



Development of Internal Communication: Case Company X

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2021 Laurea



Laurea University of Applied Sciences

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Business Administration
Thesis
October, 2021

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2021

Pages

43

The aim of this Bachelor's thesis was to examine the implementation of internal communication in a retail company. The purpose of this thesis was to find out what is the present state of internal communication in the company and what are its possible problem areas. Once the problem areas were identified, possible solutions and development suggestions were introduced. This thesis consists of a theoretical part, which dealt with the aspects of internal communication and organizational communication. The empirical part deals with the chosen research method, research results, conclusions and development suggestions.

Quantitative method was applied in this thesis. An electronic questionnaire was prepared for the company's personnel, in which employees were interviewed about the functionality and problem areas of the company's internal communication. After background information, the survey addressed internal communication and its channels, the functionality of internal communication and lastly problem areas and suggestions for development. The questionnaire also provided an opportunity to comment openly on the allegations made in the questionnaire, which allowed for more personal and accurate answers.

The results indicated that the most effective communication channels for employees are Microsoft Teams, face-to-face team meetings and conferences, and email. Many of the open comments were related to Teams, and how its commissioning has improved and clarified the company's communication. From this it is discovered that it is definitely worth continuing to use Teams and investing in it alongside other communication channels. However, the use of too many communication channels and too much information flood negatively affects many employees. A large proportion of responses also related to emphasizing the importance of face-to-face team meetings. It is clearly important for the employees to be communicated and informed face-to-face and at the same time to feel the sense of belonging. This explains how internal communication and its functionality in the company is so important for well-being at work.

Keywords: communication, internal communication, organizational communication

Laurea-ammattikorkeakoulu

Tiivistelmä

Liiketalous

(AMK)

Krista Serkkola

Sisäisen viestinnän kehittäminen: Case yritys X

2021

Sivumäärä 43

Tämän opinnäytetyön tavoitteena on tutkia sisäisen viestinnän toteutumista myyntialan yrityksessä. Toimeksiantaja haluaa pysyä anonyyminä, joten toimeksiantaja on kuvattu muodossa yritys X. Tutkimuksen tarkoituksena on selvittää mikä on yrityksen sisäisen viestinnän nykytila, ja mitkä ovat sen mahdollisia ongelmakohtia. Kun ongelmakohtat on selvitetty, ehdotetaan näille mahdollisia ratkaisuja ja kehitysehdotuksia. Opinnäytetyö koostuu teoriaosuudesta, joka käsittelee sisäisen viestinnän ja työyhteisöviestinnän osa-alueita. Empiriaosuus käsittelee valittua tutkimusmenetelmää, tutkimuksen tuloksia, johtopäätöksiä ja kehitysehdotuksia.

Opinnäytetyö on tehty määrällistä tutkimusmenetelmää hyödyntäen. Yrityksen henkilöstölle laadittiin sähköinen kyselylomake, missä haastateltiin työntekijöitä yrityksen sisäisen viestinnän toimivuudesta ja ongelmakohtista. Kyselyssä käsiteltiin taustatietojen jälkeen sisäistä viestintää ja sen kanavia, sisäisen viestinnän toimivuutta ja lopuksi ongelmakohtia ja kehitysehdotuksia. Kyselyssä oli monivalintakysymyksiä, lineaarisia taulukkokysymyksiä sekä avoimia kysymyksiä. Kyselyyn vastasi yhteensä 22 henkilöä, joista 17 oli työntekijöitä ja 5 esimiehiä. Kyselyssä oli yhteensä 38 kysymystä, joista 22 oli pakollisia ja 16 avoimia vastausruutuja kyselyssä esitetyille väittämille. Avoimien vastausten hyödyntäminen mahdollisti yksityiskohtaisempien vastausten saamisen henkilöstöltä, ja näin tuloksiin saatiin enemmän henkilökohtaisia mielipiteitä.

Tulosten perusteella työntekijöiden mielestä parhaiten toimivimmat viestintäkanavat ovat Teams, tiimikokoukset ja palaverit sekä sähköposti. Suuri osa avoimista kommentteista koski Teamsia, ja sitä kuinka sen käyttöönotto on parantanut ja selkeyttänyt yrityksen viestintää. Tästä voitiin todeta, että Teamsin käyttöä kannattaa ehdottomasti jatkaa ja siihen panostaa muiden viestintäkanavien ohella. Liian monen eri viestintäkanavan käyttäminen sekä liian suuri tietotulva kuitenkin vaikutti moneen työntekijään negatiivisesti, joten yrityksen tulisi tarkkaan miettiä, mihin viestintäkanaviin keskittyä. Suuri osa vastauksista korosti tiimikokouksien ja palaverien tärkeyttä. Työntekijöille on selkeästi tärkeää, että asioista kommunikoidaan ja tiedotetaan kasvokkain ja näin koetaan samalla yhteenkuuluvuuden tunnetta. Tämä selittää, kuinka sisäinen viestintä ja sen toimivuus yrityksessä on niin tärkeää työhyvinvoinnin kannalta.

Asiasanat: viestintä, sisäinen viestintä, työyhteisöviestintä

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1 Introduction

Every company communicates both externally and internally. This thesis focuses on internal communication only. Internal communication is about sharing knowledge and information, but it also affects the work satisfaction and increases motivation. Internal communication supports the company's strategic goals and brings results. Because well-implemented communication is such a big part of company's operations, it is worthwhile for the company to really invest in it.

The thesis is done for a company that wants to remain anonymous. In this study, I use the word "company" or "organization". The company has many different outlets, and its business is based on retail. This research is conducted for one outlet of the company. The purpose for this thesis is to study the functionality of internal communication in a big organization. The idea is to first find out what the current state of the company's internal communication is. Once it has been clarified how internal communication works, the problem areas obtained from the results are reviewed and possible solutions are suggested. The thesis has been implemented using a quantitative research method. The study includes an electronic questionnaire for the company's staff. The questionnaire was distributed to the salespersons and their supervisors in the company.

2 Communication

Communication is an integral part of company's operations. It enables the exchange of information between individuals, departments, and organizations. It is necessary for a company to concentrate on the effectiveness of both internal and external communication in order to be successful and to maintain healthy relations with employees in the company, and stakeholders outside of the company. External communication refers to the communication of a company's information to third parties, such as customers, suppliers, investors, and society. External communication can be implemented, for example with use of print media, television, press release, events, and websites. Internal communication in turn means the communication between members or departments within the company. (Terms Compared, 2020.) This thesis deals with internal communication only.

2.1 Internal communication

There is no work community that works without communication. Communication helps the work community to achieve its goals and results. (Åberg 2006, 96.) Internal communication

not only informs employees, but also affects the work satisfaction and the atmosphere of the work community and increases work motivation and productivity (Åberg 2006, 111). Internal communication is not just about sharing knowledge and information, but about the interaction between people in different channels and face-to-face. Effective internal communication is proactive, active, and transparent. If it is successful, it motivates, engages, and brings results. Internal communication strengthens community within the house and supports the company's strategic goals. This in turn automatically leads to a better customer experience. (Aava and Bang 2021, 11-12.)

Internal communication means sharing the news, producing business results, updating information about upcoming plans, and covering information about the environment in which the company operates. In order to succeed, communication has to be ongoing, analytical and two-way. (Holtz 2003, 126-127). Internal communication includes information about the organization, work tasks, changes in employment, the current situation and development prospects in the sector and development of services and production. Before the information about the community is published, personnel must know about it first. Otherwise trust for a functional internal communication can be shattered among the personnel. (Alajärvi, Herno, Koskinen and Yrttiaho 1999, 58.)

Juholin (2013, 178) defines six of internal communications foundation pillars: up-to-date information, interactive handling of matters, appreciative atmosphere, possibility for everyone to participate and make a difference, learning and sharing knowledge together and affecting the reputation of the company by each individual.

