.

Keywords: internal communication, qualitative, barriers

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1 Introduction

There is no doubt that internal communication is the essential part of any organization. It influences organizational processes as much as external communication with customers. Well-being of the company largely depends on well-being of its employees. Through internal communications employees feel that they are parts of something important, understand goals and objectives of a company and work more efficiently to reach them. Employees are connected by a common corporate culture, which is transmitted by internal communications. Accordingly, employees who understand and accept corporate culture are the most valuable to the organization. However, it is not always easy to build up an effective internal communication in a fast-paced environment what a restaurant actually represents and under the pressure of major factors like cultural differences, management type and seasonality.

The author initiated this research-based thesis after working as a kitchen helper in a case restaurant in the summer 2018, where she observed the poor internal communication. Examined information, personal interest and the author's experience increased the interest to the problem of clashes in the internal communication and the ways for overcoming them. Since no attempts for improving the internal communication in the case restaurant were undertaken before, the author had an opportunity to carry out a purposeful research to contribute to enhancement of its operations.

The main purpose of this thesis is to create the practical recommendations for improving the internal communication in the case restaurant, by analysing the existing system of interactions and determining the main barriers to communication. The results may be partly applied to other restaurants and cafes with following suitable modifications and considerations.

The major topics that will be analysed in this thesis are human communication and internal communication, the barriers to communication, tacit knowledge and qualitative research. The information for the theoretical part of the thesis will be collected from the books, articles and internet sources along with the author's personal experience. The author will utilize the qualitative approach and a semi-structured interview for collecting the primary data. The author's observations from the qualitative research should be noted as a limitation, as it contains potential sources of bias. The author takes gathered information at a face value that cannot be indicated as verified.

The data collected from the interviews will show the condition of the internal communication and the collective opinion about the working atmosphere as well as the relations among the workers in the case restaurant. On the strength of the analysed responses, the author will create the practical recommendations that can be utilized for improving the internal communication.

The thesis consists of eight chapters beginning with the introduction, followed by the case company and main information about it. In the third and fourth chapters the theoretical topics will be analysed. The next chapters are devoted to the qualitative research and the research results. The conclusions and recommendations for improving the internal communication in the case company are presented in the last chapters.

2 The case restaurant in brief

The case study is a family run restaurant in a small city in the southernmost part of Finland. It was established in 2008 as an extension to the already existing café and shop. The place is beloved and famous for serving fresh seasonal fish and seafood from both domestic and foreign catches. The menu, appearance of dishes and special ways for performing them to customers are constantly developed and diversified by the restaurant team. And it makes loyal customers from all over the world come to enjoy a rich Scandinavian-style archipelago buffet and luxury a-la carte dishes, that will please even a demanding eater.

The author of this thesis worked as a kitchen helper in the case restaurant during the summer season in 2018. While working, she had a chance to get familiar with the processes of the restaurant and make the observations concerning the communication among the staff. The restaurant operates seasonally. In off-peak season that lasts from September till May it is opened for a lunch time from 12pm to 3pm and for the whole day on Fridays and Saturdays. In summertime the archipelago buffet is opened every day from 11am till 10pm, followed by a la carte menu starting at 2pm.

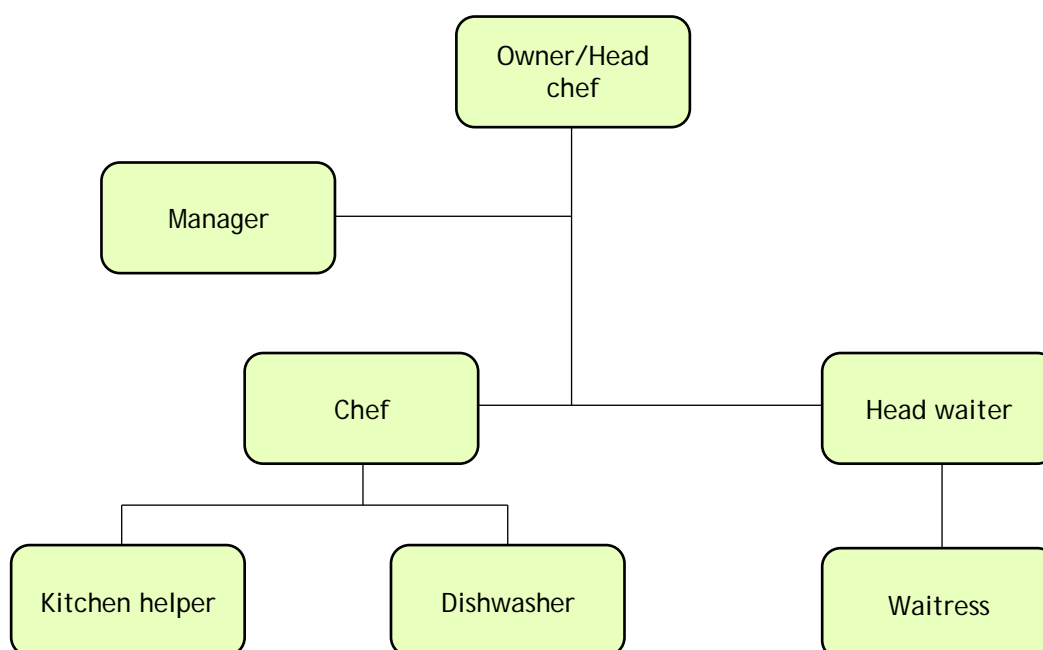


Figure 1: Structure of the personnel in the case restaurant

The Figure 1 represents the hierarchy of the restaurant staff that counts 11 people: the owner, the manager, 2 chefs, one kitchen helper and the dishwasher, among serving personnel there is a head waiter and 4 waitresses. The positions in the restaurant are clearly defined and divided, however as it usually happens in small-scale businesses, employees are sharing each others duties in certain circumstances.

The owner is also concurrently a head chef of the restaurant. He carries a numerous responsibilities in the kitchen among which are estimating and overseeing the work of subordinates, planning orders of necessary equipment and ingredients, finally, controlling and directing food preparation processes and related activities. Besides the head chef there are four more persons working in the kitchen in different shifts. The morning chef takes care of making the buffet table, that includes cleaning the area, arranging dishes and replenish them when needed, checking the stock and informing the person in charge about shortages, moreover preparing food according to the recipes. In rush periods the morning chef also stays longer shifts and helps with a la carte cooking. The evening chef is responsible for cooking dishes from the menu and preparing ingredients and stock for the a la carte. In absence of the morning chef, he or she also takes care of the buffet. The service personnel greet customers, follow them to the tables, take orders and do everything to provide the unique experience in the restaurant.

The system of delivering the orders to the kitchen and then taking them is quite usual for restaurants. An attending person puts the order in the computer and the kitchen gets the paper from the special machine. When the order is ready, the cook rings the bell, notifying the service staff to pick it up. Working in the case restaurant supposes constant communication among personnel and obviously problems and misunderstanding may arise.

3 Communication

Communication takes one of the leading places among social processes as a necessary element of interactions of people, nations, states and other groups, during which the transmission of information, feelings, assessments, meanings, values and so forth is carried out. Social communities and systems, institutions and organizations cannot exist without communication as well as sociality and society. It threads all aspects of life of individuals and social groups. A person of the information age lives in the environment of communication which is made of images, messages, symbols, myths and stereotypes. Communication plays a significant role in forming not only human identity with others, but also self-identity. (Sokolov 2002.)

Communication is a phenomenon that has been studied by dozens of disciplines such as human, natural and technical sciences. Originating from Latin words *communicatio* - message; *communicare* - connect, term communication obtained plenty of different meanings, that are presented in the Table 1.

Ways of transportation.	Rail, road, sea, air, space.
Forms of connections.	Phone, email, radio, television.
Interaction between two or more individuals based on mutual understanding.	Symbols, words, gestures, body language.
Transferring of information from one individual to another, process of transferring information through mass media to large audiences.	Conversation, public speech.

