

An Analysis of Internal Communication in the Holding Company UNEX a.s.

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ABSTRAKT

Tato bakalářská práce se zabývá problematikou vnitropodnikové komunikace v holdingové společnosti UNEX a.s. Použité literární zdroje o správné a efektivní vnitropodnikové komunikaci tvoří základ teoretické části, která zároveň slouží jako východisko pro část analytickou. Podstatou analytické části je vyhodnocení dotazníkového šetření na čtyřech odděleních této společnosti. Pomocí dotazníků je zkoumána úroveň stávající vnitropodnikové komunikace a názory zaměstnanců na způsoby předávání informací. Společnosti UNEX a.s. byly na základě zjištěných informací doporučeny návrhy k zefektivnění stávající úrovně komunikace uvnitř společnosti.

Klíčová slova: vnitropodniková komunikace, komunikační toky, standardní typy komunikace, nástroje komunikace

ABSTRACT

This Bachelor's thesis is concentrated on problems of internal communication in the holding company UNEX a.s. Literary sources about proper and effective internal communication make the basis of the theory which also provides the foundations for the analysis. The principle of the analysis is an evaluation of questionnaire survey at four departments in this company. The current level of internal communication and employees' opinions on methods of transfer information are examined by using questionnaire survey. The proposals based on acquire information leading to the efficiency of current situation of internal communication in the holding company were recommended.

Keywords: Internal Communication, Communication Flows, Standard Types of Communication, Communication Tools

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INTRODUCTION

"Tell me and I'll forget; show me and I may remember; involve me and I'll understand." ~

(Chinese Proverb 2010)

A key element in an organization's employee engagement strategy is internal communication. So employees will be beneficial for the organization, it is necessary or the proper functioning of the company to have employees who know how to communicate clearly and accurately. The quality of internal communication ensures the smooth running of the organization and saves it time. For the organization informative and motivational interconnection is highly important. All employees must know the goals of internal communication and their role in it.

Throughout the organization mutual understanding must rule. The task of internal communication strategy is to establish firm rules which employees will follow. It is important to realize that the behavior of employees to the customer appear from the organizational behavior to employees. Employees are the heart of the company.

The bachelor thesis will be addressed the area of internal communication in the holding company UNEX a.s. The main goal is to analyze the current state of internal communication at the company, identify its strengths and weaknesses and make recommendations for improving the current situation via using the results of a questionnaire survey and personal experience.

The first part of bachelor thesis will document the theory of internal communication and communication in general. In the analysis part the authoress is going to introduce UNEX a.s. company: its history, values, missions, vision and organizational structure as well as its economic indicators. It will then analyze internal communication within the holding company by means of questionnaire survey, which will be focused on the views of employees to the way of internal communication organization. Sources also include personal experience and interview with the Directress of Heavy Engineering Product Group. Based on the results of the analysis, recommendations will be made to improve internal communication within the company.

I. THEORY

1 COMMUNICATION

"Communicare est multum dare." (Veber 2009)

Communication is background for effective management. Communication needs to be addressed proactively. It is necessary to use modern means of communication in order for internal communication has been effective. Each organization must have developed a communication framework and a system of rules forming the edge of its internal communication. Communication proceeds at various levels, by various means of communication and serves a different purpose. (Veber 2009)

Communication is highly fundamental for whole organization. The most important role of communication takes a manager. Tangible things are not so important for managers anyhow information about these tangible things. Communication depends on the organizational hierarchy in the organization. A manager is the peak of the hierarchy and his/her art to communicate is essential for an organization. This does not mean that the communication was only a matter of top management. Communication refers to every employee in an organization. (Donnelly, Gibson and Ivancevich 1995; Veber 2009)

1.1 Communication Concept Definition

The concept of communication has a basis in the Latin word *"communicare"*. Latin *"communicare"* means to do something common; communicate something. We comprehend communication as the exchange of information from a broader perspective of view and as the provision of information in a narrower sense. The closest sense to us today is *"to participate with someone on something."* This importance flows from the original Latin meaning because *"communicare"* has a clear equivalent in the word *"participare"* meaning to have a share on something common. (Křivohlavý 1988)

According to Donnelly communication is: *"the transfer of mutual understanding through symbols. The term is derived from the Latin communis, meaning "common". In other words, if the understanding is not a result of transfer by force of verbal and nonverbal symbols, it can not be considered as communication."* (Donnelly, Gibson and Ivancevich 1995, 507)

"Communication itself is the process by which individuals share meaning." writes Chris Fill in his book. (Fill 2008, 36)

According to social science terminology communication is *"The scientific study of the production, processing and effects of signal and symbol system used by humans to send and receive messages."* (Dickson, Hargie and Tourish 2004, 17)

"Last definition highlights three main dimensions (Dickson, Hargie and Tourish 2004, 17):

- a) Communication is amenable to scientific characterization. It is a process that is open to measurement, analysis, evaluation and improvement.*
- b) The study of communication centers around how messages are produced, how they are then processed or delivered (by face to face interaction, in writing or through technological mediation)*
- c) The importance of signs and symbols is highlighted. All interpersonal behavior potentially serves a communicative function, and is judged on the basis both of verbal content and nonverbal signals. The overt message may be less important than the hidden meaning, or "sub-text". "*

1.2 Communication Process

The communication process is a set of information, communication skills, communication activities and communication tools, which take place in the internal environment. (Janda 2004)

If the receiver understands the message from communicator, as meant, the process of communication will happen. The talk can not be considered like communication in case of misunderstanding between communicator and receiver. (Donnelly, Gibson and Ivancevich 1995; Janda 2004)

The communication process includes several key elements, without which communication could not occur. The first element is a communicator, or source (individual or group) who has the need to communicate some ideas, thoughts or information to the receiver (another individual or group). The communicator has to transfer the idea into meaningful form (encoding) via verbal, nonverbal or written resources (channel) thus receiver comprehends the idea in right way. Receiver decodes the message by using of his/her sense. If the receiver understands the meaning of the message, he/she will communicate this information to the communicator in some way. He/she provides feedback to a communicator. Due to the possibility of distortion in each element of the communications process it can lead to confusion caused by so-called noise. Participants of communication help to create, influence and contribute communication itself. (Donnelly, Gibson and Ivancevich 1995)

The following figure is a graphical representation of the Communication Process Model:

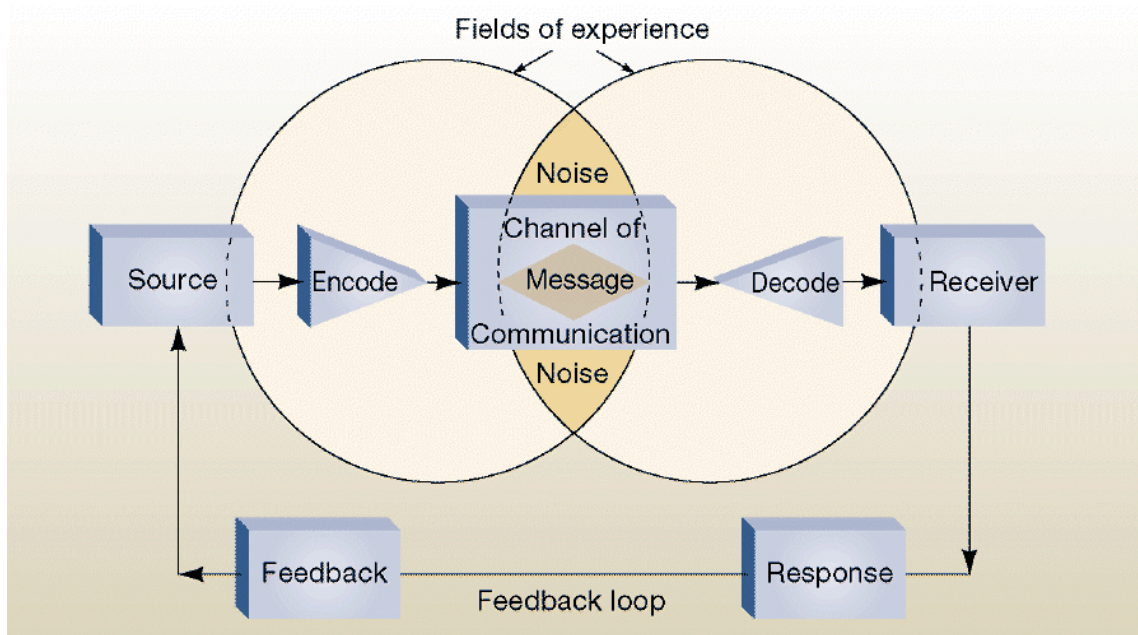


Figure 1 Communication Process Model (Garza 2010)

1.2.1 Elements of Communicative Process

The elements of the Communicative Process are described below:

a) Partners of communication

The communication has two partners at least. The first one is communicator; the author of the message and second one is recipient.

- a. *Communicators (source)* – Refers to the people who are involved. A communicator is a source or an author of message, who has a reason to communicate. It can be a manager, employees in an organization or an organization itself.
- b. *Receiver* - It is important to realize the fact that the effective communication is specialized to recipient not to media. A communicator has to anticipate the decoder ability of recipient. The aim of the communication is a mutual understanding between a communicator and a recipient.

- b) **Encoding** – A communicator has to encode his/her message to systematic line of symbols, which express his/her own intention. Encoding is proceeded via language. The sense of encoding is to ensure that ideas and intentions are expressed in the form of message.