There are minimum requirements concerning the information that must be informed to the personnel from the employers. The Act on Co-operation within Undertakings define these requirements both to private and public employers. The reason for this is that the personnel receive all the necessary information. The personnel are also under obligation to provide important information to the management and other employees. (Alajärvi etc. 1999, 58.) According to the Co-operation Act, the employer must inform the employees about the financial situation of the company, financial statement, wage statistics for staff, general principles or personnel management and changes related to these. Nevertheless, leaving the informing on a minimum level will not make a business successful. (Kortetjärvi-Nurmi, Kuronen and Ollikainen 2008, 105.)

2.2 Communication tasks and goals

According to Juholin (2009, 42) specification of the tasks of internal communication is an important factor in the planning and implementation of the communication. The tasks can be divided into daily communication, information and information exchange, commitment to work or organization and reputation management and imagine building.

As its name implies, daily communication includes all the information and discussion about the day-to-day tasks. Daily communication may occur between the managers, teams/units, customers, cooperation partners and experts and representatives of the same field. A functional daily communication enables the personnel, cooperation partners and stakeholders to know what is happening and what is about to come. Daily communication guarantees that the work gets done and the products and services will be delivered. This in turn leads to getting feedback, which is essential for the development of internal communication. (Juholin 2009, 42-43.)

Informing and communication compared to daily communication is more formal, premeditated, and cognizant. Informing is modified according to the organization's own goals. But due to technology, the role of informing has changed radically. Technology allows several ways to convey messages, which can lead to oversupply of the information. This in turn can lead to inefficiency of communication. (Juholin 2009, 44.)

One of the main goals of internal communication is to commit employees to the organization. Committed employees experience a sense of belonging to their work community because they are aware of the goals, financial situation, and the prospects of the organization. There are multiple ways to make an employee committed to the company, such as: job permanence, salary and different kinds of benefits given by the organization. (Juholin 2009, 45.) A committed employee is more capable of giving their contribution to the company by being present, listening and understanding the given information and expressing their opinions and questions (Juholin 2013, 59). In addition to employee commitment, stakeholder commitment is also very important. Stakeholders committed to companionship and customers committed to customerism are desirable goals in a company. (Juholin 2013, 59.)

Organization can affect their image and reputation through communication and actions. Community image is created with more of a visual entity, and reputation is more about the idea that people have about the brand and company. The image and the reputation of the company can both be created by effective communication and actions. (Juholin 2009, 47-48.) The image and reputation not only have influence on the customers and how they view the brand, but also affects the will for employees to work at a valued and known company. Therefore, it is important for a company to maintain brand growth through communication. (Kortetjärvi-Nurmi etc. 2008, 105.)

Defining the goals of communication in a company can start with the strategic goals of the company or the operating environment of the company. One of the goals of communication is to achieve a certain kind of reputation among the most important stakeholders. This can be accomplished with cooperation and dialogue through communication. Another goal may be related to access to information. By means of communication, the company should be able to

offer the right kind of information to the right people. The commitment of personnel and stakeholders can also be an important factor in setting goals. The quality of the interaction and operability of the communication affects the satisfaction and retention at work. (Juholin 2009, 52-53.)

According to Kortetjärvi-Nurmi etc. (2008, 106-107) the goals of internal communication can be divided into three concepts: information flow, interaction, and commitment. This simply means that the information is easily available and accessible to everybody. Interaction increases openness and two-way communication from the management to the subordinate and vice versa. Commitment in turn requires knowledge from the company's vision, strategy, and values. To enable commitment to a company, employees need to not only have access to the information, but also to understand and approve the information.

2.3 Communication channels

Face-to-face communication

Communication can be categorized in face-to-face communication, printed communication, and electronic communication. Face-to-face communication channels can be for instance supervisors and management, co-workers, meetings, negotiations, and briefings. (Juholin 2009, 170.) Most information is gained with face-to-face and nonverbal communication. It can include facial expressions, tone of voice, body movements and language. But hence the various online communication tools, face-to-face communication has diminished. (Holtz 2003, 67-68.) Personal, face-to-face communication is the most valued and effective way of communication (Kortetjärvi-Nurmi etc. 2008, 109).

Meetings and conferences

Regular weekly meetings are important forums for internal communication in organizations. They are a great way to inform, listen, interact, and ask questions. Various kinds of meetings and conferences are arranged in organizations among management, among staff and between staff and management. (Siukosaari 2002, 98-99.) Meetings and conferences are most often arranged face-to-face, but they are also possible to organize remotely (Juholin 2013, 221).

Development discussions

Development discussions are two-way communication between employee and superior. For an employee, development discussion is a way to receive feedback and ask questions. Superior for their part has a possibility to listen to the employee, make sure they have the same goals and also receive feedback. Development discussion has four stages: preparing, evaluation of work performance, the upcoming work year and follow-up discussions. Typical topics in development discussions are for instance satisfaction with work and accomplishments, individual

goals and outcomes, personal development plan and conversation about the work community and atmosphere. (Juholin 2009, 165-167.)

In Finland, development discussions were brought into use in the 1990's to increase communication, interaction, acceptance, valuation and understanding in the work community. The aim of these regular discussions is to develop the cooperation and interaction between superiors and subordinates. The discussions involve evaluation of both parties' achievements and discussion of the future plans. Usually, development discussions are organized once or twice a year. (Siukosaari 2002, 93.)

Briefings

When a company has information to talk about something that involves every employee, they usually arrange a briefing. Briefings are announced well in advance, which enables personnel to think about the subject and questions regarding that beforehand. (Kortetjärvi-Nurmi etc. 2008, 111). A well-managed briefing is a great way to communicate in a company (Åberg 2006, 108). But in case immediate interaction is not necessary, a briefing can be replaced with a handout to save time from both management and staff (Siukosaari 2002, 101).

Email

Emails are user-friendly and a quick way to send messages and convey information. The growth in its use has further increased due to the popularity of the internet. (Siukosaari 2002, 212.) Email is a much used, effective way to inform employees. The most important factor in emails is the headline, which introduces the reader to the content of the text. (Kortetjärvi-Nurmi etc. 2008, 113.) Emails have two purposes, one-way informing, and interactive email correspondence. E-mails are also used for internal informing, management communication and other work community communication. (Juholin 2013, 222). Because emails are full of junk mail, the usage of it has decreased. Intranet and other electronic means of communication have partially replaced emails. (Juholin 2009, 77.)

Intranet

Intranet is the internal information network of the company. Using intranet allows everyone to have the access to have the same information with ease. On the intranet it is possible to update current information and news daily, but also have permanent information about for instance training materials, instructions, collective agreements, familiarization materials and occupational health issues. One other advantage with using intranet is to have online conversations with management or other employees, and everyone else can see the answers as well. (Kortetjärvi-Nurmi etc. 2008, 113.) Intranet can contain unlimited amounts of information with a very fast speed of delivery. It can also inspire individuals to interact with each other

on this platform. In addition to these, it is an advisable way to share and deliver multimedia. (Holtz 2003, 97.) Intranet is nowadays one of the most important and most used platforms of internal communication. For some people using intranet is a daily routine, but some people still struggle with finding the right information. (Juholin 2009, 77-78.)

Microsoft Teams

Teams is a communication tool where you can share files, make online calls, hold online meetings, have conversations with the whole team or have private conversations (Törrö 2021, 5). Teams facilitate communication and collaboration between people and provides opportunities for meetings, information sharing and project management. Teams can also be built according to the needs of the organization, as dozens of different add-ons are available for it. Besides Teams, no other systems are needed that much, which makes communication and information seeking easier and faster. (Databros 2020).

Social media

Social media is an internet service, where users can produce content and interact with each other. Social media has become an important channel in work community communication. Social media can replace face-to-face communication, and it is a great way to interact and network with others. Among other things, the following features are combined with social media: free content, openness, collective intelligence, democracy, and the power of amateurs. (Juholin 2013, 216-218.) Strengths of social media are interactivity and excellent feedback properties, which other communication tools struggle to deliver. With the use of social media, it is possible to get employees actively involved, provide a useful feedback tool, reach younger staff, share knowledge, replace long-distance meetings, and encourage collaborative working on projects. (Smith L. and Mounter P. 2008, 209-210.)