Table 1: Definitions of communication. (Cambridge dictionary 2019; Merriam-Webster 2019.)

Concluding the above, communication is the interchange of information among social, biological and technical systems. However, only human beings are able to use words and languages to express certain meanings that sets them apart from the animal kingdom. (Sokolov 2002.) In this thesis the communication will be viewed from the point of sociology. Firstly, the term “communication” was introduced by the American sociologist Charles Cooley in his monograph “Social Process” (1918). It initiated the intensive development of approaches to understanding the essence, nature/origin and features of various levels, forms and types of social communication. Cooley defined the communication as “the mechanism through which human relations exist and develop—all the symbols of the mind, together with the means of conveying them through space and preserving them in time.” According to Rai & Rai (2008) communication is a significant part of behaviour and it is complicated by all factors that influence people behaviour.

3.1 Process of communication

Communication process is an interaction among different subjects of communication in order to exchange some information, emotional and intellectual content. This process includes a continuous and dynamic change of stages such as encoding, transmitting, decoding, interpretation and use of information in both directions. (Shokley-Zalabak 2012, 10.) The researches from the ancient times have studied the process of human communication and have created endless number of models distinguished by the elements and the relations among them. In this subchapter the most significant ones will be presented. Rayudu (2009) divides the communication process models into two groups: linear (one-way) and interactional (two-way) models.

Lasswell (1948) suggested the linear model (Figure 2), in which the hierarchy and order of the elements is getting clear as answering the following questions: who? Says what? In which channel? To whom? With what effect?



Figure 2: Lasswell communication model. (Rayudu 2009.)

It reflects the behaviorist approach to communications that supposes the influence of the communicator on the receiver that somehow reacts on the transmitted information. The model is perfect for propagandistic, political and marketing communication as does not include the active participation of the audience and lack of a feedback system. (Rayudu 2009.)

Another linear model was adopted from the mathematical theory. It was developed by two famous engineers Shannon and Weaver in 1949. As it is shown on the Figure 3 the model includes five main elements arranged in a linear sequence: information, transmitter, a channel, a receiver, destination. In addition there are four more components: the message, transmitted signal, received signal, noise.

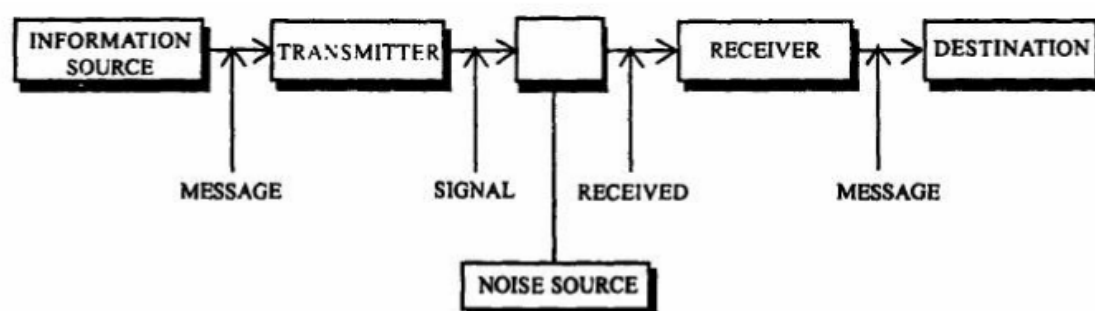


Figure 3: Shannon-Weaver model. (Rayudu 2009.)

The first element is a source of information that creates a message. Then the transmitter transforms the message to the signal that goes through the channel. On this step the channel can be affected by noise. Finally, the receiver decodes the signal into the message and deliv-

ers it to the destination where anyone can interpret it. The model mostly reflects the technical means of communication and a person is included only as a “source” and “receiver” of information.

Berlo (1960) extended the Shannon-Weaver linear communication model and created the Sender-Message-Channel-Receiver (SMCR) that supposes four components: source, message, channel, receiver. Besides, he described the factors that affect each component of the communication process. They are introduced on the Figure 4.

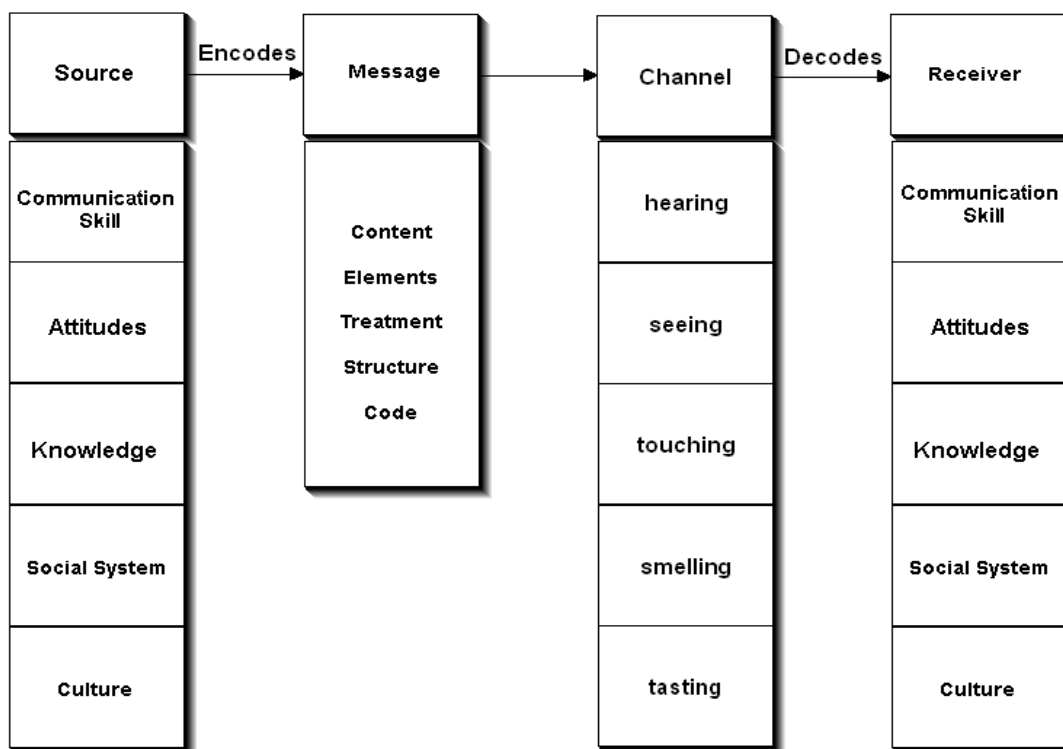


Figure 4: Berlo's SMCR model of communication (2018).

Like the other linear models of communication, the SMCR model does not have the concept of feedback and additionally is lack of the noise element. Due to this fact, the SMCR and the other linear models are limited in their application to the narrow range of communicational situations.

One of the most interesting approaches to the interactional models of communication offers the psychologist Newcomb (1953). His model has the shape of an equilateral triangle, as shown on the Figure 5, with three tops: A, B and X, where the first ones represent the communicators and the latter is the topic of the conversation. (Gavra 2011.)

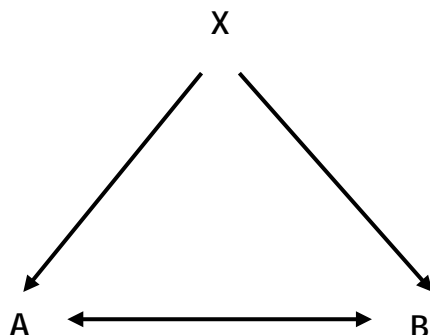


Figure 5: Newcomb's communication model (Gavra 2011.)

According to Newcomb, the general pattern of communication is the pursue for the symmetry. If A and B are positively oriented to each other, they will aim to match in their attitude to X. If the relations between A and B are disordered, the attitude to X will be different. The coincidence of the attitudes to X, while the disordered relationship to A and B is considered as abnormal. (The Newcomb's model 2011.)