- c) **Messages** are results of the encoding process. Messages are signals and symbols used to express what communicator have in mind. They may occur in a verbal or a non-verbal form.
- d) **Channel** is by another name medium. The informative channel in the organization provides the messages. A channel also describes the tools of communication such as face-to-face, telephoning, written communication, tele or videoconferencing. (Dickson, Hargie and Tourish 2004; Donnelly, Gibson and Ivancevich 1995)
- e) **Decoding** is a technical term for a receiver thinking process. The receiver decodes the message based on his/her own experience. The more closely message decoded to communicator's intention, the more effective the communication is. Each department of organization has its own language and symbols that are hardly decoded by people outside department. (Dickson, Hargie and Tourish 2004)
- f) **Feedback** can only be created between the communicator and recipient in the case of a two-way communication process. Feedback makes communicator clear whether his/her message was understood and whether it will be followed by a thoughtful judgment. In other words, it is the control of perception of communicated information. (Dickson, Hargie and Tourish 2004; Donnelly, Gibson and Ivancevich 1995)
- g) **Noise** is the term describing any disruptive factors due to which a distortion or perversion of messages are appeared. (Dickson, Hargie and Tourish 2004; Donnelly, Gibson and Ivancevich 1995)

1.2.2 Four Levels of Communicative Process

Communication process can be divided into four levels of communication itself:

- a) **Intrapersonal communication** is focused on what is going on "inside" the person – how people process, store and produce messages. This includes elements of perception cognition, emotion, beliefs, attitudes, self-image and self-awareness.
- b) **Interpersonal level** is focused upon the study of communicative relationship in one-to-one and small group contexts. The analysis of relationship development, maintenance and breakdown, the acquisition of communicative ability and skills, communication dysfunction, and the study of professional communication are parts of this level.
- c) The third communication level is the **network and organizational realm**. In this level are analyzed larger collectives in the context of ongoing relationships including the

study of group norms and how they are developed, disseminated and enforced. The formation of organizational identity and its expression through symbols, value formation, formal and informal communication channels and networks, rewards and sanctions, and the development of corporate image.

- d) The last communication route leads to the **macrosocial or mass level**. The attention is directed to communication properties and activities of large social systems. For example: the nature, role, production and effects of the mass media, political structures and networks, dissemination and expression of national values, norms and identity, and the diffusion and continuity of language and culture. (Dickson, Hargie and Tourish 2004)

1.3 Standard Types of Communication

Each type of communication has its advantages and disadvantages. The accuracy usage of language plays important role during communication. Each type of communication is not suitable for every situation thus it is required to choose that type of communication which conforms to the situation and goals that communicator wants to achieve.

The standard types of communication can be divided as follow:

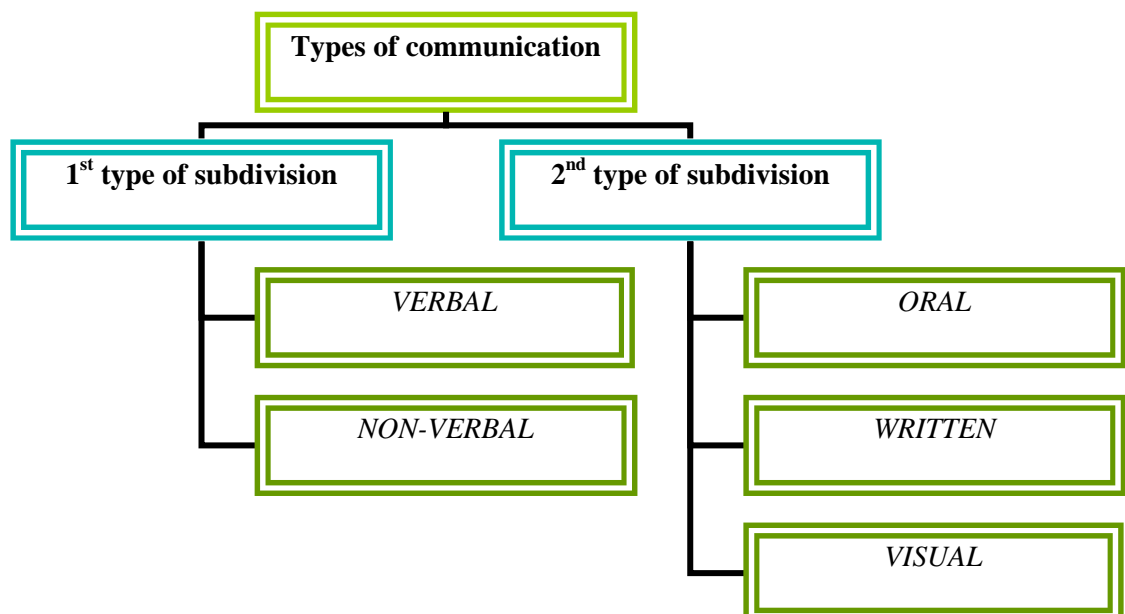


Figure 2 Standard Types of Communication (own creation)

1.3.1 Oral Communication

Oral communication is considered as the most common form of communication. Generally, oral communication is a kind of communication, when one person transfers the message to

another person by using spoken words. Oral communication is used for ordinary communication like conversations, consultations, explanations, completing or for transfer of tasks, persuasion, negotiation, etc. The oral communication is not just the content of speech, but its connection with the speech of the speaker. Pauses, timbre or non-verbal communication (facial expressions, gestures) can greatly enhance or diminish the importance of the spoken word.

The advantage of oral communication is providing immediate response and a possibility to change communication. The oral communication is not just its own content of the communication but also the form in which is this message transmitted. (Ludden 2002; Mikuláščík 2003; Veber 2009)

1.3.2 Written Communication

"Knowing how to communicate through writing remains an important communication skill." (Ludden 2002, 79)

The message of written communication is not in comparison with oral communication accompanied either non-verbal expressions or body language. The message can be read by receiver anytime and the receiver can return back again to its content if necessary. Written communication can be saved or archived. Typical examples of written communication are letters, memoranda, notes, internal reports, manuals, handbooks, minutes of meetings and printed output from a computer. The immediate reaction is not expected from the receiver, he/she has time to deliberate and select the most appropriate one. Appropriate time must be paid to written communication because of needful preparation (the content of communication, sort of ideas, choice of language means) in order to the receiver could understand the whole message. The receiver often interprets message differently than the communicator means. Writing involves knowing how to use words correctly. (Ludden 2002; Veber 2009)

1.3.3 Visual Communication

Visual communication is an important form of communication. According to survey the person is memorized 55 % of learned information by means of graphic elements. In comparison with the sound it is about 17 % more and with text by 48 % more. (Horný 2010)

The result of visual communication is message hidden in a graphical presentation, which is composed of various images, texts and their mutual composition. (Horný 2010) Visual communication is used to support written and oral one. The aim of this communication is to impress the senses. Communication is realized by using placeholders, shapes and colors. Visual communication sometimes can not be done without the spoken or written word. In the message of visual communication are most frequently used diagrams, graphs, tables, slides, photos, videos and models. Visual communication provides an opportunity to improve the imagination and thus the faster absorption of the necessary information and an orientation in the document.

Feedback is not always possible; therefore, the great emphasis is given to a proper understanding at first glance and to minimizing of communication noise. (Chihocky 2010; Horný 2010)

Another subdivision of communication which is the most common and has the best description of the needs of the communication process classification is a division into verbal and nonverbal communication. Between verbal and nonverbal communication is the mutual complementarities. (Mikuláščík 2003; Veber 2009)

1.3.4 Verbal Communication

Verbal communication is the expression mediated by means of words by using appropriate language. In a broader sense verbal communication may be direct or mediated, spoken or written, live or recorded. (Vymětal 2008) The most important branch which deals with verbal communication is linguistics.

Verbal communication is an essential part of social life and a precondition of thought. Language and thought are interdependent.

The way how people express own language characterizing the language style. Language style is related with the speech power, pitch, speed and fluidity of speech, the timbre, quality of speech and mistakes in speech.

1.3.5 Non-verbal Communication

Nonverbal communication is a way of expression through non-word means. People do not say any words but still communicate. One is talking, even if he/she is silent. It is because of the communication signals are transmitted by its body. Nonverbal communication gives lot information about feelings and attitudes.

Social communication regards non-verbal communication as a body language. The way how person is moving, gesturing, expressing through mimicry, keeping eye contact or occupying space. The emphasis is most often focused on the head position and facial expression because these parts are the most noticed one. There are also the movements of the hands and arms and movements and position of the body and legs.