Notice board

Notice board as a communication tool is one of the oldest one used in organizations. When it is in a good location and has relevant information in it, it is a good way to inform the staff. (Siukosaari 2002, 106.) Because technology has been taken over, the use of notice boards has decreased. Nowadays notice boards are usually only used for more permanent instructions, for instance the menu of the eatery of the company. (Kortetjärvi-Nurmi etc. 2008, 113.)

Personnel and newsletter

Newsletter includes current information, and usually comes out more frequently than a personnel newsletter. Personnel newsletter in turn comes out only 4-12 times a year. It is usually printed but can also be in electronic format. Personnel newsletter has information about the

company's current situation, development, and future. Goals for it can be for instance knowledge sharing, staff engagement or entertainment. (Kortetjärvi-Nurmi etc. 2008, 113-116.) Personnel newsletter can include content about strengthening the team spirit, strengthening the interaction, fostering community culture and public image, information on work activities and tasks and reporting news from work units and staff (Siukosaari 2002, 108). In communication, personnel newsletter is not the first source of information, which is why it cannot have the main focus for informing current information. Personnel newsletter has more supplementary and background information. (Juholin 2013, 225.)

Handout

It is mandatory for a communication professional to know how to write a handout, because it is one of the most basic communication tools. The purpose for a handout is to inform the main information fast, clearly, and neutrally. (Juholin 2013, 223-224.) Handout is a short text, which informs the necessary information. Technology has also changed the use of paper handouts, replacing them with electronic ones. Depending on the company, some might only use electronic or paper ones, or both. (Kortetjärvi-Nurmi etc. 2008, 112.)

2.4 Communication planning

Communication planning is structured with the organization's goals, vision, and values. Also changes that could be happening in the future need to be taken into consideration while planning communication. (Juholin 2013, 86). When making a communication plan, it is important to think about communication relationships, content of the messages, practical arrangements, and resources. Communication planning can be done on a strategic, tactical, and operative level. The strategic level includes defining communication baselines. This helps the communication to support the company's strategic goals. The tactical level identifies cooperation groups, identifies communication resources, and draws up the measures. The operative level in turn includes planning the practical implementation of communication, planning the annual plan, and making the budget for it. (Kortetjärvi-Nurmi etc. 2008, 9-10.)

The operative planning of the communication includes ideation, timing, and arrangements of measures. In practice this can mean for instance planning campaigns and events or planning internet or intranet sites and releases. Strategic planning is more far-sighted. The idea of strategic planning can be for example affecting the reputation or the brand of the company. Different kinds of analyses and research about a company's current situation and direction of development are also a part of strategic planning. The third area of planning communication, tactical planning, means assessment of resources and the situation in the short term. (Juholin 2012, 92-94.)

Depending on the organization, the content of communication planning can be very different. Some can have specific alignments about what is coming up within the next weeks or months, and some can have more loose contracts. (Juholin 2009, 108.)

The planning of communication can be divided into four sections: alignment of daily communications, repetitive or known tasks, individual operations, campaigns and projects, and last, instructions and policies. Daily communication is routine and continuous, and it includes regular exchange of information and experiences in a work community. Daily communication creates awareness as well as a sense of security in a work community. Regularly recurring communication tasks are for instance publication of the results, general meetings, and development discussions. These are things that will surely be accomplished, and they can be placed in an annual clock. A project is made if a case is important enough. When creating a project, resources are directed, and a specific timetable is defined. A project must have a clear goal and step-by-step process. A campaign in turn refers to an entirety that is extensive and long lasting for a certain period of time. Campaigning usually means one-way selling or persuasion. The last section, instructions and policies concretely embody how things should be done. (Juholin 2013, 143-145; 149-150; 153; 156-157; 160.)

2.5 Communication strategy

The idea of communication strategy is to analyze the current situation and prospects of the organization and to write out how communication will help the organization to achieve its goals (Juholin 2013, 131). There are different kinds of opinions on having a specific communication strategy in a company. Some have a very precise strategy to follow, and others might consider it better to not have that strict lines for communication strategy. Communication floods are sometimes so fast, so sometimes one must react right away rather than to have too detailed plans. Communication strategy is usually not written in smaller organizations, but for bigger ones it is necessary. (Juholin 2013, 86-87.)

Because communication affects everyone in the company, communication strategy is something that should be created together (Juholin 2013, 128). Usually, the leader of the communication strategy process is a communications director or manager. It is also recommendable to have members from different parts of the organization to share information about communication tasks and goals. Likewise, it should be considerable to have external help with developing the communication strategy even though the communications work group is qualified. External help could be stakeholders or another organization which is specialized in communication. (Juholin 2013, 130.)

Strategic objectives in communication can be shared in five groups: conspicuousness, brand, image and reputation, commitment, motivation and work well-being, social impact, publicity, and the profit of the company. Some of the objectives can be short-term and some can be

continuing. The objective for customer groups could be for instance increasing the number of customers by strengthening the reputation of the brand among customers. Organizational objective could be strengthening and increasing the use of social media in order to grow the business. (Juholin 2012, 132-133.)

2.6 The impact of communication on well-being at work

Good communication in a company is one highly important factor in the form of well-being at work and achievement. Well-managed communication increases knowledge, understanding and the sense of belonging, strengthens community, commitment, transparency, and the ability to deal with even painful issues, creates security and increases motivation and performance. Workplace communication is also important for staff retention in the organization and reducing sick leaves. (Hagerlund and Kaukopuro-Klemetti 2013, 7.)

Kortetjärvi-Nurmi etc. (2008, 106) tells that there have been several studies in Finland and other countries about the connection between the satisfaction with one's own work and satisfaction with communication in the work community. When a person is satisfied with the internal communication, it affects their satisfaction and commitment to the work community. Vice versa, a person being satisfied with their own work and work community, he/she is happy with the internal communication.

Internal communication is a big part of the personnel policy. If the internal communication works well in a company, the personnel enjoy their job, trust their employer, and want to do their job well. When the information is always available, feedback is taken into consideration and the grievances are corrected. (Alajärvi etc. 1999, 58.)

2.7 Two-way communication

Upward communication means the transmission of messages from lower to higher levels of the organization. With upward communication, employees can be involved in interaction, decision making and problem solving together with the management. (Smith, Richetto and Zima 1972, according to Daniels, Spiker and Papa 1997, 117.) According to Katz and Kahn (1978) and Planty and Machaver (1952), upward communication can facilitate acceptance of downward messages, provide valuable ideas from subordinates, and facilitate decision making with subordinate's participation (Daniels etc. 1997, 117). Although functional upward communication is an important factor for the organization, in many organizations the actual use of it is limited (Goldhaber 1993, Tompkins 1967, according to Daniels etc. 1997, 117). Goldhaber (1993) found that sometimes superiors may not be receptive to subordinates trying to make attempts at upward communication. According to Koehler and Huber (1974) the superior tends to be more receptive towards upward communication if the messages are positive and don't involve criticism (Daniels etc. 1997, 118).

When explaining the word upward communication, it usually means feedback from downward communication. The best way to have functional interaction in a company is when the management and subordinates make decisions together and the upward communications is minimized. Upward communication is functional when the management is aware of the personnel's feelings. This enables the management to understand and interfere with the problems within the company and to make changes for improving the communication. (Alajärvi etc. 1999, 54.)

As opposed to upward communication, downward communication involves the transmission of messages from upper to lower levels of the organization. According to Katz and Kahn (1978), there are five types of messages that are used in downward communication: job instructions, job rationales, procedures and practices information, feedback, and indoctrination of organizational ideology (Daniels etc. 1997, 114-115). But sometimes the downward communication can have shortages, for instance inappropriate means of sharing information, filtering of information, inadequacy of information and pervasive climate of dominance and submission (Chase 1970, according to Daniels etc. 1997, 115). In addition, as the messages move from superiors to subordinates, they can change along the way. Information may be left out, combined, or added as it passes through the levels of the organizational hierarchy. (Pace & Boren 1973, according to Daniels etc. 1997, 116.)

