

Analysis of obstacles to internal communication and improvement measures

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Abstract: *Communication is a very important key aspect of organizational management, strengthening communication management within the organization helps the smooth transmission of information in the organization, unifies the thinking of managers and employees, and assists managers to make scientific decisions. However, there are still many obstacles to internal communication in Chinese organizations, which may lead to poor information transmission, low cohesion, low efficiency, and affect organizational development. In this paper, the importance of communication in organizations is first explained, then the factors affecting communication barriers in organizational governance are analyzed, and finally some feasible suggestions are put forward for the communication barriers in organizational governance to solve the communication problems in the governance process.*

Keywords: *internal communication; obstacles; improvement measures*

1. Research background

Communication is the process of exchanging and transmitting information within a company. Throughout the communication process, the sender of the information begins to encode ideas or opinions and then sends them in some form. After receiving the information, the receiver decodes the information in order to understand it and give feedback. In an organization, effective communication requires two conditions: first, the sender can clearly express information, so that the recipient can accurately understand; second, the sender evaluates the recipient's response and corrects the information accordingly[1].

The importance of communication to enterprise development has long been recognized in academia and practice. Some scholars have pointed out that good communication between managers and employees is the condition of organizational operation and realization of employees' personal goals and organizational goals. The carrier of good communication is managers and their commitment to employees, and they are willing to find employees' problems and solve them[2]. Deirdre Borden has said that managers in all industries spend about 75 % of their time communicating. A study conducted by Princeton University found that 'intelligence', 'expertise', 'experience' and 'knowledge' play a 25 % role in a person's social success, and the remaining 75 % comes from effective communication. Barnard, a well-known organization leader, believes that "communication is a means of bringing members together to achieve common goals." [3] Positive internal relationships can resolve conflicts and help one cope with difficult organizational situations and public well-being. Therefore, learning and practicing interpersonal communication is important and beneficial for all employees and organizations at all levels (Hannicott, Pence & Gerhart, 2013)[4]. With the globalization of the economy, the environment inside and outside the company is changing rapidly, and effective communication becomes more important. The importance of communication in the organization is mainly manifested in: first, communication can enable managers to exchange information with subordinates, so that managers can find subordinates' needs and ideas in time, which is conducive to managers to provide information for the implementation of scientific and effective management; second, effective communication can make managers understand the psychological needs of subordinates, provide a warm and pleasant working atmosphere for subordinates, and improve mutual cooperation. Third, communication helps connect employees and the work they do with the company's strategic vision and establish a common vision to achieve the company's goals.

Foreign management scholars have long found that good communication can greatly promote employee satisfaction, communication openness and organizational performance and job satisfaction are positively correlated. In China, although most of the managers in the organization have also noticed the importance of internal communication, due to the influence of the early economic system in China, the

management system of most enterprises is rigid and rigid, focusing on the authority and non-violation of management from top to bottom, weakening the role of communication, resulting in low efficiency of management. Although China has been reforming and opening up for more than 30 years, there are still many obstacles and misunderstandings in the governance process, especially in the effective communication within the company, so we need to focus on the analysis.

2. Communication within the organization

2.1 Conference communication

Conference communication is an important and costly communication method, which is often used as an internal communication method to solve important issues such as decision-making[5]. Meeting communication needs to have a clear purpose and requires participants to be fully prepared and listen carefully to improve the efficiency and effectiveness of meeting communication. The advantage is that in conference communication, all participants have the opportunity to speak. In the event of a problem, the use of conference communication is conducive to brainstorming, developing the strength of the team, and ensuring that information can be conveyed in a timely manner. However, there are also some problems in conference communication. For example, it is difficult to coordinate with personal arrangements in terms of schedule. It is also difficult to coordinate personal arrangements, and there may be herd mentality in meeting communication, which leads to the rejection of some personal ideas.