Nonverbal communication consists of the following components:

- a) *Gesticulation* - essential elements of gesticulation are gestures accompanying verbal speech through which the significance (either consciously or unconsciously) is attached. In particular, it is the movements of the fingers, hands and legs.
- b) *Haptics*- part of nonverbal communication, which deals with the touch. Touches may be formal, informal, friendly or intimate. The most common socially acceptable physical contact is a handshake.
- c) *Chronemics* - deals with the way we express, use and structure time frame in relation to other people.
- d) *Kinesics* - studies the spontaneous movements and poise of body and head.
- e) *Mimicry* - the basic essence of mimicry are changes taking place in the face except the eyes. People using mimicry reflects the progress and impact of ideas on their psyche. People express what they experienced.
- f) *Posture* - deals with the complex posture, the tension and release, tilt, position of the hands, feet, head and the direction of rotation of the body. Emotional state, degree of passion and attitude towards the partner are recognizable by posture.
- g) *Proxemics* - assesses the distance between the communicating. Each person to feel safe and comfortable requires a certain distances from each other. The four basic distance zones are classified – namely intimate, personal, group and public.
- h) *Eye contact* is one of the most important components of nonverbal communication. The definition according to Cambridge dictionary it is: "when two people look at each other's eyes at the same time". Eye contact has a large influence on social behavior. (Cambridge Dictionary Online 2010)
- i) *Paralinguistic* is the study of paralanguage. Paralanguage is everything what is related with voice and how words are said, e.g. pitch, volume, intensity or rate of words. Via paralanguage the meaning and emotions are conveyed. (What is Paralinguistic Communication 2009)

(Ludden 2004; Mikuláščík 2003; Vymětal 2008)

1.4 Principles of Effective Communication

It is necessary to observe certain principles in order to mutual understanding and agreeing due to achieving of effective communication between partners. The first essential requirement for effective communication is the understanding to each other. Messages which are said by a speaker must be harmonious for a hearer. This means the flow of semantically same information by all communication channels. Another principle of effective communication is the truth, alias telling the truth. The principle of truthfulness is not to disclose any information, thoughts and feelings that we have, but rather not to say what we do not think or what we do not feel. The third principle is the ability to understand others. During the communication is not merely about transfer of information, but it is about their exchange. The most important role in this case has the empathy, the ability to perceive the message as a whole, including the feelings and the human condition, which are transmitted by a speaker. A willingness to respect the opinions, ideas, feelings and all dissent of communication partner is another pillar of effective communication. An acceptance of a person does not mean to agree with his/her views. This is just about the expression of respect and acknowledgment of partner's right to have their own emotions, opinions and attitudes. Another essential step is to think fairly, have a perspective. Finally, it is impartiality. Impartiality is closely linked with confidence. If we proclaim ourselves as impartial, someone will hardly believe to it. It is important that our actions are equitable and our communication partners have to trust our impartiality. (Plamínek 2008)

2 INTERNAL COMMUNICATION

Internal communications is a communication process that is held within an organization and between the members of that organization. Internal communication is more recently associated with achieving effectiveness in the work communication processes and brings harmony at the organization.

One of the tasks of internal communication is that all employees of the organization received the correct information important to their work at the right time. Without mutual communication both in the department and between departments could not undertaking the work.

The effective communication receipt for success still does not exist. Every company has its own internal communication strategy. Most of the internal communication is failing because majority of communicators are focusing on the wrong communication issues and methods. The biggest problem why internal communication is not effective is because of it is not being done with the way it should be. (Horáková, Stejskalová and Škapová 2000)

It is important to remember that the final goal of an internal communication strategy is not a satisfied employee; it is a satisfied customer thanks to him/her. How the company is behaved to its employees, employees are behaving by same way towards to customers. Internal communication is significant at any organization because it is the building block of the organizational culture. (Hloušková 1998; Horáková, Stejskalová and Škapová 2000; What does effective internal communication means? 2007)

2.1 Internal Communication Goals

The determination of understandable goals of internal communication means for organization an essential prerequisite for the organization's success. Understandable goal must content employees' duties. Goals have to be understandable for each individual in the organization. All workers must know what is expected from them at their work and what role they have in an achieving of a goal at the organization. Next duty for employees is to know information what their jurisdictions are and what responsibility they have.

The four main objectives of internal communication include:

- a) Mutual understanding

- b) Operating communication based on feedback
- c) Awareness and motivation in all business units
- d) Creating and changing attitudes, including job behavior of employees.

(Hloušková 1998)

2.2 Communication Flows

Communication can also be characterized as vertical, horizontal, or diagonal. These three communication flows form a framework in which communication takes place in organizations. Barriers to effective business communication can be found out by means of these communication flows.

2.2.1 Vertical Communication

"Vertical communication occurs between hierarchically positioned persons and can involve both downward and upward communication flows. Downward communication is more prevalent than upward communication. Larkin and Larkin (1994) suggest that downward communication is most effective if top managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff. "

(Baker 2009, 7)

Vertical communication flows are especially used for reporting information (e.g. results, working plans, and manuals) and obtaining feedback. Typical examples of vertical communication are: communication from managers to subordinates; from shop floor workers to supervisors; from the Chief Executive Officer to all other management and employees.

- a) *Downward Communication at the organization* presents communication flow from individuals in the *hierarchically* higher positions to individuals in lower positions. Work instructions are the most frequently use of downward communication in organizations.
- b) *Effective Upward Communication at the organization* is needful to the same extent as requirement to communicate downward. Trust box, into which workers throw their suggestions and comments, as well as workshop and meetings are ranked among the most common means of upwards communication.

2.2.2 Horizontal Communication

Horizontal communication involves communication among persons who do not stand in hierarchical relation to one another. This means communication among people on the same "hierarchical level" in the organization ("peer communication") - generally in the same department but sometimes between other departments. It is normally used to co-ordinate work. E.g. sales managers circulates details of potential customers for different departments and he/she allocates it based on the customer location; or accounting staff in different departments share information to help prepare the annual budget on a consistent basis.

2.2.3 Diagonal Communication

Diagonal communication refers to communication between managers and workers located in different functional divisions. In other words it is interdepartmental communication by people at different levels. Although the diagonal communication is the least used communication channel at all, it is very important in situations when the member of the organization is unable to communicate effectively by using other communication channels. A good example would be a project team drawn from different grades and departments. (Donnelly, Gibson and Ivancevich 2004; Baker 2009; People and Organisations – Communication – Introduction 2009)

2.3 Tools and Tactics of Internal Communication

A tool is a medium of communication you can use to reach an audience, whereas a tactic is the manner in which you use the tool. (Hume 2009) The following is a list of tools and tactics you can consider the using to improve the internal communication at the organization. Each tool have listed its advantages and disadvantages, and then provided a number of different tactics that can be undertaken by using that tool.

2.3.1 In-Person Communication

The in-person communication belongs to one of the most common method of communicating due to personal contact and directness. The participants meet with face-to-face communication; this possibility refers the main advantage of this communication's type. Face-to-face interviews allow the usage of body language and other visible social conventions which help to understand what the other person is really saying verbally. In-person communication is the best tool for discussions on important issues and getting

feedback from an audience. In addition, in-person communication can also be more informal. The fundamental disadvantage of in-person communication is that employees involved must be physically present on the same location. Employees can consider this tool as a time-consuming form of communication. Another problem is that employees may not be honest in their communication because they can not be anonymous and therefore may feel 'unsafe'.

2.3.1.1 Sample Tools and Tactics of In-personal Communication

The most widely used communication tools are:

a) All employees meetings

These meetings can be used to provide employees with an overview of the organization's strategic plan, and share management and board decisions. In addition, staff meetings can be the perfect place to seek feedback from staff and discuss important issues. Finally employees meetings can also improve the functioning of organization. (Hume 2009)

b) Personal Interviews

Personal interview remains the most effective form of communication. It is a good tool when you need to communicate sensitive issues about continued employment, sub-par performance, training needs or other behavioral issues. The one of the advantages is the possibility of connection with nonverbal a visual communication. The formal interview must be prepare and has specific goals e.g. interviewing a job applicant. The informal interview is more common and typical example is phone call with other colleagues. (Palmer and Weaver 2000)

c) Meetings

Meetings are one of the most important tools of internal communication. Meeting must be carefully prepared and managed in order to be beneficial. It is necessary to establish an objective of meeting, to consider the number of participants, to find out if it is appropriate communications way and to prepare a plan with main and ancillary items.

Meetings are often unpopular events between employees. It is usually taken as a waste of time because of regular unnecessary repetition without any real reason. Meetings should be hold only in case of real necessity. Meetings can take the form of formal and informal. (Veber 2009)

d) Telephoning

During the telephoning is important have in mind the brevity and clarity of the message. Communication on the phone is more difficult to mutual understanding than a personal interview because of communicator and receiver could not support message by the non-verbal communication. The advantage of modern wireless and mobile phones is the removal of spatial barriers. (Vymětal 2008)

e) Social events:

Social activities can have as much impact on organizational culture as any formal meeting. These events can build team spirit, increase morale, and deep the link between the staff and the organization. (Hume 2009)

2.3.2 Printed Communication

The other way of communication which is more formal and long lasting is printed communication. The main advantage of printed communication is an easy way to communicate with a large amount of information that employees can access in their own time whenever they are in the office. Printed communication is more formal and can create sense of privacy. Otherwise, printing and disseminating communication can be prohibitively costly in any large quantity. Secondly, preparing print material is usually a lengthy and time consuming process, and is primarily conducive to one way communication.

2.3.2.1 Sample Tools and Tactics of Printed Communication

The typical tools of printed communication are:

a) Internal newsletter

An internal newsletter usually contains information that is directly relevant to organization's staff. The newsletter is an ideal way how convey information such as new employees, changes in policies and procedures, program updates and organizational developments. Column from your executive director could appear in the newsletter and can be used to recognize staff contributions. (Hume 2009)

b) Staff handbook

“A staff handbook should be used as resource that staff can turn to when they have a question about the organization's policies and procedures. While it is not a good place to include information that may change on a regular basis, it is a good tactic to use to ensure that staff are clear on their rights, entitlements and responsibilities, and can help ensure a smooth relationship between staff and the organization.” (Hume 2009, 13)

c) Direct mail:

The direct mail is a written message with the actual content and form sent by the sender to the addressee through the third person or institution. The main negative feature of the paper mail (as compared to e-mail) is that its service needed more people to a delivery, increasing the risk of loss which may result in financial and other losses. The paper mails are typical for more formal opportunity whereas an electronic mail is used as a faster carrier of reports and news. (Dopis – Wikipedie, otevřená encyklopedie 2009)

d) Notice board:

"Notice boards are a simple and easy way to keep people informed of important issues. By putting a board in a high traffic area in office and making it visually attractive can grab the attention of all the staffs that pass by it. Note, however, that if your board is located somewhere where the public has access that you make sure it does not contain any confidential information." (Hume 2009, 13)

2.3.3 Information Technology Based Communication

"Information technology based communication has the advantage of being fast, cheap and with a reach that stretches all the way around the world. New media make it easier than ever for organizations with sufficient technological capacity to reach a large audience with a minimum amount of resources." (Hume 2009, 13)

Provides both transmit and receive messages and data files. Providing an electronic discussion both written and visual or sound form.