Communication in a company should be two-way. The top-down communication is not really communication, it only includes reporting, instructing, and informing. When engaging two parties, the management, and employees, it enriches the communication and understanding between them. (Holtz 2003, 127). The goal for two-way communication is to engage all the employees in interaction and decision making and thus turn them into advocates of the organization (Gillis T. and IABC 2011, 197).

2.8 Supervisor communication

One of the main channels of internal communication is supervisor communication. The aim for supervisor communication is to share information about everything that has something to do with subordinates and maintain a good atmosphere in the organization. A supervisor is responsible for obtaining, receiving, and sharing information. A supervisor also decides which channels he/she uses to share the information with and how he/she shares the information so that it is understandable and clear for everyone. (Siukosaari 2002, 92-93.)

According to researchers, a supervisor is the most important source of information, and the subordinates expect to receive almost all the information from them. Supervisors have a lot of tasks related to information, and one of them is familiarization. Supervisors also have feedback and development discussions with the subordinates. These discussions involve things like work tasks and career development. (Kortetjärvi-Nurmi etc. 2008, 110.)

A supervisor has a head start in work community communication compared to others. Usually supervisor communication happens face-to-face, but sometimes electronic aids are needed. A supervisor also has colleagues in the organization to help them decide with who, how and when to inform information to employees. (Juholin 2009, 97.) Supervisors are in the middle of the management and the employees. It is very important for them to be convincing and committed to their work and be prepared to inform and discuss unpleasant information. (Juholin 2009, 133.)

By communicating, a supervisor has a chance to affect employees' knowledge, values, motivation, behavior, and opinions (Åberg 2006, 135). It is the supervisor's job to make sure that every employee is updated with fast and smooth informing. Supervisor must also keep the two-way communication going by sharing the information gathered from the frontline employees back to the top. (Gillis T. and IABC 2011, 197.)

2.9 Crisis communication

A crisis means an incident, which is threatening the organization's employees, properties, movables, or reputation. It can happen suddenly or smouldering. Reasons for a crisis can be for instance betrayals, error estimates, dismissals, organizational changes, technology failure, irresponsibility and unethical conduct, damages caused by people, crimes, accidents, or natural disasters. (Juholin 2013, 367.) Causes of the crises can be divided into events in the operating environment of the company, events within the organization's staff, disruptions or mistakes in the organization's own operations, accidents and natural disasters, and crimes and hostile acts (Lehtonen 1999, 17-18).

A crisis in an organization is an unpredictable incident, which can be caused by an internal or external factor of a company. Usually, it is related to negative publicity of a company, which can lead to threatening its credibility, reputation, and customer trust. (Lehtonen 1999, 11-12.) During a crisis, a company must deal with media publicity. In order to not lose its trust and reputation among its customers and stakeholders, a company has to inform about the crisis. If informing is too limited or the company belittles the situation, it can lead to negative stigmatization of the company. (Lehtonen 1999, 53.)

In addition to external informing, it is necessary for a company to also take care of the internal informing to everyone who is involved with the crisis. When stakeholders, media and other parties contact the company, the management of the company must be aware of the situation. (Lehtonen 1999, 56-57.) Management is required to have effective crisis management capacity and great communication skills in case of a crisis. Crisis management has three steps: crisis anticipation, crisis operations and crisis after-care. (Juholin 2013, 366-367.)

The most efficient way to inform in crisis situations are the digital channels. Immediacy, alertness, proactive decision making, and decentralized communication process are key factors when it comes to a crisis. When planning crisis communication, all the digital channels must be taken into account. Since mobile devices are immediate compared to websites, they play a big role in crisis communication. (Juholin 2013, 329-330.)

Crisis communication plan is based on the organization's communication strategy. It needs to be built according to the organization's perspective and needs. Crisis communication plan can be created with the following types of issues: identification and description of the crisis, principles of communication in a crisis, stakeholders, communication responsibilities, crisis management and organization, crisis management group and cooperation patterns, means and guidelines of communication and last, aftercare and analysis. (Juholin 2009, 303-304.)

2.10 Measuring and evaluating communication

Work community communication requires constant monitoring and measurement (Juholin 2010, 38). There are five parts for continuous measuring for internal communication: formative research, objective setting, measurement, analysis, and evaluation (Ruck 2019, 145). Communication evaluation is an ongoing process, based on organization's goals and development of the organization's operations. Evaluation examines whether the set objectives have been achieved, whether the objectives are in line with strategy and where there is room for improvement. There is no single specific means of evaluation in an organization because evaluation is defined differently in each company. (Juholin 2010, 29-30.) Evaluation is short-term when it focuses on an individual project, campaign, or communication operation. But if it is long-lasting, it focuses on the effectiveness of communication. Long-lasting evaluation of communication can be for instance development of brand or reputation or measuring well-being at work. (Juholin 2010, 31-32.)

Measuring communication should start with the effectiveness of communication tools. If the tools are defective or ineffectual, it affects the whole communication system and employees are not up to date about the company's issues. However, communication tools are not the only area that should be considered when measuring communication. It is important to also measure print, electronic and face-to-face communication to get a comprehensive picture of the functionality of the communication. (Holtz 2003, 249-252.)

There are several tools for measuring communication. Using surveys is a great way to gather information about the opinions of the audiences a company communicates with. The two main survey types used are online surveys and paper surveys. But to prevent the use of excessive surveys and therefore employee blase, there should be an excellent business reason to do a survey and they should strictly support the business strategy. (Holtz 2003, 256-257.) Other ways to measure communication are one-on-one interviews, various analyzes,

knowledge tests for employees and measuring management as communicators (Holtz 2003, 260-262).

3 Quantitative research and implementation of the study

This research is done with a quantitative research method. Quantitative research method is possible to do with a questionnaire, systematic observation or using existing registers and statistics (Vilkka 2021, 95). Important parts of a quantitative research method are preparation of the research plan, defining the research problem, planning the data collection, and reporting of the research (Hirsjärvi etc. 2005, Heikkilä 2004, according to Vilkka 2021, 114). This research is done with a questionnaire, which is the most common way of collecting the data.

3.1 Questionnaire as a research method

According to Valli (2001) and Hirsjärvi (2005), a questionnaire is a good way to do research if the group is large and scattered. With a questionnaire it is also possible to get answers to sensitive questions because the answers remain anonymous. But the most common issue with using a questionnaire is that the response rate remains too low to get a comprehensive and large view of the research question. (Vilkka 2021, 94-95.)

A questionnaire can be done by phone, internet or as a face-to-face interview. About 90% of the citizens can be reached by phone, so doing a questionnaire via phone is a very common way to collect data (Tilastokeskus 2015, according to Vilkka 2021, 95). When conducting an electronic survey, it is important that everyone has the same IT resources in use (Vilkka 2021, 95). With face-to-face interviews, the research questions should be carefully delineated, and the research issue should not be very broad. A good example for having a face-to-face interview is organizations and fairs, where the crowd is limited. The researcher is bound to secrecy, and they must make sure in advance that the information will remain anonymous and won't spread among other employees. (Vilkka 2021, 95-96.)

The preparation of the questionnaire starts with determining the theoretical framework and key concepts. Also, while planning the questionnaire, it is advisable to get acquainted with previous research and theoretical literature of the same topic. (Vilkka 2021, 101-102). According to Heikkilä (2004), the researcher must be aware of the goal of the research. By knowing this, the researcher can define, what are the explanatory factors, which has effect on the matters that are examined. (Vilkka 2021, 105).

The questions in a questionnaire can be either multiple choice questions, open questions, or mixed questions. In multiple choice questions, there are ready-made answer options, whereas in the open questions the defendant can answer whatever they prefer. This is a way to

receive spontaneous opinions and more personal responses. In mixed questions, some of the answer options are given, but they also have one or more open answer options in the same question. (Heikkilä 2004, according to Vilkkä 2021, 106).