The communication model that at the same time describes the interpersonal and mass communication was created by Westley and MacLean (1957).

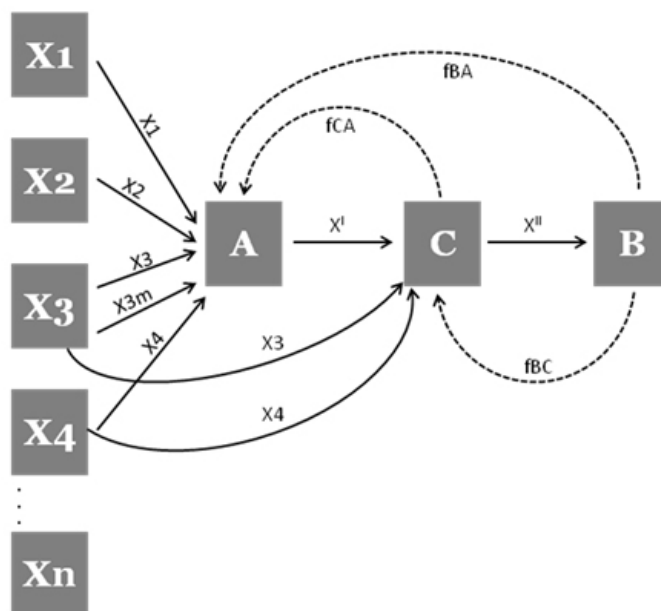


Figure 6: Westley and MacLean's communication model. (Bajracharya 2018.)

According to the researches, the communication starts as a reaction of a person or mass media to their surroundings. Figure 6 demonstrates the major components of the model. Thus, "A" stands for a sender of a message, "X" is an object of communication, "C" is a gatekeeper that filters the information received from "A" for the needs of the end user "B". The feedback is provided from "B" and "C". (Westley and MacLean's model of communication 2013; Bajracharya 2018.)

Combining a linear model of Shannon-Weaver and a two-way communication model of Westley-Maclean, De Fleur (1970) created his own circular model that supposes a two-way feedback and noises at any stage. (De Fleur model of communication 2012.)

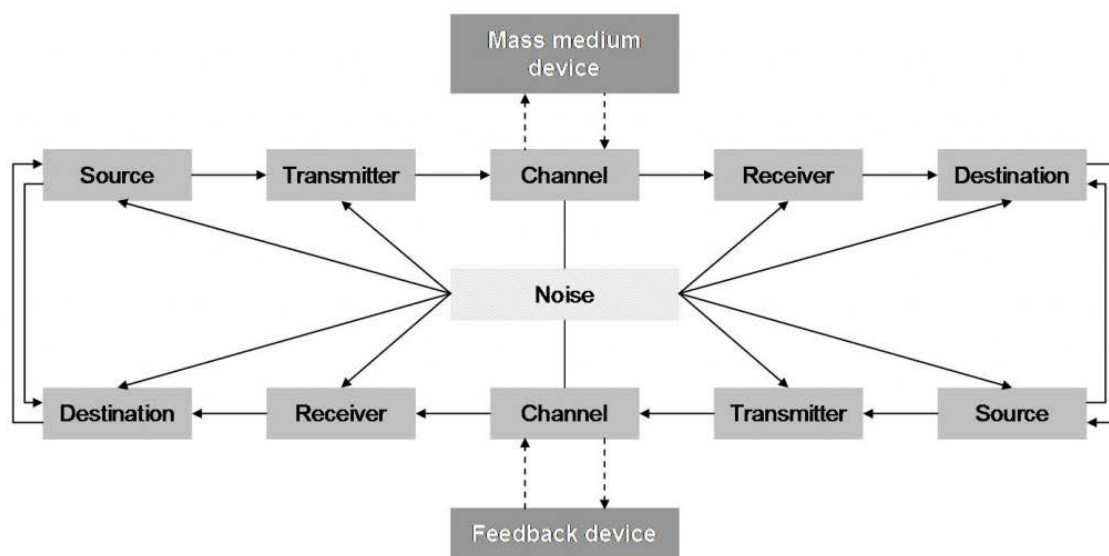


Figure 7: De Fleur's model of communication. (2012).

The stages of communication and the key elements of it are illustrated on Figure 7. Before sending some information, a sender develops an idea from the source, this message is encoded by a transmitter into a signal, through the suitable channel it is transmitted to the receiver, who sends the feedback, when the message reached the destination. The process of communication can be considered completed, when a sender gets a feedback from a receiver. It is necessary to ensure if the message is effectively encoded, sent, decoded and comprehended. (Shokley-Zalabak 2012, 10, 11, 12; van Opzeeland 2018.)

Communication process is quite often not so smooth and simple as it is shown on the cycle chart. All the steps of communication are accompanied by noises and barriers. They always present in one form or another and contribute to the meaning designated to the messages by receivers, that may lead to interrupted, wrong or failed communication. (Shokley-Zalabak 2012, 12.)

3.2 Types of communication

People usually communicate using common symbols, depending on which communication can be divided to verbal or non-verbal. Verbal communications can be implemented through oral and written messages. Oral transmission of information occurs in face to face conversations, meetings and conferences, negotiations, presentations, telephone conversations, when most of the information is provided via voice communication. (Rai et al. 2009, 19, 20.)

Written communication uses signs and symbols to carry the information to a receiver. Messages can be in form of emails, letters, reports, orders, instructions and regulations. Reading books, studying researches and disciplines also refer to a written communication. Despite the high development of verbal communication, its share in human communication, according to scientists, doesn't exceed ten percent. However, in business written communication is the most common form. (Rai et al. 2009, 21.)

Along with verbal element in conversation, people also send non-verbal signals, that comprise more than 50% of all communication. These signals are expressed through body language and speech parameters. Body language includes clothes, postures and poses, gestures and moves, facial expressions, eye contact and distance between interlocutors. Voice tone, pace and volume, as well as selection of words and pronunciation refer to speech parameters. (Rayudu 2009, 189, 194, 195.) Visual communication (type of non-verbal) usually supports verbal communication and uses signs, maps, different graphic designs. They give audiences something to look at during a performance and in general help to convey a certain message. (Rai et al. 2009, 23, 24.)

4 Internal communication

In this chapter the author defines what the internal communication is, what role it plays in an organization and in which directions it flows. Moreover, the theory of tacit knowledge and its relation to the internal communication will be explained. The second part of the chapter is devoted to the communicational barriers.

4.1 Internal communication in general

Internal communication has an endless number of definitions but they all agree on that it is a process of "sharing information, building understanding, creating excitement and commitment and, ideally, achieving a desirable result" (FitzPatrick, Valskov & Mounter 2014, 7). It cannot be once established and not regulated further. The process should be constantly maintained and changed in accordance with the development of a company.

Internal communication pursues the certain objectives in a company. First of all it explains strategies, business goals and corporate politics in the spheres of personnel training and developing. Employees aware about company goals and policies realize their contribution to

company growth and progress. In addition it helps to overcome communicative gaps and accomplishing mutual understanding along with the creation of common behavioral standards in appliance with an organizational code and ethics of a company. The last but not the least is setting an effective feedback system with subordinates. (Internal communication in an organization 2018.)

Through internal communications employees feel that they are parts of something important, understand goals of a company and work more efficiently to reach them. In addition, employees are connected by a common corporate culture, which is transmitted by internal communication. Accordingly, employees who understand and accept corporate culture are most valuable to the organization. (Quirke 2008, 9, 10.)

The effective internal communication is always a two way interaction, where the interests of both sides are considered. The mutual feedback is also important as it ensures that the information is received and understood correctly. Usefulness and distinctiveness of information supposes that the message should be complete and concise in its meaning. Another characteristics of an effective internal communication is timeliness. The information is relevant only during the certain period of time and a sender should consider it when delivering a message. Impartiality, in its turn, means that the information should be delivered in a neutral way, avoiding bias, emotional and value judgements, as it may affect how a receiver interprets and uses a message. (Priya 2018.)