The first disadvantage of information technology based communication is that not everyone has access to the necessary technology mainly because of location, position within an organization or skills. Another disadvantage can be information overload – meaning that many people who regularly use this form of communication receive more information than they can effectively handle.

2.3.3.1 Sample Tools and Tactics of Information Technology Based Communication

Three most common tools of information technology based communication are:

a) Email

Email is electronic communication based on the external network (internet). Email is a relatively cheap, easy and quick way to spread information. However, as people become ever more inundated with information, it is important to use email strategically as well.

The disadvantage of communication through email is missing physical contact with communicating, impossibility to observe facial expressions, gesture, responding to message or intonation of voice. (People and Organisations – Communication – Introduction 2009)

b) Tele/video conferencing

"Tele/Video conferencing is the best way to simulate a face-to-face meeting when that is not possible. Its main advantage is that it can overcome distance but has the disadvantage of requiring technology which in many areas is not very accessible. Tele/Video conferencing can be used to conduct small group discussion and get feedback from people who may work in the field or satellite offices and not be able to partake in staff meetings in the main office." (Hume 2009, 14)

c) Intranet/Website:

An intranet site is usually protected by a password and it is only accessible for the staffs at an organization. The members of organization can communicate more effectively thanks to intranet. An intranet provides access to shared files, resources and other information to staff who are located all around the world but have access to the internet. Websites are accessible to general public. By help of website the company present to public society its products, history or new from its company. (Veber 2009; Hume 2009)

3 SUMMARY OF THEORY

Internal communication is a very broad topic; the authoress is mainly focused on the problem of the communication process within the company. The authoress sign is mainly related with efficiencies in communication, selection and use of communication channels and tools, types of communication and communication flows.

The theory is the basis for the analysis of this bachelor thesis. Therefore the authoress tried to include all information she will use in the analytical part. The analytical part will be made in the holding company UNEX a.s. The aim of this part will find out whether internal communication in this company is effective and sufficient or not.

Theoretical part is divided into three parts. The first part of this bachelor thesis provides information about communication in general. This section describes the definition of communication, the whole running of the communication process, from sourcing over coding, message, communication channels, decoding to the feedback and noise. Another part is concerned with dual subdivision of standard types of communication. Standard types of communication are verbal and nonverbal or spoken, written and visual. There are also described six major conditions for achieving effective communication. The last section describes the most important internal communication. Communication at organizations may take several flows, using various tools and tactics. Among the three basic communication flows belongs vertical, horizontal and diagonal. Vertical communication can be further divided into downward and upwards. Interpersonal relationships in all these flows are the firm background for high-quality internal communication. Tools of internal communication are separated up into three fundamental groups. The first one is in-person, the second one is written and the last one is information technology based communication. Each of these forms has its advantage and disadvantages. It depends on many factors and situations which tools of communication is used. Typical factors are number of participants, time or importance. It is important to realize that communication process should be two-way.

II. ANALYSIS

4 COMPANY INTRODUCTION

4.1 Company Profile

The company UNEX a.s. is a metallurgical and engineering group, based in Uničov, a world-known manufacturer in the field of heavy engineering with long tradition. The UNEX engineering-metallurgical complex specializes in the development, manufacture, assembly and modernization of bucket wheel excavators of its own trademark with operating weight ranges from 55 t to 5500 t, designed for continuous mining of mineral resources. Production ranges from large welded steel structures, bridges, portal and port cranes, production and sports halls, to fine machined weldments, such as turbine frames or key components of construction or forming machines. Thanks to its own foundries and forging shop, UNEX is self-sufficient in delivery of final machined castings and forgings. Most of these products are supplied to the world's major companies. Four divisions of UNEX in Uničov and Olomouc in the Czech Republic, Snina and Prakovce in Slovakia employ around 2.5 thousand people and it is one of major employers in this region. Thanks to years of experience UNEX has made a name for itself as a strategic partner of numerous multinational industrial corporations working with this type of equipment. The UNEX a.s. exports most of its production to leading companies, mostly to the European Union countries, but also to the USA or to countries all over the world. Export makes about 80 % of all supplies.

4.2 Company History

The Uničov Engineering Works National Enterprise was established in 1949 as a part of Škoda Plzeň. By the decision of the Party and the Government, the production program was imposed, focused on ground and mining machinery, mainly for the needs of the North Bohemian coal mines. In 1988 the company became an independent unit under the name of Uničovské strojírny n.p. (Uničov Engineering Works, national enterprise). In 1992 it was transformed to a joint stock company in the process of "voucher privatization" and one year later, it has become a private company under the new name of UNEX a.s. In 2003 the entire equity share was sold off to the company managers from Bancroft Eastern Europe Fund. The managers took a share in restructuring of company. The proprietary was converted from a minor shareholders company to a single shareholder company ARCADA Capital a.s. in August 2005 at the UNEX a.s. general meeting. In the same year, an

acquisition was made of 100% of shares of **Moravské železářny a.s.** in Olomouc specializing in die forge and foundry complementary with the production in Uničov. Due to the lack of capacities for production of cranes, jibs and welded constructions in the parent plant in Uničov, the UNEX group expanded by acquisition of the key assets in the premises of the former company **Vihorlat Snina** in eastern Slovakia in the year 2007. In 2008, the acquisition of the foundry belonging to the former **Prakovská oceliářská společnost' Co., (POS)** in Prakovce was reached. Production in the Snina and Prakovce division is performed by the 100% subsidiary company **UNEX Slovakia, a.s.**

UNEX is thus able to offer a complete range of castings both in terms of the sorts of cast iron and the size, and its capacity is more than 50,000 tons of castings per year. Since 1970, UNEX has designed and produced more than a hundred unique giant bucket wheel excavators in the characteristic yellow colours, and most of them still work reliably. UNEX has also designed and produced dozens of stockyard machines, hundreds of kilometres of belt conveyors and thousands of shovel excavators.

4.3 Vision, Mission, Values

Vision

By the constant improvement of processes, improvement of reliability and efficiency of production capacities and positive stimulation of all employees, the company UNEX a.s. aims to actively exploit the growing market potential and create a strong, mutually yielding partnership with the present as well as with new customers.

Mission

The company UNEX aims to be a significant engineering company in the Central Europe and is a reliable business partner for customers and suppliers. Their mission is also to be a popular employer offering attractive job opportunities for the best people of various professions who can be proud of working there. The company want to confirm a stable proof of a successful combination of Czech „brains and hands” to the rest of world.

Values

Principles of the company UNEX are to steer approach and behavior. These they have been set up to ensure that everybody involved in the company is heading the same direction.

Major values are:

- growth, efficiency, speed
- reliability, quality

- flexibility, creativeness
- ethics in business, environment
- common responsibility for the community we live in

4.4 Company Organizational Structure

The company's organizational structure is matrix. The matrix organizational structure has employees by both function and product position. The whole company UNEX a.s. is managed by CEO. The company's organizational structure is divided into five product groups: Heavy Engineering, Machinery, Castings and Forgings, Cooperation and Cut Parts and into several functional group like Marketing, Legal, Technology, Quality, Human Resources etc. The each Product Group has its own director who manages his/her employees and tries to ensure earnings by manufacture the orders. Each product group uses the services from functional group for monthly payment.

Graphical illustration of process structure is enclosed in appendix P V.

Questionnaire survey will be realized in the product groups listed below:

4.4.1 Heavy Engineering

Heavy Engineering Product Group is focused on the production of machinery for continuous open-pit mining, bucket-wheel loaders, loader and belt conveyors. This product group produce also cranes and other steel structures, and last but not least manufacturing of heavy steel structures up to the weight of 80 and maximal length of 40 m. Heavy Engineering product group is accompanied with professional services offered to UNEX customers – assembly, repairs and renovation of mining and handling machines manufactured by UNEX a.s. and also other manufacturers.

4.4.2 Machinery

The production of small and middle sized welded steel structures including machining and painting with weight from 300 kg up to 50 t. Machinery Product Group is a serial producer of weldments, parts of undercarriages, upper frames, frames for other devices, booms and arms, base frames and dump bodies. These products are used by major manufacturers of construction and earth moving machines, shovel excavators, machines with mechanical or hydraulic drive and power tools.

4.4.3 Castings and Forgings

Casting and forgings product group produce carbon, low-alloy, medium-alloy and high-alloy steel castings, manganese steel castings, castings from nodular, grey, malleable and white cast iron and also die forgings. Manufacturing program includes more than 120 batches of material. Castings and forgings are widely used in the railway industry, the automotive industry, the heavy engineering, agriculture, and construction and mining machinery, for handling equipment and air-conditioning and for other industrial branches.

References of individual product group are enclosed in Appendix P VI.

4.5 Company Economic Indicators

The following table shows the statistical indicators of earnings, profits, shareholder's capital and workforce. There has been an extreme increase in all the mentioned indicators since 2005.