Knowledge of the target group is important so that the researcher can formulate the answers in a way that is familiar to the respondent. Other elements for a functional questionnaire are unambiguity and clarity of words, order and consistency of the questions and grouping the questions into entities. While making a questionnaire, it is important to always keep the research plan in mind. Each question must be valid for solving the research question. Before releasing the questionnaire, it should always be tested by a few people to get a critical view on the success of the research. Factors that could be assessed could be for instance the length of the questionnaire, functionality of response options, instructions of the questionnaire, reasonableness of the time taken to respond and if there is something that needs to be added or removed from the questionnaire. (Heikkilä 2004, according to Vilkkä 2021, 107-108).

Analysis of the questionnaire data begins with an examination of the response rate. Response rate talks about the reliability of the research because it tells how many people have answered the questionnaire. If the response rate remains too low, the results may not necessarily reflect the whole truth. (Juholin 2010, 76.) When reporting results, an interpretation of what can be inferred from the results must be provided. Usually, the most preferred format for presenting results is the traditional report format. The report is needed at the latest when another research is being planned for the same subject. The research results will be presented and will be accessible to all parties in the organization. (Juholin 2010, 80-81.)

3.2 Implementation of the research

The research was started in the beginning of June 2021. Sources were first collected, and a questionnaire was made. After the questionnaire was complete, the sharing of the questionnaire in the company was started by using Teams. The time to respond to the questionnaire was from the 8th of July until the 15th of August. However, in order to receive more answers, the answer time was extended until the 22nd of August.

The questionnaire was made with Google Forms, because of its clarity and ease of use. The language used in the questionnaire was Finnish, as it is the respondent's native language. The questionnaire had 22 mandatory questions and 3 optional ones. Each question with a linear scale also had a volitional option to comment on the answer they had given. Hence, altogether the questionnaire had 38 questions. The questionnaire started with background information, which included age, gender, working experience in years and their workstation in the company. The rest of the questions concerned communication channels, satisfaction, and opinions about the functioning of internal communication, issues with the internal communication, areas for development of the internal communication and last, open feedback.

3.3 Research participants

The questionnaire was distributed to the salespersons and their supervisors in the company, all in all to 80 people. A total of 22 people responded to the questionnaire, 17 of whom were salespersons and 5 supervisors. Hence, the response rate is 27%. The questionnaire was answered anonymously, and the answers cannot be combined with the respondents.

3.4 Validity and reliability of the research

The validity of the research means the ability of the research to measure what is willing to be measured. This means that the participants of the research have understood the questions of the questionnaire and they reply as the researcher has assumed. Validity should be examined already on the planning stage. In practice this means precise definition of the concepts and variables, careful planning of the data collection and making sure that the questions cover the research problem. (Valli 2001, Heikkilä 2004, Hirsjärvi etc. 2005, according to Vilkkä 2021, 193-194.)

The response rate remained relatively low, which means that a complete overall picture was not obtained from all the staff. One influencing factor for this may be that the questionnaire was relatively long and maybe would have taken too much time from the employees. The research also did not provide answers from men, so the results of the research were left to the opinion of only women. But because the questions in the questionnaire were carefully formulated and thought out, it was successful in terms of the research question. Also, the open answer boxes enabled to obtain more precise opinions from the respondents and the research was thus allowed to be explored in more depth.

The reliability of the research means the accuracy of the results. This could be explained as follows: if the questionnaire is made to a same person but with a different researcher, the answers would still remain exactly the same. (Heikkilä 2004, Hirsjärvi and Hurme 2001, Hirsjärvi etc. 2005, according to Vilkkä 2021, 194.) Together with validity and reliability, overall reliability is formed (Heikkilä 2004, Uusitalo 1991, according to Vilkkä 2021, 194).

4 Analysis of the research results

Not every question is specified in this study. This study reviews the questions that have received the most answers and/or have the most variations of opinions. The full questionnaire is in the attachments.

First, the results of the background information are reviewed. The second section covers internal communication and its channels. The next section deals with linear scale questions,

and the final section deals with communication issues and suggestions for improvement. The sections review response rates as well as open comments from the respondents.

4.1 Background information

The largest age group is 41-50 years, with half of the respondents, as you can see below in figure 1. 22,7% are more than 50 years, 18,2% are 31-40 years and 9,1% are 26-30 years. There were no respondents from the 18-25 age group. Every respondent is a woman. 68,2% of the respondents have more than 10 years of working experience in this company. 1-3 and 7-10 years of experience from the respondents is evenly 13,6%.

Ikä

22 vastausta

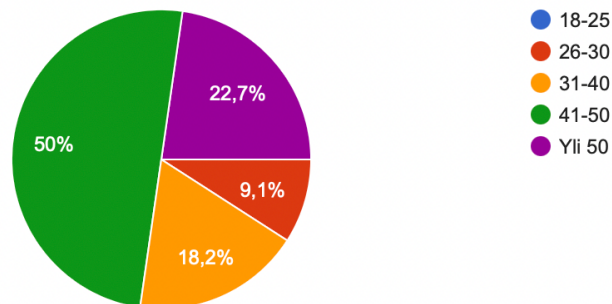


Figure 1: The age of the respondents

Työkokemus vuosina

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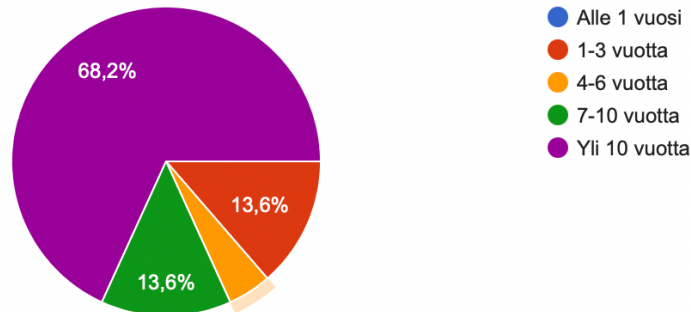


Figure 2: The experience in years of the respondents

4.2 Internal communication and channels

Figure 3 below shows that of the communication channels, the use of Teams was ranked to be the most important with every respondent. A bit more than half of the respondents also answered for team meetings and conferences and email. After these, the most answers were given to personal conversations, phone calls and WhatsApp. Personnel and newsletter did not receive any answers, and social media and text messages only got one. 90,9% of the respondents said that they search information daily and 9,1% weekly.

Mitkä kanavat koet parhaiten toimiviksi työyhteisöviestinnässä?

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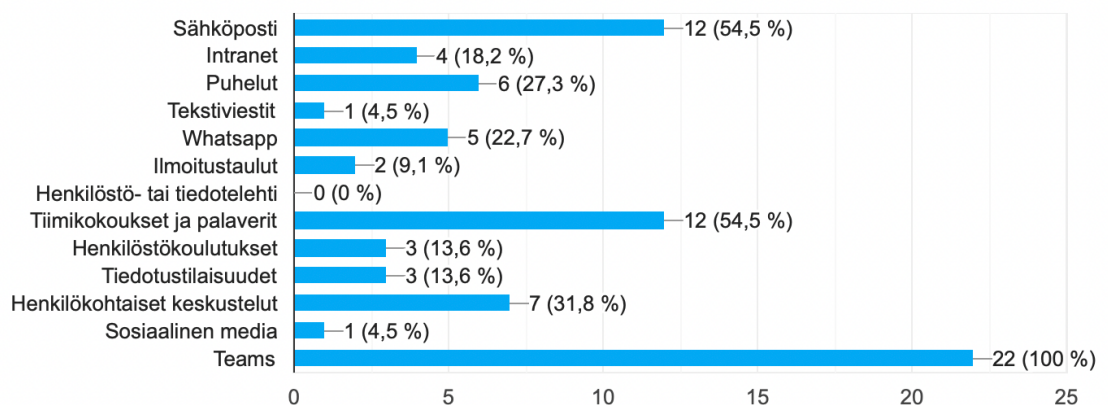


Figure 3: The best communication channels for obtaining work-related information

Kuinka usein haet tietoa näistä kanavista?