For the effective internal communication the information should be in an open access, so that the intended receiver can easily reach it. The concurrency of verbal communication and non-verbal signals is the last but very important characteristic. People sometimes may sound polite and friendly, but their gestures and face expressions show distaste and irritation or strangeness. So the difference may confuse the receiver and the transmission of a message will be failed. (Priya 2018.)

Internal communication in organizations as it is shown on the Figure 8 flows in two main directions: horizontal and vertical. The latter as well divided in to upward and downward communication. Each of them performs its specific function in organizational communication. (Rayudu 2009.)

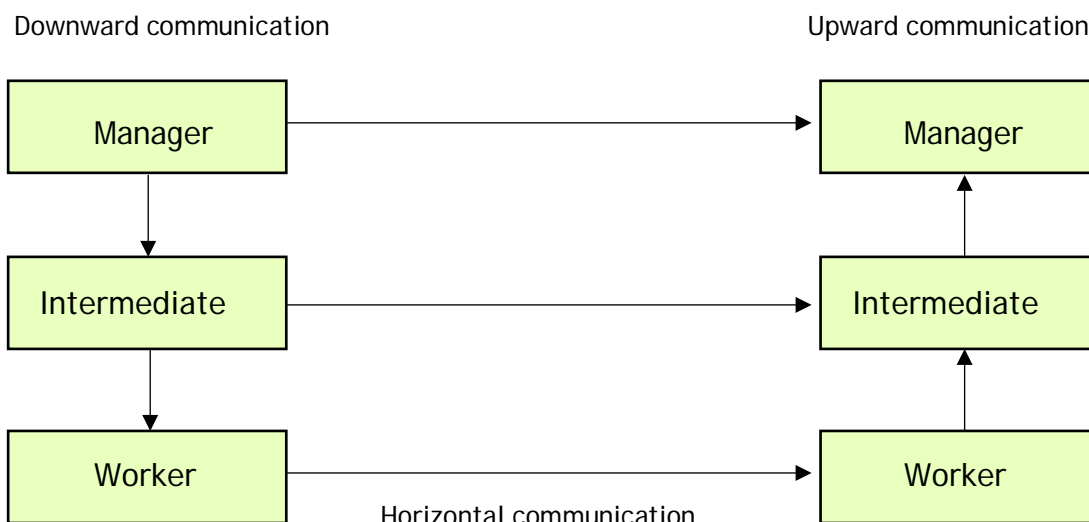


Figure 8: Types of communication in an organization (Rayudu 2009.)

A downward communication flow is moving from the upper level of management in a group or organization to a lower level. An example of such a communicative flow can be interaction of a chief with direct subordinates. This flow is transmitting orders, instructions as well as encouraging, motivating and evaluating employees. The downward communication includes information about organizational goals, objectives, rules, restrictions, privileges and reductions. In addition, this is important feedback channel, as subordinates receive information about their work, achievements and faults, career prospects and other. (Rayudu 2009.)

The effectiveness of vertical communication is usually low. It is often associated with passing through many levels of authority where information get lost. Rai et al (2009) writes that the context of a message is changed while passing through a chain of people to ease the understanding and meet the needs of the next person who receives it. Thus, to deliver a message from up to down without distortions, a long chain of intermediates should be avoided.

Upward communication supposes a message is ascending from subordinates to higher levels (e.g. managers, heads of departments, etc.) with the purpose to give information about activities and attitudes of workers on the lower levels. Upward communications, especially in large organizations with complex structures, is linked to overcoming specific/particular difficulties. First is delays and slow ascent of information to high levels when managers do not risk to announce problems because of fear of a negative reaction. Therefore, a problem is inhibited, as managers try to solve it themselves. The second hardship is closely related to the first and caused by filtering information, in some cases - censorship, that means providing partial information to chiefs. The most common forms of upward communication are regular reports (periodical and progress reports), team meetings with individuals and groups, conversations

during reception hours and by phone or email. Some organizations also use questionnaires, implemented feedback systems and “open door” policies. (Rai et al 2009.)

Organizational communication is not limited only to transfer of information in vertical hierarchy, not all of them occur through official channels or in person, moreover people can also communicate outside of workplaces. A significant part of communications connecting members of certain organizations is performed on a horizontal level - among people that are equal in their statuses. Horizontal communication facilitates the fast transfer of the information and coordination between heads of departments or employees. The high effectiveness of this communications is determined by the fact that workers of the same hierarchical level understand the specific of their colleagues' work and related issues comparatively well and therefore quickly find a common language. In contrast to vertical communication, the horizontal one is more interactive. (Rai et al 2009.)

Rai et al (2009) summarized and highlighted the most important objectives of horizontal communication. Among them is coordination of tasks and evaluation of contributions of departments to the organization's goals. The next one is problem solving. Department workers can discuss the issues that they face and brainstorm the solutions. The third objective is exchange of information. Informing the colleagues about the current organizational activities and processes is important in keeping up an equal level of awareness. Finally, it plays a significant role in conflict resolution. The members or heads of the departments discuss existing or future potential conflicts and coming to consensus.

Shockley-Zalabak (2012) notes that “increasingly, information flow cannot be described in terms of specific direction. And explains it by saying that “the widespread use of communication technologies has altered what is possible in directional flow, increasing the likelihood of messages moving without regard to formal directions, structures, time, or geographic location”.

When talking about the internal communication it is worth mentioning tacit knowledge. The definition and concept of the tacit knowledge was first introduced by a philosopher Polanyi (1958). His work is considered as a starting point for studying this phenomenon. In Polanyi's concept the knowledge has two dimensions: explicit (something that can be articulated) and tacit (something that cannot be articulated). Thus, the explicit knowledge is holistic, interpretable, logically organized and reliable. It can be expressed as the texts, diagrams, pictures, videos and softwares. Moreover, the impersonality and formality in nature makes the explicit knowledge interpretable for different subjects. All the components of it are reasonable and the parts do not contradict each other. It is formalized and can be easily transferred from one subject to another. (Mohajan 2016.)

Perhaps, Polanyi's most known quote: "We know more than we can tell" describes the core of the tacit knowledge. Speaking a language, sense of humor and aesthetic taste are the examples of the tacit knowledge as well as leadership, emotional intelligence, innovating. It is highly personal non-articulated part of knowledge that is related to experience, intuition, senses and so on. It cannot be easily encoded and transferred like explicit one. It is acquired through living, experiencing, feeling, seeing and hearing. Due to the fact that tacit knowledge is rooted in certain contexts and belongs to subjects, it is difficult to explain or teach. Nonaka (1991) divided tacit knowledge into two categories: expressible and inexpressible. Professional car driving, Olympic swimming or masterful violin performance cannot be reduced to the set of rules and guides, while information about employees, partners, customers or competitors, trade tricks and rules of thumb can be articulated and transmitted. (Mohajan 2016.)

In the recent years, more and more companies recognize the importance of the tacit knowledge. According to the researches (Wah 1999) about 90% of the knowledge in companies are generated in the tacit form. It means that tacit knowledge of employees creates innovation and product development. Companies in their turn obtain a sustainable competitive advantage. But how can the companies use their hidden assets considering the complicated and challenging process of sharing the tacit knowledge? The effective internal communication plays the key role in developing the tacit knowledge within an organization. Face-to-face conversations, informal interactions, mentoring and supervising serve as a source for tacit knowledge. Organizations should create the culture encouraging teamwork and collaborations. Various mentorship and training programs will help to adopt skills and knowledge through observing behavior, simulations and demonstrations. Meetings, professional and social platforms, formal and informal communities will assist in establishing good relations and networks among the co-workers, thereby assisting the active exchange of tacit knowledge. (Sam-path 2018.)