2.2 Written communication

Written communication is one of the main forms of internal communication, which can be in the form of documents, internal mail, bulletin board, online sharing platform, slogans and internal newspapers. Compared with meetings, written communication is more occasional and can be formal or informal [6]. Its form can be a note or a legally binding contract. Written communication is conducive to the author's easy expression and the accuracy of written materials. The advantage is that written communication allows the author to express himself easily. The content can be modified, so the accuracy of the written material is high. The disadvantage is that written communication is often one-way and lacks feedback.

2.3 Face-to-face communication

Face-to-face communication refers to direct communication with mutual listening. It is purposeful, direct, planned, direct two-way and controlled [7]. Its advantage is that the content of communication can be adjusted according to the communication situation, and the response of the recipient can be monitored at any time during the communication process to obtain the most appropriate response and achieve better results. In the communication between managers and subordinates, face-to-face communication is a relatively easy and accidental way to understand the ideas of subordinates and promote the follow-up agenda. The disadvantage of face-to-face communication is that due to its immediacy and face-to-face characteristics, it is easy to affect the emotions of both sides of communication, thus greatly affecting the effect of communication.

2.4 Network communication

At present, many organizations mainly communicate internally through WeChat and email. In daily work, it is suitable for cross-departmental communication between colleagues who do not know each other. If you have a technical problem, you can easily find someone in the technical department to solve it. The advantages of online communication for some specific departments, such as the editorial department, will often take turns to work, the implementation of network communication will greatly improve the efficiency of the work. The delivery of work within the same department is often done by e-mail, because information can be delivered quickly and in large quantities through e-mail to ensure the accuracy of the delivery. The main shortcomings are that the formality of WeChat communication is not enough, and the security of information is not well guaranteed; the convenience of e-mail communication is not enough, and the guarantee of other information means makes the network communication tend to be more perfect, but the early investment will be relatively large.

3. Analysis of obstacles within the enterprise

3.1 Factors of organizational structure

Organizational structure is a way for a company to carry out business and is one of the important factors affecting internal communication. First of all, the number of company management increases with the size of the company, which directly affects the quality and speed of information transmission. The more links and levels in the communication process, the greater the possibility of information loss and misunderstanding. In practice, some important management researchers have shown that the misunderstanding rate of information transmitted from one level to another is about 13 %; on average, only about 23 % of the information transmitted from superiors to direct reports is correctly understood, while more than 10 % of the information transmitted from subordinates to direct reports is not correctly understood. [8] Secondly, the hierarchy of the organization often brings psychological pressure to people. The more levels, the easier it is for employees to feel the ' level ' and spatial distance of the enterprise, resulting in invisible psychological pressure and gap, which indirectly affects the effect of communication.

3.2 Enterprise managers' own factors

As the main actors and participants of corporate governance, managers within the enterprise play a key role in organizational communication. We believe that managers ' beliefs and misunderstandings are the biggest obstacles to organizational communication. Their impact on organizational communication is much greater than any other organizational factor. First of all, the role change of managers is not complete. Influenced by traditional ideas, most of them are self-centered, do not think in a different way, cannot communicate on a truly equal basis, and cannot respect, understand and care for subordinates, which completely violates the ' people-oriented ' policy of modern organizational system. The second aspect is the communication ability of managers. Managers have developed certain ways and habits of communicating with subordinates, but they never think about whether these ways are appropriate, whether they need to be improved, whether there are more effective ways, and whether the information is correctly received or perceived. Finally, the motivation of managers is their own interests. In upward communication, only the information of interest to senior managers is put forward, or only good news is conveyed, and bad news is delayed; they want to solve or prevent problems before their superiors understand them; in downward communication, managers use information as a right and tool to intentionally conceal the truth and information, or to reward individual employees with information.

3.3 Employee initiative is not strong

In many companies, employees do not take the initiative to communicate with their superiors. Some subordinates report to their superiors, often flattering their superiors, distorting the facts and concealing the truth; some subordinates are willing to not participate in the management of the company and take a ' I don't care, I insist ' attitude towards the development of the company. With good suggestions or programs, they dare not or refuse to report to their superiors, fearing that their ideas will not be affirmed by critics; in the implementation of the orders issued by the superior, when the potential problems are found or the superior does not reflect the problems in time, blindly believe in the superior or maintain an indifferent attitude, continue to perform the task, and ultimately lead to more and more obvious problems.