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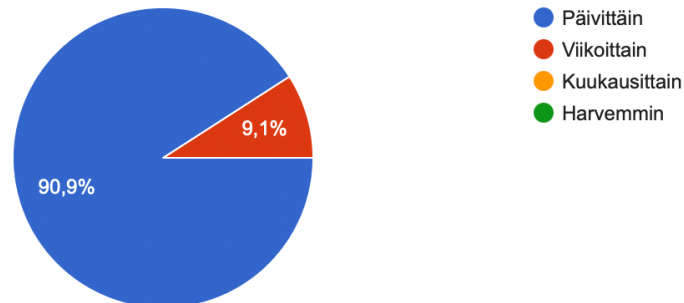


Figure 4: How often staff research information

The next question was about which things the staff feel they receive enough information about. Most answers were given to current issues (77,3%) and next most were given to company's vision, values, and strategy (68,2%). Least answers were given to career development and advancement opportunities (9,1%), crisis communication (13,6%) and personnel policy (13,6%).

Mistä asioista koet saavasi tarpeeksi tietoa?

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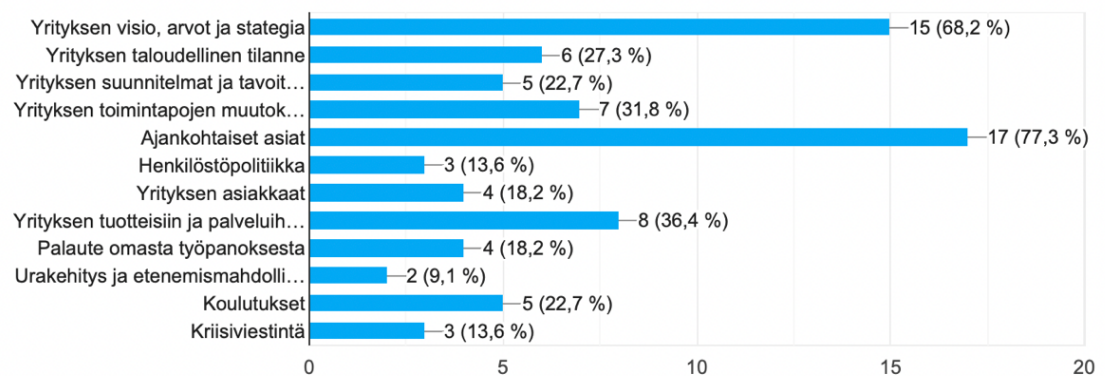


Figure 5: Things the staff receives enough information about

4.3 Linear scale questions

The questionnaire has 13 linear tables with the opportunity to answer from 1 (completely disagree) to 5 (completely agree). In this case, 2 means disagree, 3 means I cannot say, and 4 means agree. After each of the question, the answer the respondent had just given can be

commented in the open answer box. In this section, the questions that received the most answers and opinions are reviewed.

According to figure 6 below, 36,4% of the respondents agreed that the information flows easily within the company. 40,9% answered that they don't have an opinion to that, and the rest disagreed (13,6%) or completely disagreed (9,1%). Two of the open comments concerned that the information comes too late. A few other comments concerned about the bad functionality of the communication flow. "Communication doesn't always go smoothly in this company, sometimes I feel like I get too little information. Not being open with plans or being on the move too late" and "It's still stiff and the sale doesn't always know what's going on in the house" are examples of those. Three of the comments were about Teams being a positive change for the company's communication.

Informaatio ja tiedotteet kulkevat yrityksen sisällä helposti

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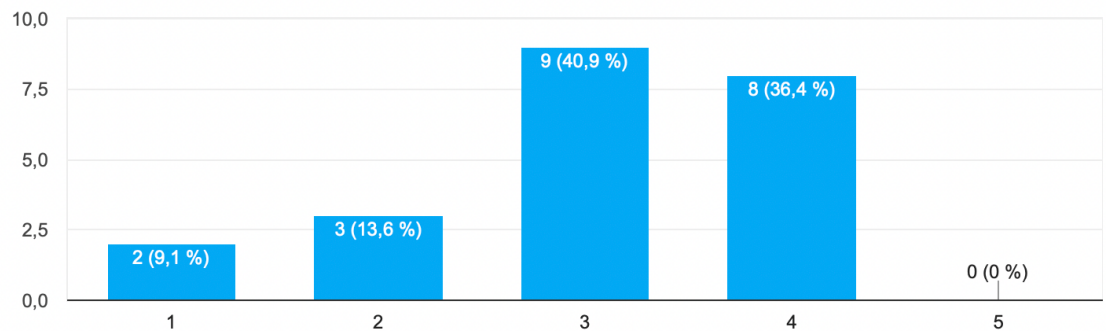


Figure 6: The flow of information in a company

The question about activity of the communication in the company received more positive responses. Almost half of the responders agreed and 18,2% completely agreed that the communication is active in the company. But 13.6% of the respondents were unhappy with the activity. Most of the comments in this section were related to how information comes from many different channels and sometimes even too quickly, for example "sometimes there is too much and too fast new information. Unable to internalize frequently coming information". There were also two comments saying that the communication is too slow.

Viestintä yrityksen sisällä on aktiivista

22 vastausta

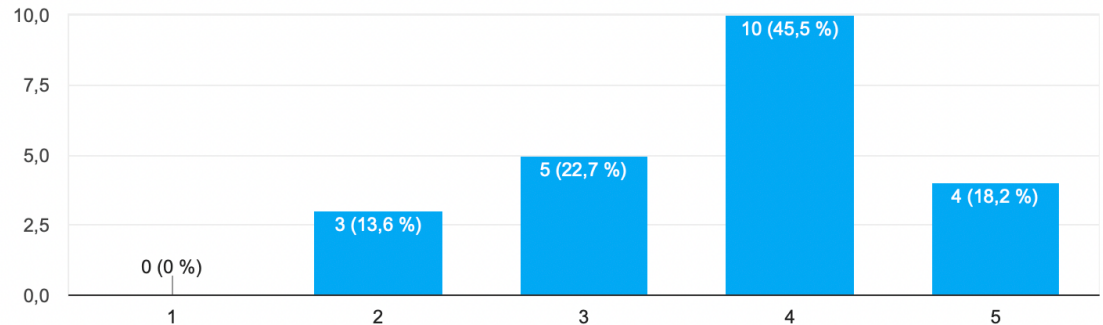


Figure 7: Activity of the communication in the company

Based on the responses, communication does not reach all members of the company evenly. 9,1% completely disagreed, 31,8% disagreed and 31,8% did not have an opinion on this claim. But in turn, 18,2% completely agreed that the communication is reaching everyone. The comments highlighted how one's own activity in information retrieval affects this claim. Following teams was also mentioned as an important tool for getting enough information. Two comments also mentioned how new employees and temporary workers are not up to date on the matters to be informed.

Viestintä tavoittaa kaikki yrityksen jäsenet

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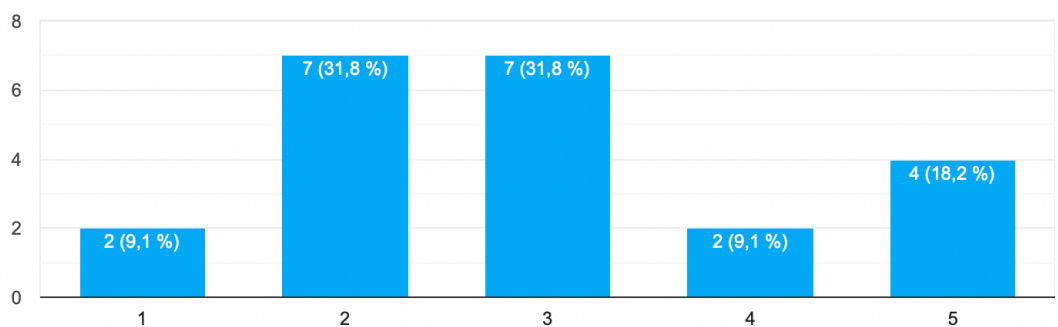


Figure 8: Communication reach among employees

When employees were asked whether they receive enough information about the future campaigns and partnerships, the responses varied. Even though 18,2% completely agreed and 36,4% agreed, there were a few dissatisfied respondents. "Communicating about partnerships

is not always working well. There are a lot of surprises” and “this has some room for improvement”, were some of the comments in this case. But then again, positive comments emerged: “these are always communicated in a timely manner”, said one respondent.