4.2 Barriers to internal communication

Communication is considered successful if the recipient of the information understands its content adequately to the meaning the sender puts in it. The correct perception of information largely depends on communication barriers. If they occur, the information is distorted or loses its original meaning and in some cases the recipient doesn't receive it at all. Communication barriers make psychological distance bigger between interlocutors and can reduce the level of mutual understanding and trust. Barriers are caused by a large number of factors arising in the process of communication. In this thesis they will be classified as following: physical and external, organizational, semantic and language, socio-psychological barriers. (Rai & Rai 2008.)

To physical and external barriers belong barriers caused by natural phenomena and environmental factors as well as weather conditions like rain, wind and thunder. They create uncomfortable conditions for the transfer and perception of information. Acoustic interference (noises inside and outside, repair works, car horns), improper lightening (too bright or too dim), temperature conditions (too hot or too cold) can make people unfocused on creating and receiving a message. Inappropriate time and huge distance can affect the attention of a receiver. Different time zones of interlocutors should be considered before communication. Distant communication requires more technical channels and tools than personal one to send and get a message, consequently the latter has less physical barriers. Communicators may experience defects in medium. Telephones, computers and other electronic devices that transmitting a message may break down or stop working under some conditions. Postal and courier services do not always work smoothly; interruptions, delays and cancelations are widespread. (Rai et al 2008.)

The second type of the barriers are organizational barriers. In vertical communication, for example, communication between a manager and a subordinate, barriers are mostly caused by leadership styles. Leadership style is a set of characteristics inherit to a leader in relations with subordinates. In other words it is the way a leader manages, directs and motivates workers. There are a few classifications of leadership styles, but the most widespread is based on psychologist Kurt Lewin's theory (1939). With the group of the researches he identified three major leadership styles: autocratic, democratic and delegative. (Cherry 2019.)

Authoritarian or autocratic style is related to tough management methods, lack of discussion in decision making, characterized with exactingness, rigorous control and discipline. It is result oriented, in most cases ignores social and psychological factors, shows lack of interest to an employee as a person. A leader manages subordinates on the strength of legitimate authority, resulting from the hierarchical system of an organization. Such a leader expects an appropriate obedience from subordinates. Autocratic leader solely determines goals, divides tasks and strictly monitor their implementation. The style characterized by excessive centralization of a power, limitation of contacts with workers. Intolerance to everything that goes in contradiction with opinions of a leader. Group members constantly uncertain about their future actions and know only their specific tasks. (Cherry 2019; Shockley-Zalabak 2012, 216.)

The relations among employees are reduced to the minimum and carried out only through leader's mediation or supervision. As a result of such a leadership, in organizations occur adverse moral and psychological climate and ground for various conflicts. Low motivation, less creativity, unfriendly environment, lack of group brainwork are following such a leadership. (Cherry 2019; Shockley-Zalabak 2012, 216.)

Participative leadership or democratic is characterized by intentions of a leader to make decisions collectively. Democratic leader together with team members coordinates goals of an organization and work flow. While dividing work load peculiarities and preferences of each employee are taken into account. In evaluation of work, only objective and known criteria are used. A leader assists workers if needed tending to improve their abilities to solve production tasks. Lewin's study (1939) found that it is the most effective leadership style. It encourages employees to create, share ideas and give feedbacks, speak freely to the management. (Cherry 2019; Shockley-Zalabak 2012, 216.)

In contrast to the autocratic and democratic styles, in the delegative leadership leaders participate in group activities only in case members need them. Employees have freedom to make their own decisions. Materials and information are provided only upon request. The leader arises the problem or a task, make necessary conditions for work, set boundaries for a solution, but doesn't participate in a work process, only evaluate the results. Lewin described in his study that such leadership is associated with members accusing each other for mistakes, avoiding responsibilities and regressing at work. (Cherry 2019; Shockley-Zalabak 2012, 216, 217.)

Other most known styles of leadership are: transformational and transactional. First one is often identified as the most effective style. Such leaders tend to motivate employees, develop a common strategy and set inspiring goals to uncover potentials of workers. They are loyal to their principles and expect the best from their subordinates. They are the role models of a responsible attitude to work. (Cherry 2019.) Researches show that this style led to well-being and mutual understanding in working groups as well as higher performance and satisfaction. (Choi, Goh, Adam & Tan 2016).

With a transactional leader, subordinates always know exactly what is expected from them. Workers take all the concomitant responsibilities of given tasks and focus on completing them in exchange for monetary compensation. There is a clear system of rewards and punishments; and subordinates are confident that they are evaluated according to their abilities and contribution to work. Although, such leadership stimulates to perform well, it as well reduces creativity and out-of-the-box thinking. (Cherry 2019.)

Semantic and linguistic barriers are the third type of barriers and they also include phonetic and stylistic ones. Phonetic barriers are the obstacles created by the peculiarities of speakers' speech. They occur as a result of incorrect pronunciations of the sounds, as well as due to wrong division of the main elements of the language: morphemes, words, sentences. The complexity of reproducing the sounds of a foreign language is conditioned by historically established distinctions in speech apparatus of different native speakers. Wrong accents,

stresses in words and sentences creates difficulty in understanding verbal information. Putting stresses or various accents, people can change the sense and content of saying. Besides, for effective communication it is important to speak with the correct tone and frequency, because too high or too low voice are often tiring listeners soon. Speech speed also plays a big role. Too slow speech, sticking on certain words, stuttering are annoying, and conversely, too fast speech, makes perception difficult. (Koryagina 2015.)

A phonetic communicative barrier also arises when a speaker harshly raises the voice. In most cases, a person who is explained something in a raised voice will just block the understanding immediately. Moreover, the more sensitive the interlocutor, the more often and quickly it appears. This happens because the attention of a person, to whom speech is directed, concentrates not on the explanation, but on the attitude of the speaker to him. (Krishnamacharyulu 2016; Petrosyan 2016.)

Next barrier is a stylistic barrier which arises when communicators are unable to structure the transmitted information correctly. The style can be inappropriate, too hard or too simple, not relevant to the situation and intentions of the partner. In order to be well perceived, it is necessary to set out the information clearly, support it with arguments and structure the information in such way so that one thought is followed from the previous. As an example of stylistic barrier can be inappropriate usage of scientific style in a colloquial speech. (Petrosyan 2016.)

There is no doubt, that each person sees the world, the situation or the problem from their point of view. In addition, the same words in a particular situation may have completely different meanings, for example the word "lead" could be the verb that means to guide someone or something, while the noun version of the word pertains to the metal. Therefore, the meaning is attributed by a speaker and that is why not always clear to a partner. (Rai et al 2008.)

Multicultural companies quite often face such a barrier as a linguistic barrier. It is related to misunderstanding due to the lack of knowledge of the foreign language system and limited vocabulary (for example, some definitions/concepts from a particular field of knowledge). Semantic and linguistic barriers arise from difference in age, sex, educational and cultural backgrounds and what is not. (Krishnamacharyulu 2016.)

Socio-psychological barriers are the problems of perception, understanding and response to communication that come from socially-learned and personal attributes. According to Rai et al (2008), people receive information at 3 levels: physical, intelligence, emotional. At the physical level information is recognized with the senses like hearing or vision. Understanding of the symbols and the languages is taking place at the level of intelligence. Finally, to every information people react with some emotions whether they are negative, positive or indifference. Most of the socio-psychological barriers are based on the emotions. (Rai et al 2008.)

There is no doubt that emotions accompany all aspect of human life and they can be a barrier to communication with another person. Especially, if it a steady negative emotion (sadness, misery, disgust, fear, etc.). Emotional barriers appear when a person who is receiving the informations is more focused on own feelings and assumptions than real facts. Words have a powerful emotional impact that causes associations entailing emotional response. (Rai et al 2008; Krishnamacharyulu 2016.)