Table 1 Company Economic Indicators (Annual Report):

*In thousand CZK	2005	2006	2007	2008
Earnings*	241 439	692 933	743 458	967 301
Profits*	27 687	124 735	288 065	
Shareholder's Capital*	251 512	319 433	459 780	
Number of Workforce	1565	1787	2502	2625

5 ANALYSIS OF INTERNAL COMMUNICATION IN THE COMPANY

5.1 Analysis Aims

When the authoress was searching a suitable company which would provide her information necessary for her bachelor thesis topic, she contacted the company UNEX a.s because of our previous cooperation. She and the Directress of HEPG unraveled the problems of choice of topic. We agreed on a topic – *An analysis of internal communication in the holding company UNEX a.s.* because the company realize importance of this topic. Thus we made terms and details and the authoress started to work. Since the holding company UNEX a.s. is a company with four divisions in two states and more than two and half thousand employees, a fulfillment of an analysis of current situation could not be done both technically and on time in all divisions. An analysis was performed only in two divisions, totally in four departments after a prior consultation with the general management. The reason for choosing these two divisions was mainly their location in the Czech Republic. Considering the broadness of internal communication topic, the authoress and general management have decided to analyze the issue of in-person communication, meetings, videoconferencing, email, intranet and telephoning because these are most common within the company. The aim is to make out the analysis of current situation of internal communication in two divisions of UNEX a.s. to find strengths and weaknesses and to propose recommendations that would lead to improvements of the current situation.

5.2 Methods of Analysis

The authoress used to fulfill this aim the following information sources:

- Questionnaire Survey
- Interview
- Own experience

5.2.1 Questionnaire Survey

The aim of the questionnaire survey which was carried out by the authoress in the parent company UNEX a.s. and in one of its subsidiaries Moravské železářny were to find out the views and satisfaction of employees on the current situation regarding internal communication. Survey area was discussed with general management, which decided to

investigate the current situation of the Foundry Department, Production Management, Heavy Engineering in UNEX a.s. and among the mid-level management in Moravské železářny a.s. The reason for this decision was the need for daily communication between these two companies and among individual departments. The questionnaire is enclosed in the appendix P II.

The Directress of HEPG consulted with me a choice of questions to a build of an anonymous questionnaire. The Directress of HE is hinges on internal communication very much: *"Quality and good communication is the key to success. If people understand task they faced, all the conditions are created for fulfilling these tasks; and this can be achieved inter alia by internal quality communication."*

Questions related to employee satisfaction with the atmosphere in the workplace, with content of the general management or supervisor communication and questions focused on employee him/herself were chosen. After the consultation departments in which are appearing the most communication problems have been selected.

The questionnaire was sent to the Head of Department in writing, who further distributed the question form to their employees. The total number of asked employees was forty nine. The total number of employees in questioned departments is 187. Mostly, it was the mid-level management employees and their supervisor or workers with a daily communication need. These workers were approached deliberately because everyday communication represents an important part of the fulfillment of the highest quality work. Employees were returning completed questionnaires to their supervisors and they handed it to the Directress of HEPG then. Seeing that selected employees agreed with the returning of the questionnaire in advance, the rate of return represented one hundred percents. In an analysis the authoress assessed the outputs of the total number of questionnaires and also in individual departments.

5.2.1.1 Evaluation of Questionnaire

Questionnaire counted total of 12 ascertaining questions and was divided into 3 blocks. In the first block of questions, respondents were able to express to what extent they agreed with the following statements. The first group of questions concerned the atmosphere in the workplace; the second was focused on employees and the third related to communication with the management and direct supervisor, this section also contented adequate

opportunity to comment freely the question: *"What do you think that could improve the atmosphere in the company?"*

The second block of questions was relating to the method of communication. The first question examined about what method of communication workers are informed most frequently, the second one looked about the method of communication by which employees would like to obtain new information. The last question cared about what tools of communication are used by most respondents.

The third block of questions concerned the interests of workers on boards, trust box and company magazine. Finally, the opportunity to openly comment on the topic of internal communication was given to respondents.

The questionnaires were elaborated by using MS Excel 2003; individual figures are processed from the total number of questionnaires. The authoress omitted blank responses or responses with more answers for reasons of explanatory power of questionnaire survey. This is a reason why the total numbers for individual questions vary. The statistical evaluation of questionnaire survey is enclosed in the appendix PIII.

5.2.2 Interview

Answers from interview with the Directress of HEPG helped to the authoress to elaboration of an analysis. The Directress of HE answered both questions about the general running of internal communication within the company and clarifying questions arose from results of questionnaire findings.

5.3 In-Person Communication, Meetings, Videoconferencing

In-person communication is the most natural and the most common way of communication in the UNEX company. Therefore, this communication tool is used by the majority of employees on account of communication with their colleagues, subordinates or supervisors. The major advantage is two-way communication and instantaneous feedback. Even if the Directress of HEPG prefers personal communication: *"I do not have any problem to go to an employee work place and to notify necessary matters to him/her personally. In a way, I have control over employees and, when I go to their workplace I can see what they do. Nevertheless, everything depends on the nature of a supervisor. One of my colleagues prefers to communicate via emails, he practically do not turn away from his desk."* she said in the interview.

The authoress sees in-person communication as very effective. Employees are very constructive and do not have problem to dead each other. Only one problem is solving of personal matters at the workplace which is primarily caused due to open space offices.

Staffs consider meetings as the third most common method of communication. One of the reasons why the meetings have been put on a high rung is the frequency and the regularity of meetings. A meeting of employees takes place every week at the same time at each department. A meeting is always attended by director of the product group, product managers, an economist, a lead design engineer, a quality instructor, a salesman, a person from Marketing Department, a lead technologist and a planner. Every individual has the task to present his/her work plan for the given week. Each week the plan of the technology and design engineering, sales plan, a plan of payment and claims or the offer in negotiations are unravel.

To all participants at meetings are allowed to openly express their opinion and the majority of employees use this possibility quite often. In a questionnaire survey the effectiveness of meetings did not strike much kindly. 60 % of surveyed workers see the meetings as inefficient, another as time-consuming and often solving the same problems. Therefore, the authoress asked a Product Directress of HE for her opinion about meetings: *"I personally see them as effective. View of individual employees is dependent on the job they do and also about their personal approach to work itself. Meetings would be more effective and shorter if the employees went to a meeting duly prepared. The fact that some problems are addressed over and over again is due to complications to solve the problem or due to the repetition of the given problem."*

According to author's opinion the truth is somewhere between; although she did not have possibility to attend the meeting personally. The director is considering the situation in agreement with result. If the product group reaches to a good result, the director/directress may consider the meeting as effective. Beside this she/he has a different view on meetings. He/she is usually a coordinator of the whole meeting process hence the time of duration is running faster for him/her. Nevertheless the all presented information are for the director/directress more important than for the rest of involved employees. Since lots of employees answered that meetings are long, repetitive and inefficient it must be partly true too. The authoress recommends to the director/directress in the interests of employees to consider if the meeting program is set-up according to rules to mainly save time. The author recommends in the interest with employer to cut to the employee the remuneration

in case that he/she will come to meeting unprepared. This access should be for them motivational.

General management meetings work on the same principle as department's ones, which are hold also once a week with the participation of the CEO, directors of production groups and with heads of functional departments. In order that general management of a parent company UNEX a.s. could communicate with subsidiaries in Slovakia, they use videoconferencing for this need.

Videoconferencing as a mean of communication was introduced in October 2007 and it allows immediate control of the current problem. Before the introduction of this mean the company dealt with the unavailability of staff because of travelling, with difficulties to tackle the operational problems associated with the Contract Management (i.e. occurrence of poor quality, etc.). Videoconferencing is also used for internal training of workers. Furthermore, it is now unavoidable for control of makroprocess shared by all product groups, such as marketing, economics, planning, etc. The company considers videoconferencing as more personal than telephone contact, as fast connection in a short time, as saving of costs for travelling and as staff utilization for bringing of worth. The only disadvantage is impersonal contact with staff.

5.4 Emails, Telephoning, Intranet

Emailing and telephoning is essential and widely used mean of communication with many technical advantages. The biggest advantage is a quick contact with those we need to solve something concrete at the moment e.g. co-workers, supervisors, subordinates etc. Employees of this company very often use these ways of communication. Forty-eight percent of employees use the email as the most common method of communication and phone calls are frequently used by thirty-seven percent of employees. Most of the middle-management staff has for the disposal a company mobile phone and company email address with the extension unex.cz

Intranet is an advanced method of communication that also works in the company UNEX a.s. Access to the intranet have only employees who have a computer in their workplaces. The authoress considers this fact as a big disadvantage. In the basic part of the intranet, the employees can visit sections such as Contacts, General Information, Quality, Data Center, Archive and etc. Employees find there also internal materials important for their work. After logging in, the employees will get additional information under their job competence.

These pieces of information are not accessible to all, such as attendance etc. Human Resources Department is in charge of the intranet. The employees of this department update the information here and write articles to newsletter. However, the authoress must to say that this activity does not occur very often. The intranet contents a company newsletter called the *Informační bulletin*, which should provide all company news to all employees. Since not all employees have access to the intranet, this newsletter is printed and posted on the notice board. The biggest problem is the irregular editing with long intervals. The authoress sees this fact as wanting hence employees would like to have more information about matters within the company. The quality of *Informační bulletin* is quite sufficient. The employees get knowledge about future plans, competition and training program.

5.5 Analytical Findings

5.5.1 Atmosphere at the workplace

Statement 1a: I consider interpersonal relations at work as being very good.