Saan ajankohtaista tietoa tulevista kampanjoista/yhteistyökumppanuuksista

22 vastausta

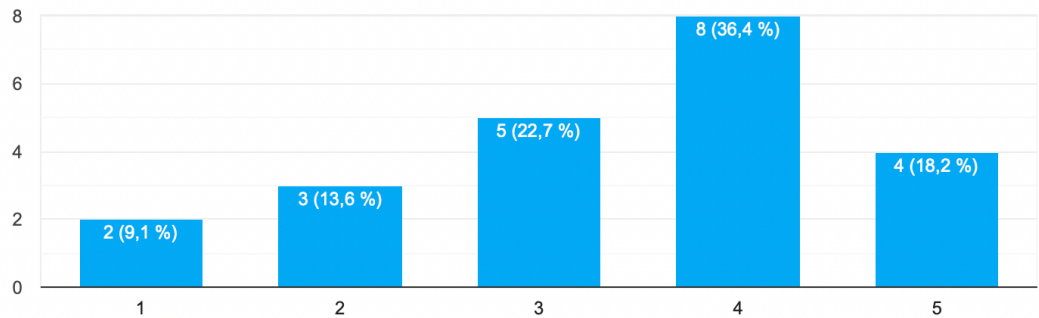


Figure 9: Obtaining up-to-date information on future partnerships

This claim showed how more team meetings would be hoped for. The reasons for this are, according to employees: “I would want more team meetings where you can exchange ideas with co-workers. Even though there are good channels of communication, it is different to get face to face to exchange opinions” and “It would be necessary to hold team meetings more often so that you get better information on how the team is doing”.

Kokouksia ja tiimipalavereita järjestetään tarpeeksi usein

22 vastausta

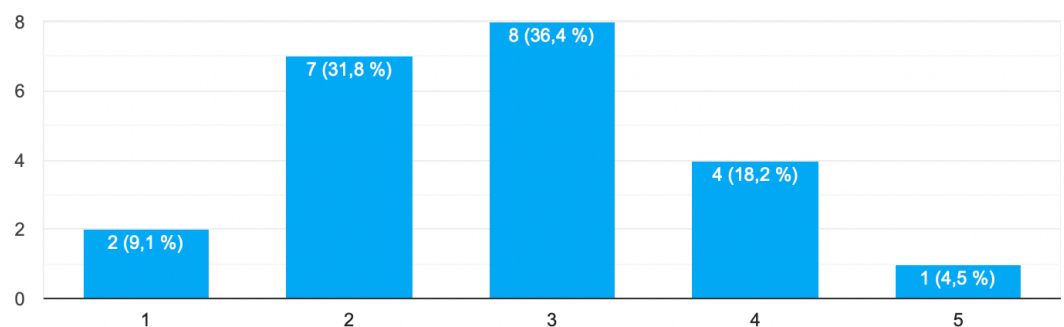


Figure 10: Arranging conferences and team meetings in the company

4.4 Communication problems and development suggestions

According to the questionnaire, the biggest problem in communication is that it does not reach all employees (68,2%). Figure 11 below also shows the split between second biggest problems in the answers, which are slowness (45,5%) and obscurity (45,5%) of communication. Also, relatively many (40,9%) think that communication does not go far enough in two directions, from supervisors to employees and vice versa.

Mitä ongelmia olet kokenut yrityksen viestinnässä?

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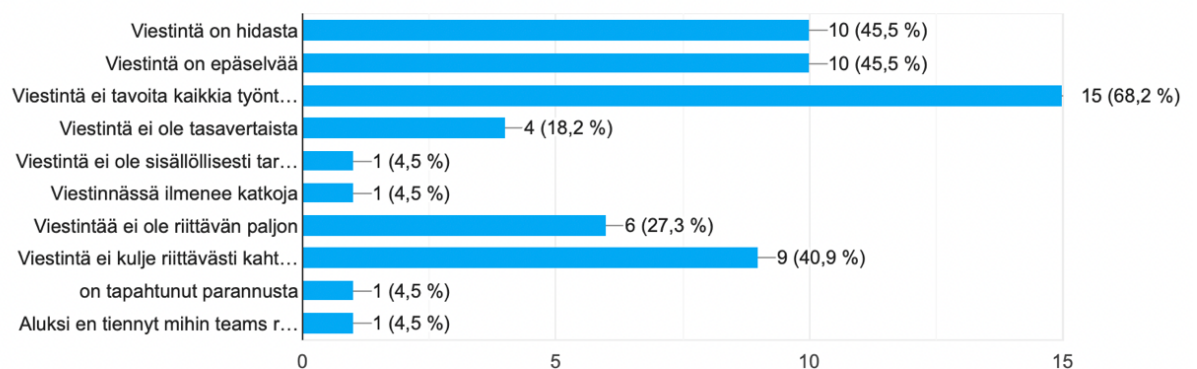


Figure 11: Problems in communication

The last questions had an open answer box. The employees had an opportunity to tell which things they would like to receive more information about. Three of the responses related to product range and product availability. One also mentioned future prospects.

The last question was about how the employee would improve the functionality of communication in the company. Again, Teams was mentioned many times, for example in these comments: “Active use of teams for all” and “Every employee should take responsibility for being active in information retrieval. With Teams, communication has taken a big leap forward”. Also, one suggested that the names of Team’s groups should be changed to Finnish. And, as more team meetings were called for previously, having more team meetings was mentioned in the development proposals as well.

4.5 Own reflection

No responses at all were received from men, so all the answers focus on the women’s perspective. The results would possibly have been more comprehensive if the responses had also been received from men. Most of the answers (68,2%) were received from employees with more than 10 years of working experience in the company, which is good for the results, as

those who have been in the company for a longer time have been involved in the development of communication and can compare it with the current situation.

Each of the respondents responded that Teams is the most effective tool for communication, so it is definitely worth continuing to use it and actively investing in it. However, the content there should be specified precisely and kept clear and easy to for the employees to find. Many of the comments concerned about how confusing the flood of information is due to too many communication channels. One solution to this could be, for example, that one of the channels would be the main channel that is updated the most. The best one in this case would be Teams, as each of the respondents perceives it as the best communication tool. In addition to the main channel, other channels would complement the communication. The use of the least voted means of communication could be reduced, so that the flood of information would not be overwhelming and confusing to the employees.

As digitalization is taking over, the use of traditional non-digital means of communication should be considered. For example, based on the results, notice board and personnel and newsletter were given almost no answers at all, when asked which are the best communication tools. From this we can notice that the use of traditional communication channels is not so profitable even for the staff.

The results showed that career development and advancement opportunities are not informed enough among the employees. This can be seen from the answers to the question “Which things you feel you receive enough information about”, where only 2 of the respondents answered career development and advanced opportunities. Communicating about these is not only important, but it also increases the motivation of employees to stay in the company. Knowledge of possible advancement opportunities at the company can increase employees' desire to advance in their position. Based on the results, it would also be necessary to communicate more about crisis communication, personnel policy, the customers of the company and feedback on employees work input.

One big step to improve communication would be arranging more team meetings. The answers in the statement “Team meetings and conferences are held often enough” concerned a lot about employees hoping for more team meetings. According to the responses, the team meetings allow for an exchange of ideas and opinions and give a general view of how the rest of the team are doing. In addition to this, more than half of the respondents answered that team meetings and conferences are the best way to share information, which also shows how employees value face to face communication in meetings.

