CURRENT TRENDS OF INTERNAL COMMUNICATIONS IN ORGANIZATIONS IN THE CZECH REPUBLIC

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Abstract:
Internal communications brings together all management functions and its purpose is the efficient use of corporate resources at the manager available. The goal of this paper is to identify tools of internal communications used in organizations in the Czech Republic in 2015. The paper's methodology uses the basis of guided conducted interviews. An overall comparison of the data acquired presents current trends of internal communications. The paper tries to highlight the fact that, in the current knowledge economy, effective internal communication is a key to the successful functioning of the company.

Introduction

Internal communications brings together all management functions and its purpose is the efficient use of resources (information, finance, materials, people), which has a manager available (Skarlantová, 2005). Internal communication is an integral part of a well-functioning company and is considered as the basis for success (Petříková, 2002). Urban (2013) emphasizes that managerial communication reflects the ability of managers and employees with each other openly and effectively communicate. Fast, direct, open and persuasive communication with employees regardless of the size of the company becoming one of the most important prerequisites for the successful development of the organization.

Kolajová (2006) perceives cooperation and communication as mutually strongly interrelated concepts. Furthermore takes the view that cooperation and activity of employees is strongly influenced by their motivation. Global surveys have confirmed a positive correlation between employee motivation and financial indicators. (Hewitt, 2015). Kolajová (2006) adds that the cooperation of a team of workers is also important who takes the role in the team and what are its characteristics. Further authoress points out that the relations of individual employees with other colleagues significantly affect of working climate in the company and consequently its overall operation and

performance. She says that it depends mainly on how top management and other management staff know to uniformly and responsibly determine the conditions for well-functioning cooperation and communication.

1. Methodology

The goal of this paper is to identify tools of internal communications used in organizations in the Czech Republic in 2015. The intention of the research investigation is to map the current state and trends of the investigated problematic.

The paper's methodology uses the basis of guided interviews conducted from October to December of 2014. The basic sample for interviewing included all top and line managers, predominantly HR managers. Non-probability quota sampling was used for determining the respondent sample (Gavora, 2010; Surynek, Komárková & Kašparová, 1999).

Companies were selected on the basis of predetermined criteria and determination by secondary analysis. The following criteria were established:

• legal entity;

• number of employees greater than 50 – to increase the validity of the data in the research investigation;

• all areas of the Czech Republic;

• actively engaged in business.

2. Results

Present Empirical generalization and interpretation of the determined results was conducted on the basis of the survey results.

The final sample for interviewing numbered a total of 49 respondents. Table 1 depicts the hard data that was acquired, which represents the numbers in percentages of the data listed by the respondents. The most common types of legal business entities for the respondent sample were the private limited company and the joint-stock company. The largest number of organizations fell into the 50-250 employee range with the 1001-5000 employee range following. The highest number of respondents listed pure line or line and staff organizational structure; next divisional and matrix structures.

TAB. 1: Hard Data

Legal Type of Business Entity [%]		Daughter Company [%]		Organization Size [%]		Organizational Structure [%]	
General Partnership	4	No	40	50-250	59	Line	27
Limited Partnership	0	Yes, EU	27	251-500	6	Staff	8
Private Limited Company	55	Yes, non-EU	8	50-1000	12	Line and Staff	27
Joint-Stock Company	41	Yes, CZ	21	1001-5000	18	Divisional	12
		World	4	More than	4	Functional	12
						Matrix	14

Source: Own research

Fig. 1 shows the frequency of the use of various internal communication tools which occurs every day especially in oral form, by email and through Enterprise Social Network (in case this network is used). Weekly communication occurs mainly in writing and by e-mail; monthly communication occurs in writing and orally (mainly corporate meetings), quarterly communication occurs orally (mainly corporate meetings). Communication based on the needs to communicate occurs in writing and by e-mail. Among unused forms of communication, according to research, ranks online social networks and enterprise social networking. Respondents also notes that the second most common internal communication ranks telephone communication and message boards are in most manufacturing companies also used.