3.4 Communication channel factors

First of all, the choice of communication channels may be one of the reasons for poor communication. For example, for the company more important information to choose more formal channels to pass, to prevent the loss of information. Second, communication channels are relatively unique. Today, most companies still rely on traditional means of communication, such as instructions, reports and meetings, for organizational communication. Most of the company's managers pay more attention to formal communication channels, and less attention to informal communication channels [9] ; finally, most of the communication within the organization is one-way and cannot provide timely feedback. Therefore, communication loses its true meaning and becomes a form. Senior managers are unable to accept feedback from employees, which makes management activities inefficient.

4. Improvement of internal communication

4.1 Establish a flat organizational structure

The flat organizational structure is very important for today's enterprises to adapt to the rapid growth and change of information economy. The flat organization corresponds to fewer vertical management levels, which is beneficial to accelerate the speed of information transmission, reduce information distortion, and ultimately accelerate the company's response to the external world. Speed is the competitive advantage of a company. With speed, there is vitality and motivation. It can also reduce the cost of communication and coordination between senior managers and citizens, as well as the complexity of administrative work. Effective communication can be said to be closely related to the structure of the organization. Therefore, on the premise of ensuring the effectiveness of the organization, the management scope of the organization should be expanded as much as possible, so as to reduce the organizational level and optimize the structure of the organization.

4.2 Improve communication skills of managers

Focus on emotional communication. In practice, communication skills usually mean that managers accurately describe the current situation and development vision of the company, and at the same time pass it to subordinates through certain channels, so that subordinates can accurately understand and accept this information. For managers, subordinates' recognition of managers is the greatest support for themselves, and also the purpose that managers want to achieve through communication. Managers should be able to correctly use oral expression and language skills, clearly express ideas, concise and focused; use expressions, gestures and other nonverbal communication skills. In a sense, for managers, getting better communication and interpersonal skills is the same as getting business management skills. In addition, enterprises now advocate 'people-oriented' management ideas, attach importance to the establishment of good emotions between managers and employees, not just a simple working relationship, so that employees realize their value to the development of the company, so as to cultivate a continuous work enthusiasm.

4.3 Stimulate the enthusiasm of employees to actively communicate

The top management should adopt the 'people-oriented' management method, provide employees with various growth and development opportunities, introduce the company culture to employees, improve employees' sense of belonging, find their own foothold, improve employees' work enthusiasm and improve communication. Employees also have the opportunity to express their views and opinions on their work. Once these opinions are accepted, they should be effectively motivated. For example, through appropriate salary support, some of the profits generated by the company after passing the streamlined proposal can be used to reward the employees who put forward the proposal. All employees have a strong sense of identity and belonging to the company. Only when employees' ideas are recognized by the company can they be recognized and better serve the company. Communication is not only the lubricant of enterprise management, but also the main tool to implement the concept of enterprise management, which is beneficial to and promotes more effective work of employees. It is very important for the rapid and healthy development of enterprises to establish an effective communication mechanism with management and promote employees to actively participate in company management.

4.4 Flexible use of communication forms

Improve organizational communication channels. Communication channels are crucial to the communication effect of an organization. As an enterprise, we should fully consider the psychological composition of the organization's departments and employees, and make the right choice between formal communication and informal communication; informal communication should be used to motivate and guide subordinates, stimulate ideas, exchange ideas, and establish good relationships; formal communication should be used to communicate instructions, orders, organizational decisions, and other information. The rapid growth of technology, communication connectivity, and computing power has changed the type of communication within and between organizations. [10] Modern companies use multiple forms of communication, including top-down communication - meetings, speeches, corporate newspapers, television, advertising, etc. And bottom-up communication-employee attitude survey, interviews, employee opinions and question columns in company magazines, opinion boxes, job interviews, etc. According to the particularity of its organization, companies can use certain forms to

create a specific communication system. Informal communication requires good management by managers to play an active role. The organization's communication system should be as open as possible and provide timely rebuttals to stop the spread of rumors.

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