The results showed that not all employees are always aware of new things and that information is not received at all or in time. “Agency workers are often not aware of things even when sales matters concern them as well”, said one respondent. “Many times employees do

not know about new things”, “information does not always reach everyone” and “many times new employees know how to use the cashier, but other familiarization remains” were also some opinions. One respondent also hoped for an “intensive course” about the changed work environment and new product areas after returning from many day offs. Thus, problem areas can be identified in the familiarization process in the company. Comprehensive familiarization process of new employees is paramount to the success of both employees and the service. Poorly managed job orientation also applies to employee well-being. Changes should therefore be made to the familiarization process, both for the company’s own employees and for agency workers.

Employees own activity in communication is also very important. Naturally, if employees do not self-imposedly read the communication notices, a lot of information will pass from them. Few comments related to this, for example “not everyone still knows how to use teams usefully”, “not everyone uses teams daily yet”, “some depend on your own activity, such as using teams” and “if you are active looking at teams, then the information is visible”. To make communication easier, employees should be taught from the beginning on how to search for information and from which channels. One's own activity and information retrieval should also be emphasized so that employees understand its importance and really internalize it.

4.6 Summary

Based on the results of the questionnaire, it turned out that the most important means of communication for employees is Teams. One suggestion for improving the internal communication in the company would be that the company would have Teams as a main channel of communication because employees seem to follow and pay attention to it the most. Because it turned out that the communication flow is confusing to some employees due to so many communication channels, it would be recommendable to have the main focus in one channel, such as Teams, and other channels would complement the communication.

The results also show that team meetings are highly appreciated among the employees, because they not only allow for an exchange of ideas and opinions but also give a general view of how the rest of the team are doing. Face-to-face communication enables a sense of belonging in the work environment which in turn is very important for well-being at work. Due to corona virus, fewer team meetings have been held, but now that the situation is starting to improve, it is definitely worthwhile to arrange more team meetings in the future.

Some problems occurred with the familiarization process, especially within the agency workers. Along with agency workers, also some employees feel like the information does not always reach everyone and they are not familiarized enough about the work tasks. A carefully planned familiarization process as well as continuous training in new things and tasks at work is extremely important for both in terms of employees and the ability to produce good

service. Employees' own activity in searching information is also very important for the functioning internal communication. The results show that this is not always self-evident for all of the employees. One's own activity and information retrieval should be thus emphasized so that employees understand its importance and really internalize it.

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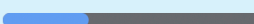
Attachment 1: Questionnaire

Sisäisen viestinnän toteutuminen

Stockmannilla

Kyselyn tarkoituksena on tutkia sisäisen viestinnän toteutumista ja onnistumista
Stockmannilla. Kyselyyn vastaaminen vie aikaa noin 5-10 minuuttia. Olen
tradenomiopiskelija Laurea-ammattikorkeakoulusta ja tämä kysely on tehty opinnäytetyötäni
varten. Kiitos vastauksistasi!

 krista.serkkola@gmail.com (Ei jaettu) [Vaihda tiliä](#) 

[Seuraava](#)  Sivu 1 / 3 [Tyhjennä lomake](#)



Älä koskaan lähetä salasanaa Google Formsin kautta.

Google ei ole luonut tai hyväksynyt tätä sisältöä. [Ilmoita väärinkäytöstä](#) - [Palveluehdot](#) - [Tietosuojakäytäntö](#)

Google Forms

Sisäisen viestinnän toteutuminen

Stockmannilla

 krista.serkkola@gmail.com (Ei jaettu) [Vaihda tiliä](#) 

*Pakollinen

Taustatiedot

Ikä *

18-25

26-30

31-40

41-50

Yli 50

Sukupuoli *

- Nainen
- Mies

Työkokemus vuosina *

- Alle 1 vuosi
- 1-3 vuotta
- 4-6 vuotta
- 7-10 vuotta
- Yli 10 vuotta

Työasemasi yrityksessä *

- Työntekijä
- Esimies
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[Tyhjennä lomake](#)

Sisäinen viestintä organisaatiossa

Monivalintakysymyksissä voit valita yhden tai useamman vastauksen. Asteikkokysymyksissä on mahdollisuus antaa avoin palaute jokaisen kysymyksen jälkeen.

Mitkä kanavat koet parhaiten toimiviksi työyhteisöviestinnässä? *

- Sähköposti
- Intranet
- Puhelut
- Tekstiviestit
- Whatsapp
- Ilmoitustaulut
- Henkilöstö- tai tiedotelehti
- Tiimikokoukset ja palaverit
- Henkilöstökoulutukset
- Tiedotustilaisuudet
- Henkilökohtaiset keskustelut
- Sosiaalinen media
- Teams
- Muu: _____

Kuinka usein haet tietoa näistä kanavista? *

- Päivittäin
- Viikoittain
- Kuukausittain
- Harvemmin

Kuka viestii tiedotettavista asioista yrityksessäsi? *

- Johtoryhmä
- Esimiehet
- Työntekijät

Mistä asioista koet saavasi tarpeeksi tietoa? *

- Yrityksen visio, arvot ja strategia
- Yrityksen taloudellinen tilanne
- Yrityksen suunnitelmat ja tavoitteet
- Yrityksen toimintapojen muutokset
- Ajankohtaiset asiat
- Henkilöstöpolitiikka
- Yrityksen asiakkaat
- Yrityksen tuotteisiin ja palveluihin liittyvät asiat
- Palaute omasta työpanoksesta
- Urakehitys ja etenemismahdollisuudet
- Koulutukset
- Kriisiviestintä
- Muu: _____

Informaatio ja tiedotteet kulkevat yrityksen sisällä helposti *

	1	2	3	4	5	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Viestintä yrityksen sisällä on selkeää *

	1	2	3	4	5	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Viestintä yrityksen sisällä on aktiivista *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Viestintä yrityksen sisällä on ajankohtaista *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Viestintä tavoittaa kaikki yrityksen jäsenet *

1 2 3 4 5

Täysin eri mieltä Täysin samaa mieltä

Komentoi edellistä vastaustasi

Oma vastauksesi _____

Olen tietoinen yrityksen taloudellisesta tilanteesta *

1 2 3 4 5

Täysin eri mieltä Täysin samaa mieltä

Komentoi edellistä vastaustasi

Oma vastauksesi _____

Saan ajankohtaista tietoa tulevista kampanjoista/yhteistyökumppanuuksista *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Kokouksia ja tiimipalavereita järjestetään tarpeeksi usein *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Kriisiviestintä on toteutunut yrityksessä hyvin *

	1	2	3	4	5	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Saan riittävästi koulutusta ja perehdytystä työtehtäviini *

	1	2	3	4	5	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Pystyn itse välittämään tietoa esimiehelleni *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Saan riittävästi palautetta työstäni *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Sisäinen viestintä yrityksessä on parantanut työhyvinvointiani *

Täysin eri mieltä 1 2 3 4 5 Täysin samaa mieltä

Kommentoi edellistä vastaustasi

Oma vastauksesi

Mitä ongelmia olet kokenut yrityksen viestinnässä? *

- Viestintä on hidasta
- Viestintä on epäselvää
- Viestintä ei tavoita kaikkia työntekijöitä
- Viestintä ei ole tasavertaista
- Viestintä ei ole sisällöllisesti tarpeeksi monipuolista
- Viestinnässä ilmenee katkoja
- Viestintää ei ole riittävän paljon
- Viestintä ei kulje riittävästi kahteen suuntaan (esimiehiltä työntekijöille ja työntekijöiltä esimiehille)
- Muu: _____

Millaisista asioista haluaisit saada enemmän tietoa?

Oma vastauksesi

Miten kehittäisit viestinnän toimivuutta yrityksessäsi?

Oma vastauksesi

Avoin palaute ja kommentit

Oma vastauksesi

[Takaisin](#)

[Lähetä](#)

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