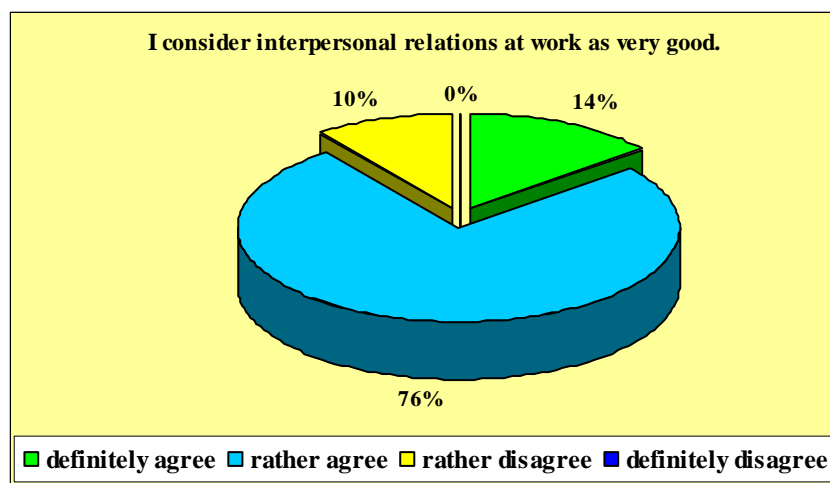


Figure 3 Interpersonal Relations at Workplace (own creation)

Total 90 % of questioned respondents see interpersonal relationships at work as very good. 10 % of respondents rather disagree with that statement and anyone disagree definitely. In authoress view, this result is very satisfying. Foundry Department is most critical in this regard.

Thanks to her own experience, she can say that she has not become part of any misunderstanding or quarrel during the performing of her bachelor thesis on these

departments. People are acting with each other with respect and they behave in a friendly way.

Statement 1b: Teamwork and cooperation among departments operates at high-level.

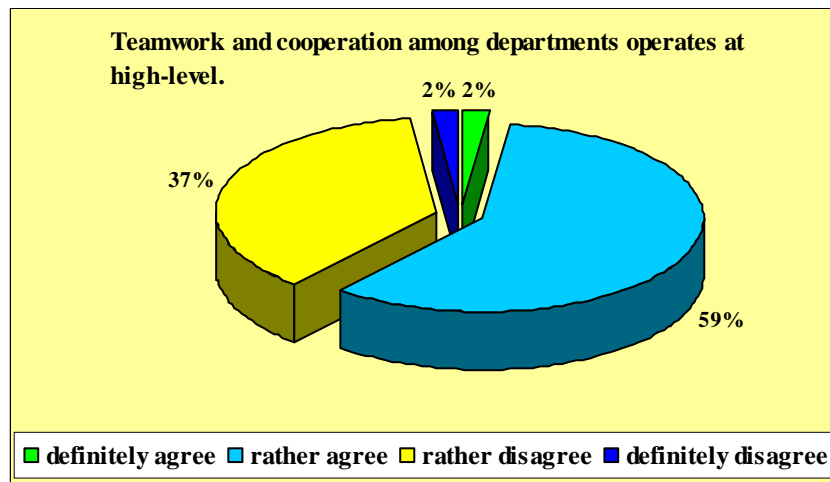


Figure 4 *Teamwork and Cooperation among Departments (own creation)*

The high level of teamwork and cooperation among departments works only in 61 % of questioned employees. 59 % of them only rather agree with this statement, which can be inferred that they are not always satisfied with the teamwork. Other employees have been satisfied. The rather disagree possibility was selected by 39 % of respondents; most workers from Production Management Department and Moravské železářny a.s. disagreed with this statements. It was always half of the respondents. Employees from the Department of Heavy Engineering are most satisfied with teamwork and cooperation among departments. According to author's opinion this is due to access from the directress of this product group and people in this department. The quality of teamwork mainly depends on the mentality of co-workers and according to author's opinion people in this department are well-educated and cooperate with each other without problems and with a respect. The access of the directress is also reflecting the quality of teamwork.

Statement 1c: The level of communication among me and my co-workers is sufficient enough for me.

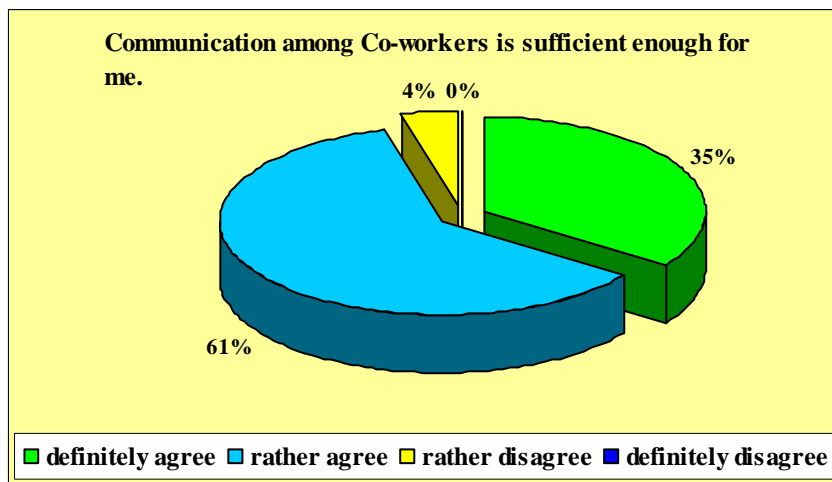


Figure 5 Communication among Co-workers (own creation)

For 96 % of respondents is communication between colleagues sufficient. No problems are seen in communicating with co-workers from Foundry Department and Heavy Engineering Department, which have not even one negative response. Only two workers disagreed with the statement, one of them from Production Management Department and the second from Moravské železářny.

Statement 1d: Atmosphere among co-workers is friendly.

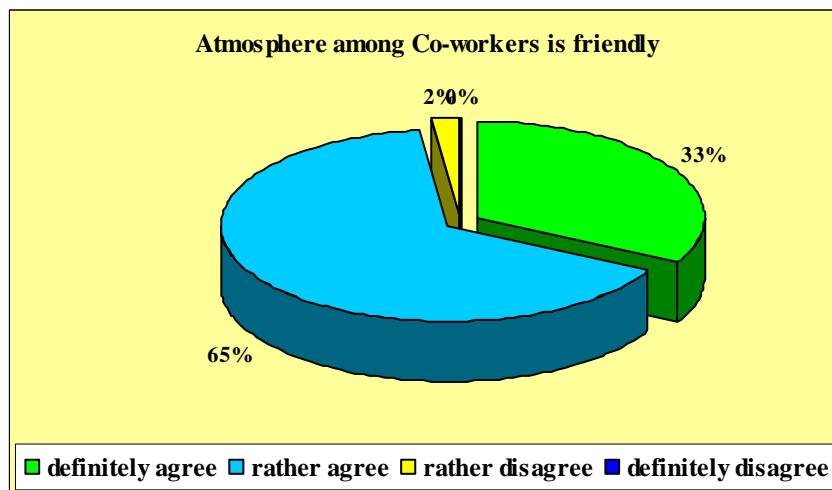


Figure 6 Atmosphere among Co-workers (own creation)

Only one employee of the Department of Heavy Engineering does not consider atmosphere at a working group as friendly. The remainder, representing 98 % of respondents, agreed with the statement. This fact is very important for business because people do not behave

spite to them, can communicate with each other smoothly and thus give better work performance.

Statement 1e: Culture of Trust rules between me and my co-workers.

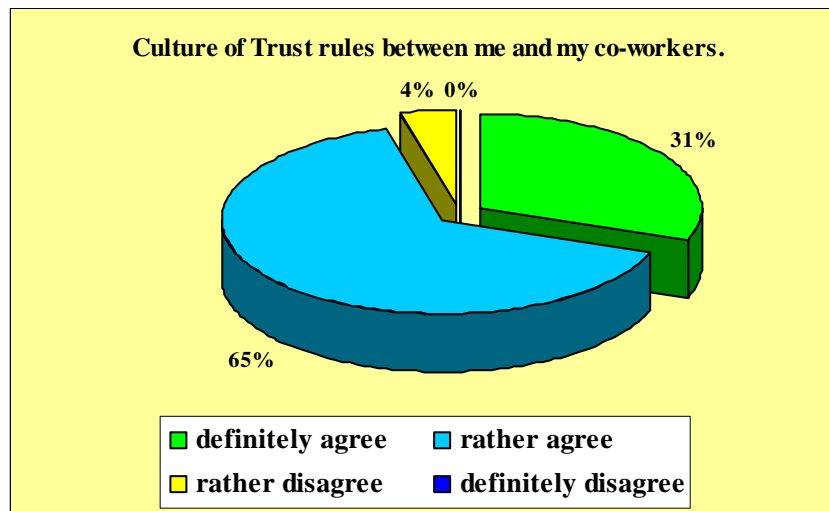


Figure 7 Culture of Trust (own creation)

From the result of this statement, it can be inferred that the culture of trust among workers truly rule. Negative reactions occurred only in two cases, which constituted only 4 % of the total respondents. Although two thirds of just rather agreed on that statement, this result is very positive and important for the company. For internal communication within the company there is nothing worse than the feeling of distrust among colleagues. Diffidence in the work environment affects the efficiency of work performance and the overall behavior of the employees among themselves. Unfortunately, the company's management does not think that the employees answered honestly. *"If the employees prevailed 96% of the culture of trust, job performance would be much more effective."* says product manageress of HE. The 65 % rather agreement may be an explanation for this discrepancy. Employees work with co-workers with whom they can not understand and do not trust them.

Statement 1f: The matter of fact in this company is openly voice my opinion to a problem.