Selective perception prevents from getting the message completely as it was sent. This type of barrier tends to block a new information, especially if it contradicts already existing judgements. A message that is transmitting the unwanted information is either ignored or distorted so that it corresponds this person's notions. (Rai et al 2008.) Defensiveness is defined by Baker (1981) as "somewhat hostile, emotional state which causes people to either partially or totally reject incoming messages and other stimuli which they perceive as being incorrect or contradictory to their point of view". If the person feels that a particular message contains a threat and may lead to "losing a face", it will be fully or partially blocked and will prevent regular further communication. (Rai et al 2008.)

Filtering of information happens when information goes through different organizational levels. It is reduced and filtered in order not to overload the person whom it is intended for. And senders do it according to personal interests and subjective perception. (Rai et al 2008.) Organizations usually use symbols (titles, positions, ranks) to emphasize differences in statuses. Such differences can negatively influence upward communication. Employees are afraid to express their thoughts and share ideas with managers, because they believe they will not be heard. "Too young" and "inexperienced" workers, in opinion of managers, are often underestimated and their ideas are not even taken into account. (Rai et al 2008.)

Prejudice is an opinion (usually negative) toward someone or something learned uncritically, without thinking and based on inaccurate or distorted knowledge. They include hatred to representatives of another race (racism in relation to black people) and sexual orientation (homophobia to homosexuals), opposite sex (sexism to women), other age groups (ageism) or person's disabilities (ablism). Religious prejudices can also be thoughtless and have no less influence than any other above. Discrimination on one basis or another is the main result of prejudices. People are prone to distorting and misunderstanding ideas transmitted in the process of communication with those to whom they have certain prejudices. On the other hand, those people who are aware of the existing prejudices toward them will as well have a negative attitude. (McLeod 2008.)

Another barrier in communication is lack of trustworthiness. The credibility of the source means the trust in the words and actions of a speaker. The level of reliability, assessed by the interlocutor, is directly related to the reaction to the speaker's words, ideas and actions.

Thus, the evaluation of one person by another affects the attitude to the messages. It largely depends on the previous experience of those partners' communication. (Lumen 2019.) Competence barrier is closely related to the previous one. Interlocutors may interpret the same message differently depending on their level of competence and previous experience, which leads to variations in coding and decoding of information. (Krishnamacharyulu 2016.)

It is well known that in the absence of necessary information, most of people automatically fill the gaps with their thoughts and speculations that is not good for communication. In the opposite situation, the overload of information prevents a recipient from retaining the received information and perceiving the new one fully and correctly. (Communication barriers 2019.) The last barrier is the lack of feedback. Very often giving and receiving feedbacks is ignored in companies. Employees' productivity and motivation drop if they don't get compliments or criticised in an unconstructive manner for their work. Employers in their turn may lose a good source of fresh ideas and also loyalty of their subordinates. (Erven 2001.)

5 Qualitative research and method

One of the goals of this thesis is to analyze the existing internal communications in the case restaurant. In order to fulfill it, the author framed the research within a qualitative approach and used the semi-structured interview as a tool for collecting the information.

In the world of research, there are two general approaches to gathering and reporting information: qualitative and quantitative approaches. They are used for collecting different kinds of knowledge and distinguish in methods and objectives. The quantitative method mainly answers to the questions: how much, how often, when, where, and focuses on the numbers and statistics. It is used for numerical evaluation of phenomena, however, it does not give an explanation about causal relationship. The examples of qualitative research can be the assessment of customer satisfaction or the effectiveness of an advertisement campaign. (Carson, Gilmore, Perry & Gronhaug 2001.)

The qualitative research is aimed more to understand things and relationship among them rather than to measure them. It can be as well involved at the stage of acquaintance with the subject to obtain the detailed information for building the further research. (Gillhan 2000.) In the Table 2 the advantages and limitation of the qualitative research are presented.

Advantages	Limitations
Understanding of a new and untouched phenomenon	Results cannot be generalized to the whole population
Research frames are flexible and based on incoming or available information	Data is highly subjective
Data collection is less structured	Research can be time consuming
A researcher gets a deeper understanding of the issue	Difficulties in presenting the results
Suitable for small populations	Quality of the research is dependent on researcher's skills

Table 2: Advantages and limitations of the qualitative research. (O'Leary 2017; Gillham 2000.)

Qualitative researchers utilize various methods for data collection: interviews (structured, semi-structured, unstructured), group discussions, observations (direct, participant) and surveys. The author of the thesis chose interviewing of the workers of the case restaurant for gathering the information. A research interview supposes a conversation between an interviewer and a participant or participants with the purpose of collecting some data. A researcher is asking the questions that are related to a certain predefined topic, actively and attentively listening and collecting the answers for the further exploration. (Saunders 2015.)

For the sensitive and slightly known issue the author used the semi-structured interview. They are conducted according to a certain predefined theme and complementing questions related to the topic that may vary in the different interviews. Interviewers usually have some defined questions to start with, but aim to direct the interview in a more conversational style. It helps to get more information and a deeper understanding of participants' answers. Interviewers as well can follow any interesting areas that were not considered before, but can add significance to the data. The semi-structured interview is beneficial in collecting data when many questions have to be answered and they are complex or open-ended, moreover, when the plan and details of questioning need to be changed. It is also used in understanding the causal relationship among the variables in descriptive studies. (Saunders 2015.)

5.1 Trustworthiness of the research

The terms of trustworthiness in research vary from quantitative to qualitative studies. In the first one it refers to validity and reliability. As to qualitative research, the concept of Guba

and Lincoln (1985) is the most popular in this issue. In their work they talk not about validity, but more about criteria for assessing the quality or rigor of qualitative research. Thus, the internal validity in a quantitative study turns to the credibility in a qualitative, the external validity to the transferability, the reliability to the dependability and finally the objectivity changes to confirmability. (Saunders 2015.)

In this thesis the author utilizes different sources such as a literature and the interviews that supported each other and by that improving the credibility of the research. The interview findings can be applicable only to this particular situation, population, phenomena and time interval and cannot be spreaded to other contexts. It means that transferability is impossible in this very case. Confirmability of the research can be obtained only in case the findings are free from bias and personal motivations of the author. The data from the interviews and steps of analysis were marked and saved by the researcher. Dependability of the research can be established in the case when an outside researcher review and examine the process of the study and proves that the results are consistent.

5.2 Data collected from the semi-structured interview

The interviews were conducted in the period from 08.04 to 12.04 in 2019. The total amount of participants counted 6 people. The author made 2 sets of the interviews with different questions for the employees and managers. Since English was the only common language of the interviewer and the interviewees, the questions asked and replies given were in that language. The duration of the interviews varied between 20 to 30 minutes, depending on the amount of additional questions asked. The participants' answers were carefully transcribed and later analyzed. The data from all the interviewees was pooled together according to the question topics.

People chosen for the interview worked in the restaurant with the author during the season May-September in 2018. The interviews were conducted *tete-a-tete* either in person or by phone, as not all the participants live in the same area with the interviewer. All the respondents were notified about the confidentiality of the given information they provided during the interviews. Considering the small number of workers and high awareness of each others life, information about the name, gender, age, native language and details that may somehow indicate a speaker will be omitted. As well as the interview findings will be summarized and re-sented generally, without relating it to any interviewee.

6 Interview results

The interview consisted of 16 questions for the employees (Appendix 1) and 13 questions for the managerial team (Appendix 2) , not including the additional questions that arose during the conversations.

In total, five employees and one manager agreed to participate in the interview. The restaurant staff during the season from May to September counted 11 people. The distribution of genders and age groups can be observed in Figure 9. As it was mentioned before, the genders and age groups of the respondents will not be presented.