FIG. 1: Frequency of Using Individual Instruments of Internal Communication
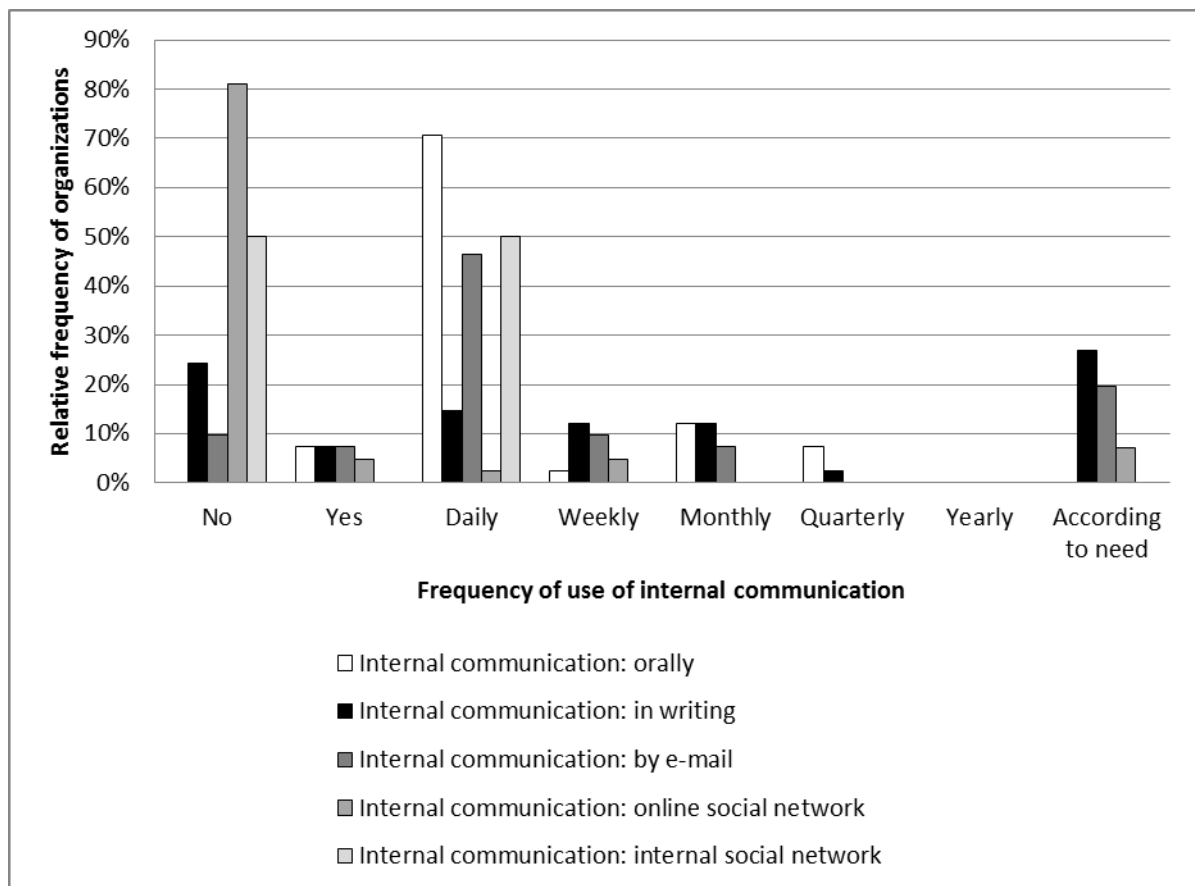
Source: Own research

Fig. 2 shows the frequency of announcements of corporate information through the internal communication which occurs every day especially in oral form, by e-mail and the publication of information on the intranet. Weekly announcement of corporate information occurs primarily via email and in writing; monthly disclosure of information occurs in writing, orally (corporate meetings) and on the intranet, quarterly communication is done verbally. Announcement of company information as required occurs in writing, by e-mail and orally (corporate meetings). Among unused forms of communication, according to research, ranks online social networks and enterprise social networking.