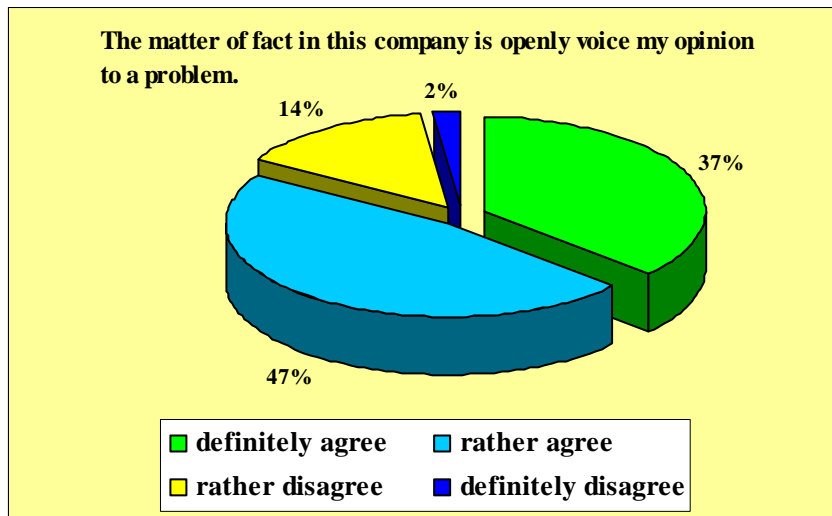


Figure 8 Opportunity to Openly Comment Problem (own creation)

With the opportunity to openly comment on the problem issue agreed 84 % of respondents. There did not show up any negative response in the Foundry Department, so there employees have 100 % possibility to openly express their view to problems. According to the results such a possibility does not have the respondents from the Production Management with four disagreements and from Heavy Engineering with three disagreements. In conformity with company's management, all employees have the opportunity to freely voice their views to the problem. *"However, sometimes you need to make some decisions and their views may not be exactly the right ones."* says the Directress of HEPG.

Statement 1g: I am informed about fundamental matters and changes quick and in time.

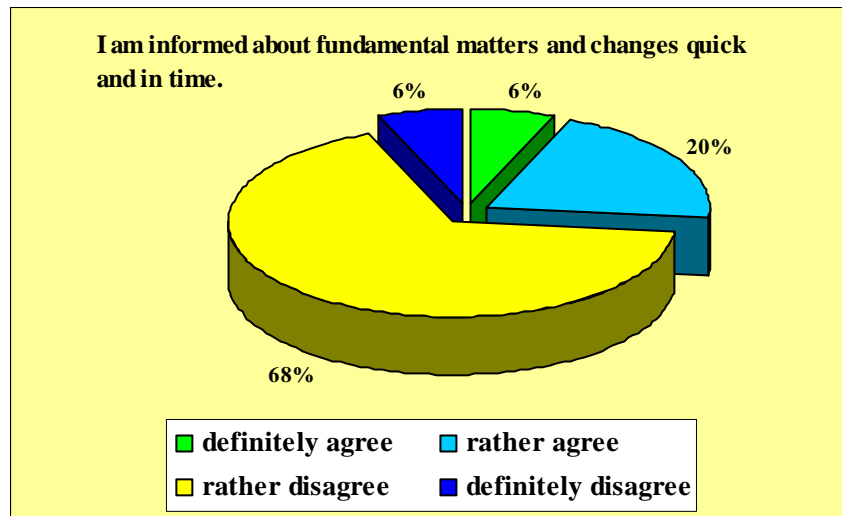


Figure 9 Quick and In-time Information about Fundamental Matters (own creation)

It can be concluded from the graph of the responses that the company's employees are not informed about matters and changes quickly and on time. Quick and timely information is given only to 26 % of employees. A very similar structure of responses is in all departments, thus we can not assess which departments receive the information about changes the slowest or the fastest. According to one respondent from the Department of Heavy Engineering who has expressed its views in an open question, sharing of important information should be as quickly as possible and above all complete. It often leads to speculation, mainly because of the failure to provide information to all employees.

Statement 1h: The company highlights the results and not the relationships between employees.

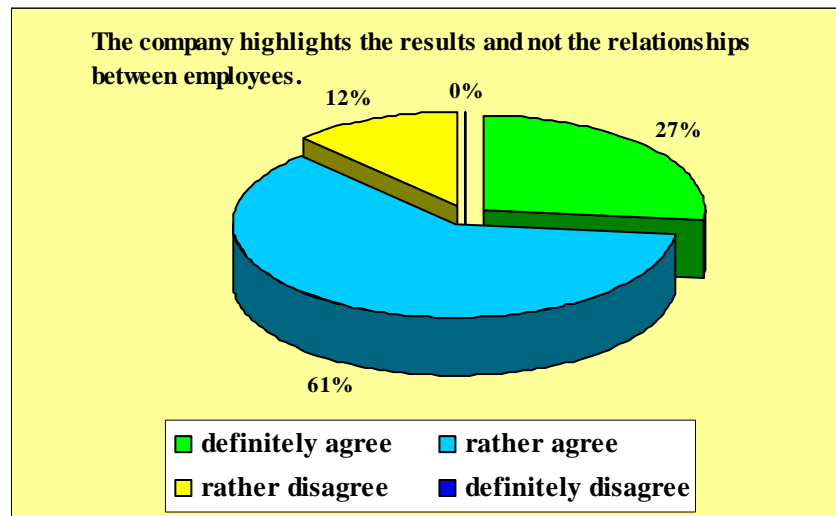


Figure 10 The Result of the Company are at the First Place (own creation)

87 percent of the respondents believe that the company highlights its results and not the relationships among employees. The Heavy Engineering Directress expressed her opinion: *"I totally agree with this result. Results of the company are the most important. Both, the company and work with financial rewards were not there without good results. That is the fact that the employees should realize."* The authoress unambiguously agrees with the Heavy Engineering Directress. The results of the company are always for an entrepreneur at the first place. Of course it is also important takes care about employees because they are the creators of these results.

Question No.2: What do you think that could improve the atmosphere in the company?

The question was open to comments, and respondents could express their suggestions how to improve the atmosphere in the workplace. Total 14 employees took advantage of this option; majority was from the Production Management. Both the same recommendations as well as very specific ones appeared there. Some suggestions concerned the whole company, others only one from the departments.

Production Management Employees' Suggestions:

- The end of financial crisis, more contracts, enough work
- To establish clear and precise rules

The company is constantly seeking for new contracts. Due to global crisis, it is not easy at all. However, the company is looking for contracts from both, existing and mainly new customers. They also try to penetrate into the new market.

The authoress thinks that in the whole company are established clear and sufficient rules, guide and standard.

Foundry Department Employees' Suggestions:

- Improvement of the workplace
- To built a corporate culture on basics of human values

The company management recognizes that the working environment of the Foundry Department is not of the best quality. They will seek how to improve the standard of open office in the future.

Heavy Engineering Employees' Suggestions:

- Improving of communication awareness about company intentions
- Faster transmission of relevant information
- Straightness and unreserve
- Teamwork improvement
- Improvement of feedback from direct supervisor
- Teambuilding events

Employees accurately described properties which do not belong just to the strengths of the company.

The company is not a supporter of teambuilding events, corporate parties and similar events. *"Most of the employees get drunk at these events, and then they started to be quarrelsome and reproaching. This is the main reason why I do not have these events in vogue. Indeed, to hold a corporate event would be in terms of number of employees impossible. Employees and the general public have the opportunity to visit open day which offer to them and their children fun plan. This day is always held in the 1st May."* says a Product Directress of HE. Again everything depends on the mentality of employees. The authoress partly agrees with the opinion of the Directress of HEPG but on the other hand colleagues will say the truth which they would not tell to each other without being drunk thus the sense of pressure will crystallize out.

Employees' Suggestions of mid-level management employees from Moravské železářny:

- Timely and unmistakable information

- Giving to assembly workers more information
- Listening to others
- Clear definition of objectives at the department, to define worker's responsibilities

5.5.2 Focus on Employees

Statement 3a: I know the visions and goals of the company.

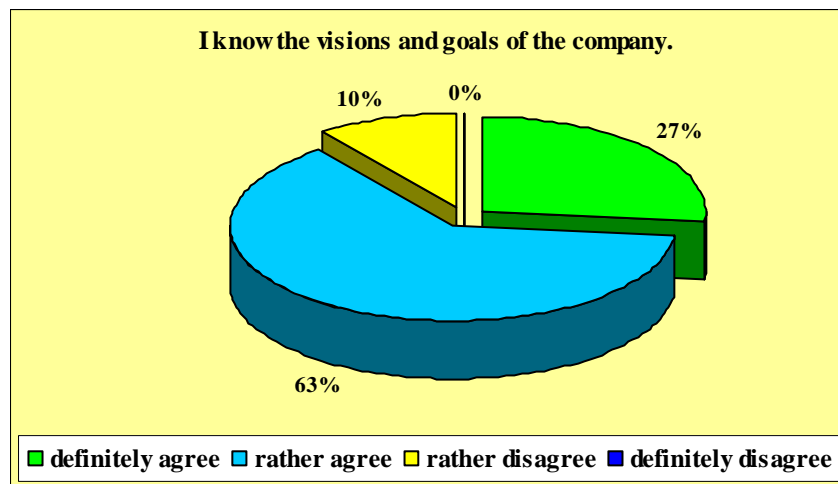


Figure 11 Visions and Goals (own creation)

Knowledge of the vision and goals is one of the first tasks of the employee after taking a new job. In UNEX a.s, the vision and goals is known by 90 % of employees, of which 27 % strongly agree and 63 % rather agree. Workers of Moravské železářny a.s. have a very clear idea of the visions and goals, because any of them did not demonstrate negative response. Totally 5 employees from the parent company UNEX a.s. disagree with the statement which constitute 10% of the total. The situation is not worst; however, since the questionnaire concerned mainly mid-level management, the 100 % knowledge of "the cornerstone of society" was expected. The authoress would see the solution in the issue of informative booklet in which the visions and goals and steps to achieve them will be presented in detail.

Statement 3b: I am proud that I can work in this company.