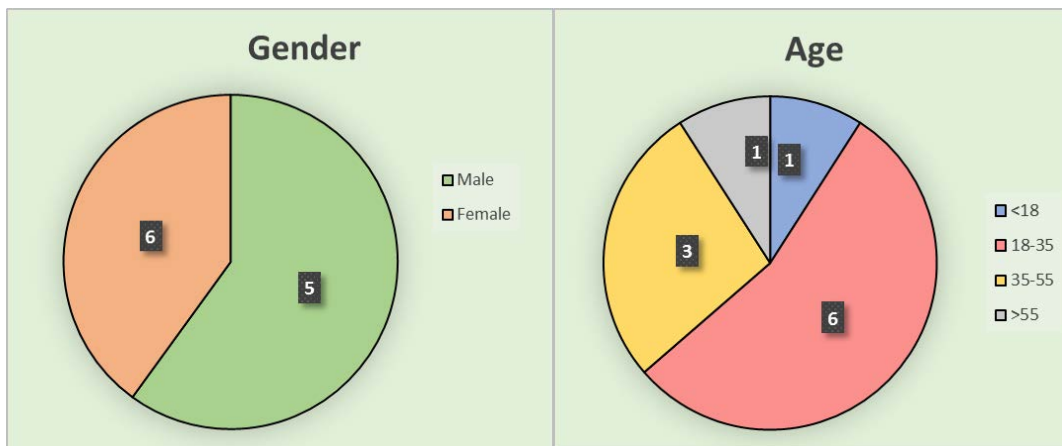


Figure 9: Distribution of the genders and age groups in the case restaurant. (n=11)

Besides collecting the general information about the gender, age and length of work experience at that place, the author also defined the tone of the interview by asking the opinion about the relationship with the colleagues and managers in general. All the respondents positively evaluated their relationship with other workers during the whole period of the working season, although misunderstanding and disagreements took place rather frequently. The most common reason for crashed communication was a high level of stress that was an outcome of the overload and exhausting work. Some interviewees also pointed that the personal features and behavior of some workers together with the particular events affected the normal interactions with those colleagues. The lack of leadership and confusing management were also mentioned as the problems that the participants experienced during their work.

6.1 Employees' interview results

According to the answers, the workers didn't use any official channels for communication. However, they followed each other in the social networks and from time to time met outside the work. One of the questions discussed was related to the staff meetings. All the respondents answered that they had never had any staff meetings during their period of employment. The topics that are usually risen in the meetings like monthly sales and future targets, problems and suggestions were discussed randomly and not always among all the employees, if were at all. The common opinion expressed was that weekly or at least monthly meetings had been necessary for keeping the staff aware about the current situation in the restaurant.

The goals and concepts of the company were explained to the employees in the very beginning of their work and then continued during the whole period of employment. The instructions and entry information about workplace regulations and processes were given orally. Some workers found that it had been inconvenient to comprehend the new working environment without the written materials and they had to turn to the managers frequently for the support. Talking more about the access to information the interviewees' answers divided: first group asserted that they had not been always able to find out something from the management, as it 'had been hushed up or postponed for later'. On the contrast, two other workers said that the information they had asked for in most cases had been provided immediately or with a small delay. They also highlighted that through the official channel it would have been much easier and quicker to notify about the changes, problems or whatever concerning the work or to find necessary information.

Despite the lack of the meetings and the official channels of communication, the employees had felt free to express some of their thoughts and suggestions regarding their own performance and working processes to the managers who had been most loyal to it. However, it had been done rarely. They claimed that had never faced any negative reaction or accusations because of it. The managers had asked the employees to inform about any kinds of problems that occurred at the workplace.

One of the most important questions under discussion was about giving and receiving feedbacks at the workplace. The results showed that there had not been any official feedback system in the case restaurant. The compliments and praises had been given rarely and usually had followed employees' good work and results. All of those surveyed had never received negative or even harsh feedbacks from their managers, adding that "even if we performed bad, it was explained in the correct way". Concerning that there had not been feedback system at the workplace, the employees had not had any proper ways to express their thoughts, feelings and opinions to the managers, in turn it caused the development of the rumours in the informal communication.

Continuing the topic of feedbacks, it is crucial to note that three out of five interviewed employees had received inappropriate and sometimes humiliating comments about their performance from one of their colleagues, but never from the managers. They referred it to "the personal traits of the character and the conditions that arose at the workplace and affected this person". Moreover, according to them, it had led to the several conflicts among not only employees, but between employees and managers as well. It was also reported that the conflicts had been left without solving and "the boss seemed to prefer to stay aside rather than manage the issues". The unwillingness to come over the clashes, these respondents explained by tiredness and too high level of stress from their side, and avoiding responsibilities together

with “it is seasonal work” attitude from the managerial side. One of the employees also felt that nothing would change anyway.

All of those questioned reported that no entertainments or improving team spirit activities had been organized for employees during that working season. They said that it would have been a good motivation point and an easy way to set up a contact among the workers.

Answering the question about using of body language, the participants highlighted the importance of possessing and proper applying it in the working environment. Everyone in most cases had been able to correlate the mimics, gestures and poses with the real attitude. One of the employees faced the situation with the wrong recognition of body language and described it, “I was sure that the person had some claims to me because of unfriendly body language. But when I asked, it appeared that the colleague was just exhausted”.

Finishing the interview, the author was asking how the participants evaluated in general the internal communication in the case restaurant. Every interviewee expressed the opinion that the internal communication in their workplace needed improvements. Some also added that they had worked side by side with people that had already become friends and family to some extent and even in close relationships misunderstandings and offenses occurred, so it is extremely important to have skills and strategies for overcoming them, especially if it affecting the working atmosphere and consequently the well-being of the business. Their suggestions for improving internal communication in the case restaurant concerned mostly the team building and stronger leadership.

6.2 Manager’s interview results

In the questions about the official channel and staff meetings in the case restaurant the manager’s interview results matched the interviewees’. The workers usually communicated face to face or via mobile phones. The staff meetings were not conducted during that period of work, although they were needed to inform the workers. The interviewee from the managerial side said that managers had never met or communicated with the employees intentionally outside the work.

The interview showed that the quality standards in cooking and serving were transmitted to the employees during the whole period of work. The new-comers were trained during the first days of employment and the instructions together with the goals and concepts had been always provided.

The management did not restrict the employees to express their opinions or suggestions regarding the working processes. Moreover, some suggestions had been taken into account. Though, the downward communication was not well-maintained. The participant’s answer

from the managerial team, revealed that some part of information had not been delivered to the employees or delivered untimely, especially concerning the problems.

The interviewee from the managerial side confirmed that the case restaurant did not have any feedback system. Discontents and praises were given rarely and at the discretion of the managers. The conflicts at the workplace were usual thing, however little attention was paid to them. The participant could not explain why. The management as well did not conducted any activities for the employees to motivate them to work or to make the closer connections among the staff.

Answering the question about the body language, the interviewee did not have any difficulties with recognizing body language and correlating it to the verbal part of communication. The importance of it at the work communication cannot be denied, in the opinion of the interview participant.

The last question in the interview was devoted to the evaluation of the internal communication in the case restaurant and suggestions from the participants. The manager's answer coincided the employees' collective opinion that the internal communication in the case restaurant needed improvements and further development. The more powerful leadership is required in that case together with building healthy relations among the workers.

7 Recommendations for improving the internal communication

After reviewing the interview results, it became obvious that the internal communication in the case restaurant has significant gaps. Both vertical and horizontal flows of communications need to be improved. The enhancement requires the efforts at the organizational level and individual as well. The set of recommendations is aimed to solve the identified problems in each direction: upward, downward and horizontal.

In the Table 2 the author of the thesis summarized and shortly formulated the main gaps that were identified in the case restaurant during the research process.

Upward communication	Low employee engagement
	Lack of trust to management
	Confusing hierarchy
	Lack of leadership and proper communication skills
	Delegative leadership style

Downward communication	No conflict management
	No official channel of communication
	Low awareness among employees
	No feedback system
Horizontal communication	Conflicts and lack of mutual understanding
	Poor unity of team members

Table 3: Gaps in the internal communication in the case restaurant.