FIG. 2: The Frequency of Announcements of Corporate Information via the Internal Communications
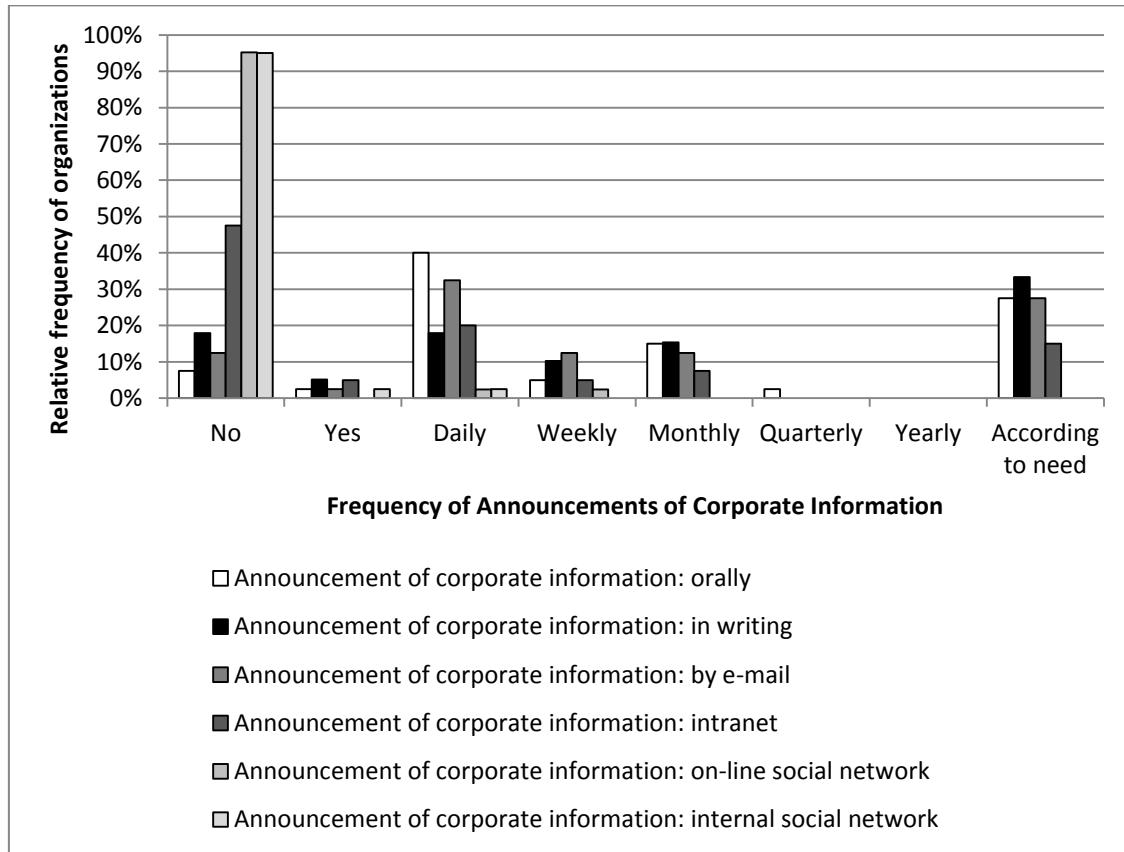
Source: Own research

3. Discussion

The basic question is how to achieve the interests of all employees to ensure the prosperity of the company. A number of authors answer this question that one of the many factors in achieving prosperity of the company is effective internal communication.

The effort of managers is engage in dialogue that will lead others to common solutions of organizational problems with the aim continuous improvement and fulfillment of business objectives (Bělohlávek, 1996). While in the past, internal communication was mostly one-sided, formalized and written character, based on a fixed hierarchical structure of the organization and limited communication channels. In modern enterprises is of critical importance two-way communications, rather informal. (Urban, 2013).

One of the possible tools and current trends for internal communication are Enterprise Social Networks. Černý (2013) enterprise social networking is perceived as part of internal communication, aimed at cooperation, sharing information, getting feedback and communication between people in the organization. It offers an entirely separate and well-secured environment. He added that mainly integrates an intranet along with other collaborative tools. Meanwhile, organizations in the Czech Republic this software tool not very used. The author of this paper SEES a great potential in using of enterprise social networks. The reason of the low using of this network may be due to poor promotion. The author of this paper recommends increasing promotion for managers and recommends provide information about the characteristics of Enterprise Social Networks, and especially their benefits for internal communication.

Conclusion

One of the critical factors in the success the organization includes the ability of managers and employees with one another openly and effectively communicate. During the last years there has been to significant changes in the way of managerial communication. While in the past, internal communication was mostly one-sided, formalized and written character. (Urban, 2013; Bělohlávek, 1996)

The overall results of the research data presents current trends of internal communications in organizations in the Czech Republic. In modern organizations is of crucial importance two-way communications, rather informal. Daily internal communication occurs mostly orally, weekly communication occurs mainly in writing and by e-mail. Announcements of corporate information through the internal communication which occurs every day especially are in oral form, by e-mail and the publication of information on the intranet. Weekly announcement of corporate information occurs primarily via email and in writing.

There is a space for discussion the question of the usefulness by email. By Microsoft there is a continual sending emails back and forth, causing companies escaping the current context and important documents. The transfer of internal communication in social networks is inevitable in the future. (Sedlák, 2012) Enterprise Social Networks are slowly starting to use in the Czech Republic.

Author of the paper agrees with Petříková (2002), which claims that positive influence on motivating employees to higher productivity have mainly interrelated to working environment factors related to internal communication, managerial style, social environment and corporate culture. It will be interesting to monitor new trends in internal communications in the future.

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