The first step in building the effective internal communication in the case restaurant is the creation of the organizational culture that encourages interactions of the employees, including sharing the ideas, feelings and concerns. The managers' task is to make sure that this exchange process is harmonious and continuous. A proper communication channel plays a key role in maintaining it. With the development of the information technology, a huge number of various communication tools have appeared and they have significantly simplified and speeded up the process of transmitting the information. Considering the small number of employees, the best option for the case restaurant would be a group chat in any suitable messenger. It would centralize the communication and allow everyone to be always in touch. Through the channel the managers can timely transmit the important work-related information to all the employees that would increase the overall awareness at the workplace.

The next recommendation concerns the establishment of the authority in the case restaurant. The author suggests to define each position in the hierarchy in terms of responsibilities and power possession. This information should be formulated and presented to the all workers. According to the research results, the current leadership negatively affects the workplace environment and general spirit of the subordinates. The leader should develop the leadership and communication skills to raise the loyalty and trust of the subordinates to the management in the case restaurant. Involving the employees in solving the problems and knowing their opinions would increase the employee engagement. The group chat should be used to transmit the goals, strategies, achievements and encouragements to the workers and by this strengthen the position of the leader. Skills like active listening, oratory and body language can be improved by constant self-observation, further reading of related books or articles and in various professional training or everyday communication.

One of the components of the effective internal communication is a two-way feedback system that the case restaurant was lack of. The employees of the case restaurant felt unappreciated

and unmotivated, as they did not receive proper feedbacks about their work as well were uncomfortable to give theirs. The author recommends to implement the two-way feedback system gradually through the meetings. They can be arranged weekly or monthly according to the needs. At the meetings the leader should set up the common goals, inform about the achievements, failures and changes, give the feedbacks about the work performance and arise the work-related problems. The employees in their turn should be encouraged to offer their feedbacks and suggestions, share the ideas and participate in the discussions. Ideally, the feedbacks should be also provided in the group chat and in private conversations with the employees.

Conflicts and misunderstanding are the essential part of communication, but with the effective internal communication they can be easily solved. From the interview results it was learnt that the problems and conflicts at the workplace were avoided and hushed up. The employees felt uncomfortable and unsafe in such the environment. The leader should be the role model for the employees and transmit through the various channels the ideas of tolerance and collaborations. In this case the author suggests the leader to elaborate and implement the conflict management. It can include the trainings and group discussions for the employees how to overcome the barriers in their communication.

Common organizational culture, constant two-way communication and strong leadership unite the employees and make them feel as one team. For additional support of employees in cooperation and understanding each other better, the author recommends to conduct different activities such as celebrating achievements, holidays or any life events. It would create the people-oriented community and improve the working atmosphere.

8 Conclusion

Building the partnership relations with the personnel should be the priority for any company, as it is one of the most valuable resources for creativity, unique knowledge and competitive advantage. The case restaurant has developed the excellent customer service, but has not been able to manage the effective internal communication.

The thesis intended to get a deeper understanding of the internal communication in the case restaurant and suggest the ways for overcoming the barriers in it. The literature review allowed the author to study the topics of interpersonal and organizational communications, what barriers to the effective communication exist and the strategies for overcoming them. The thesis author successfully applied it to the case restaurant together with the semi-structure interviews that she conducted with the employees and manager of this company. The received results indicated that the internal communication in the case restaurant was not developed enough, some elements of it were clashed, used inefficiently or were not used at all. Although the interviewed participants responded positively to their work and relationship

with their colleagues and managers in general, they also expressed negative attitudes about their communication experience in the case restaurant.

Based on the results from the interviews, the author created the set of recommendation for the managers how to improve the internal communication in the case restaurant. The author suggested the management team to concentrate on the establishment of the encouraging organizational culture, usage of the modern tools for communication and development of leadership skills. These recommendations were tailored for solving the certain kind of problems in the internal communication in the case restaurant, thus, the further research for another issues may be required.

This research may motivate the management of another companies to pay attention to internal communication in their collectives. Although the research cannot be applicable to another cases, the interview questions with the necessary modifications may be used as a tool for measuring employees' satisfaction at a workplace. Moreover, the recommendation may serve as an example how to solve similar problems in internal communication.

The changes will take place when the managers of the case restaurant realize the importance of effective internal communication. Hopefully, the results of the research that showed the real picture and author's recommendations for improving the internal communication will motivate the managers of the case restaurant to start to build the cooperative community.

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Appendix 1: Interview questions for the employees

Dear participant, thank you for taking part in the interview. I am a student at Laurea University of Applied Sciences and I am conducting a research within my bachelor's thesis. The purpose of this study is to examine the condition of the internal communication in the case restaurant in the defined period of time - May - August 2019. Your answers will provide a deeper understanding on a studied matter.

The participation is absolutely voluntary. You may stop the interview at any time. You also may decline to answer any questions completely or partially as well as exclude any information given before. The author guarantees full anonymity of respondents and assures that the answers to the interview questions will not reveal any personally identifying info.

1. Could you please tell your age, gender and language that you spoke at work? How long did you work in that case restaurant at the moment of the research?
2. How can you describe your relationship with the colleagues and managers during the defined period of work?
3. Did you have any channels to communicate with your colleagues? And with your managers?
4. Did you have any staff meetings? If yes, how regular?
5. Did you spend time with your colleagues outside the workplace? And with managers? Any activities or staff parties?
6. Were the goals, concepts of the company transmitted and explained to you?
7. Were you provided with enough instructions, information and support during your work?
8. Did you feel that you can easily access the information you need?
9. Did you feel that you could freely express your suggestions about work related issues? If not, why?
10. Did you receive any feedback about your work from managers?
11. Did you always aware the managers about existing problems at the workplace? And if not, why?
12. Did you ever have conflicts with your colleagues or managers? Can you give a couple of examples? Why in your opinion they arose?
13. How did you usually solve the conflicts with your colleagues? (How would you have solved them if they had arisen?)
14. Did you ever feel discriminated at work? By your colleagues or managers? If yes, why?
15. Were you always able to correlate the body language with the real motives of each other? Did it affect the internal communication at the workplace in your opinion?

16. How would you evaluate the internal communication in the case restaurant in general? do you have any suggestions for improving internal communications in the company?

Appendix 2: Interview question for the managers

Dear participant, thank you for taking part in the interview. I am a student at Laurea University of Applied Sciences and I am conducting a research within my bachelor's thesis. The purpose of this study is to examine the condition of the internal communication in the case restaurant in the de-fined period of time - May - August 2019. Your answers will provide a deeper understanding on a studied matter.

The participation is absolutely voluntary. You may stop the interview at any time. You also may decline to answer any questions completely or partially as well as exclude any information given before. The author guarantees full anonymity of respondents and assures that the answers to the interview questions will not reveal any personally identifying info.

1. Could you please tell your age, gender and language that you spoke at work? How long did you work in that case restaurant at the moment of the research?
2. How can you describe your relationship with the colleagues and employees during the defined period of work?
3. What channels were used to transmit the information to employees at the workplace?
4. Did you communicate with the employees outside the workplace?
5. Did you have staff meetings? How regular?
6. Did you provide your workers with information like instructions, goals and concepts of the company?
7. In your opinion, did your employees feel free to speak out their thoughts and opinions to you?
8. Did you always share the information about existing problems at the workplace with your subordinates? If not, why?
9. Did you give feedbacks to your employees? In what form? Did you have any reward and punishment system?
10. Did you have conflicts at the workplace? How conflicts were usually managed? Why in your opinion the conflicts arose?
11. Did you use any methods to motivate and improve your employees?
12. Were you always able to correlate the body language with the real motives of each other? Did it affect the internal communication at the workplace in your opinion?
13. How would you evaluate the internal communication in the case restaurant in general? do you have any suggestions for improving internal communications in a company?