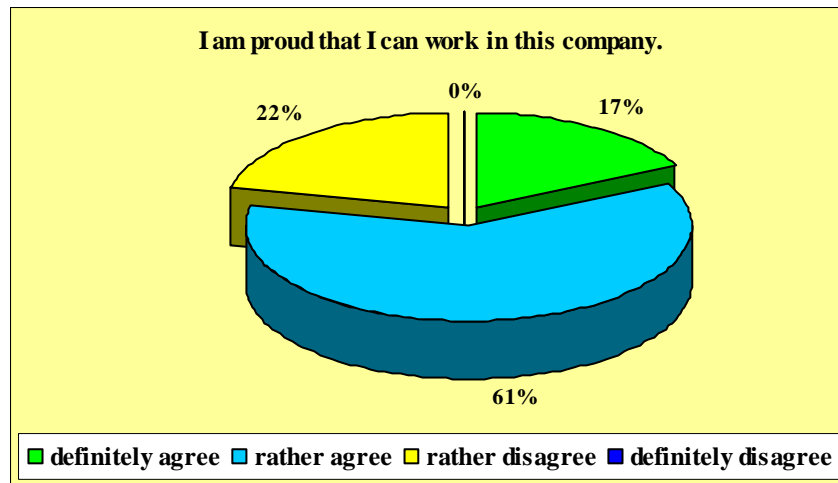


Figure 12 Pride of employees to work in this company (own creation)

The smallest number of employees responded to this question and 22 % of employees expressed their disapproval. Obviously this is due to the situation that currently occurs in the company because of the economic crisis. The company does not have as many orders as before and therefore had to establish financial arrangements. Staffs are employed part-time and the rest of their wage is paid to them by the Employment Office. This situation obviously is not pleasant for employees and many of them think that the abolition of the "employment office mode" and more orders would certainly improve the atmosphere in the company. Although the company is not exactly in a favorable position, 78 % of employees are proud of the fact that they can be part of this company. They seemed to realize a long tradition and reputation of the company. The staff from Moravské železářny a.s. are proud at least.

Statement 3c: I know exactly what is expected from my work.

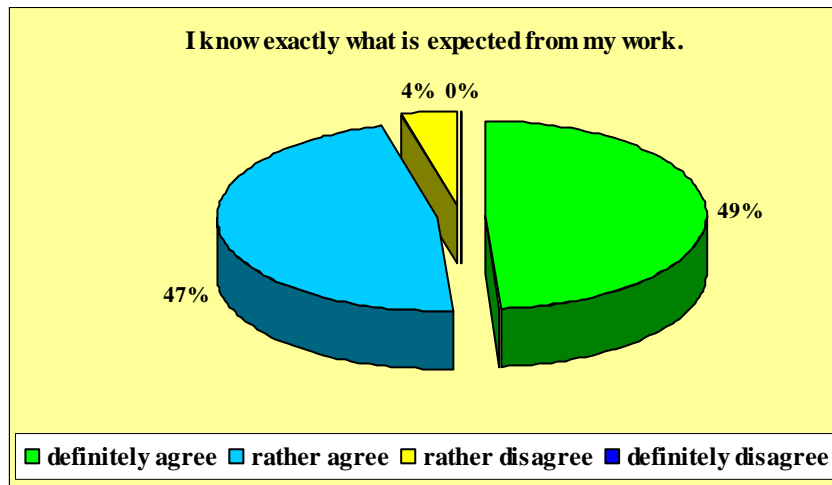


Figure 13 Scope of Employment (own creation)

The company as whole would not work if the employees did not know the scope of their employment. In UNEX a.s. 96 % of employees know the content of their work. All of these 96 % belongs to all questioned departments of the parent company UNEX a.s. Thus all interviewed employees of this company know what is expected from them and also the communication functions better between employees and superiors. There are also two workers who do not know what is expected of their work in the company Moravské železářny a.s. which represents 17 % from all responds. This percentage is quiet high and may have a negative impact on the performance of their done work.

Statement 3d: The company creates conditions for my career development and working possibility.

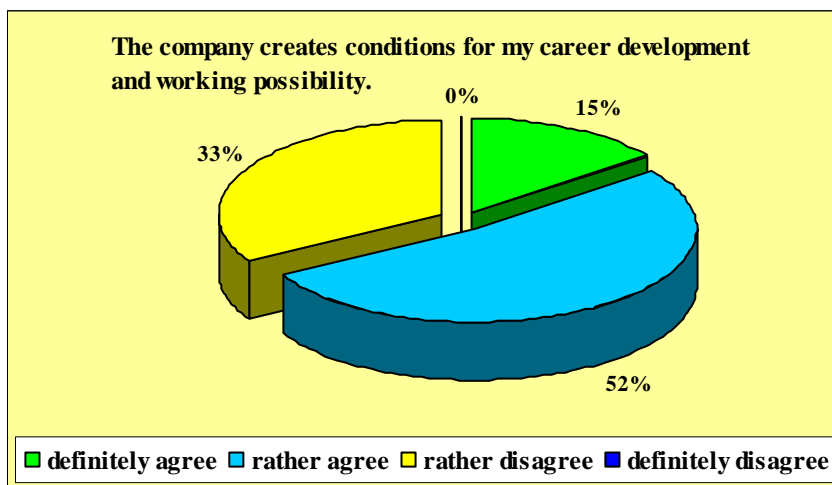


Figure 14 Conditions for Career Development (own creation)

Most employees rather agree with this statement (52 %). Total 67 % of respondents evaluate the statement positively. 33 % of employees have a feeling that they are not allowed to build their careers. This feeling is largely extended among workers from the Department of HE and from Moravské železářny. Since the questionnaire was distributed to mainly mid-level management, everyone should have the opportunity to make the career. The Directress of HEPG is putting the question on the development of employees' career of the department as follows: *"Our employees of course have the opportunity to attend training courses, etc. We regularly send them an offer list with the current training courses. So I can not agree with the statement that this would not be allowed them."*

The company got the grant from the European Union in the terms of Operational Program Human Resources and Employment. The realization of this project should last from year 2010 to 2011. Thus the authoress thinks that employees have the conditions to build career development.

Statement 3e: The behavior of my supervisor motivates me to working output.

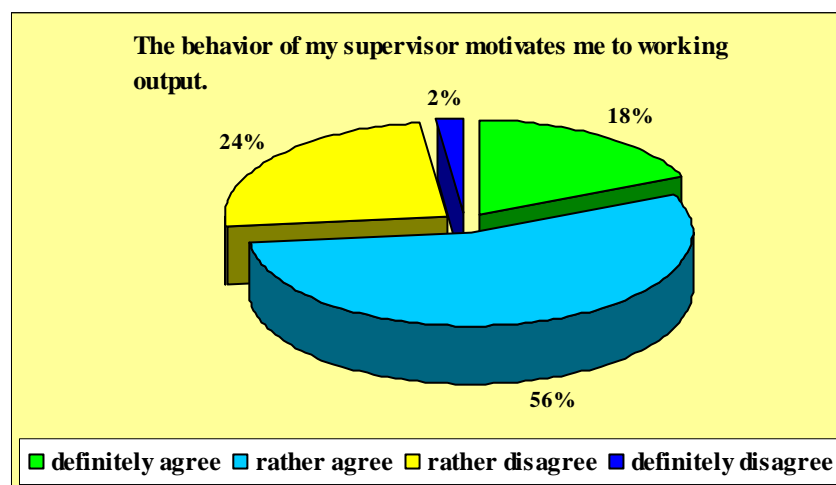


Figure 15 Work Motivation (own creation)

46 % wards of the Production Management Supervisor do not consider his behavior as motivating. That fact certainly indicates something and should be corrected. Otherwise, the best results in terms of motivation achieves foundry department.

Statement 3f: My suggestions are executed in practice.

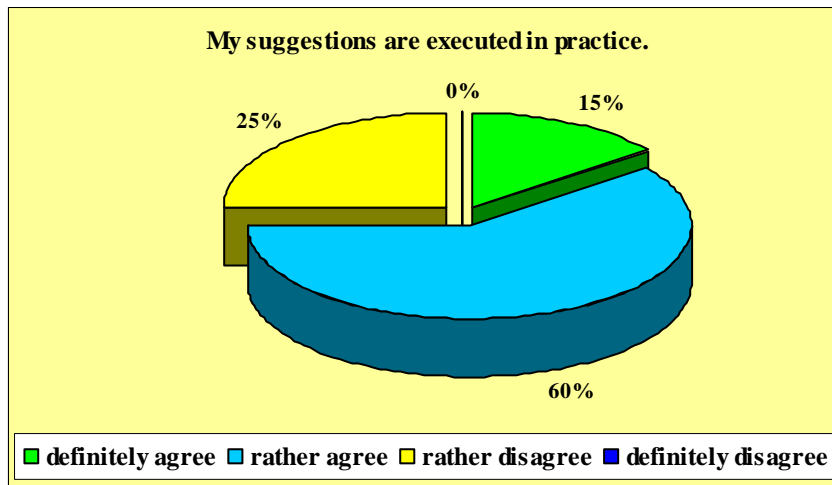


Figure 16 Realization of my Ideas (own creation)

Suggestions of employees are performed in 75 % of cases. Foundry Department and Production Management give to their employees the greatest scope for implementation. However, the situation is completely opposite in the Heavy Engineering Department where 64 % of employees rather disagree with the realization of their proposals. *"It is natural that we can not realize all requirements and to implement all the suggestions of employees that are often presented in good faith, but without knowledge on the other effects on-set systems, etc. However, I must say that majority of employees is not suggesting a constructive idea in the last days."* says director of Heavy Engineering Department.

Statement 3g: I get sufficient feedback for done work from my supervisor.

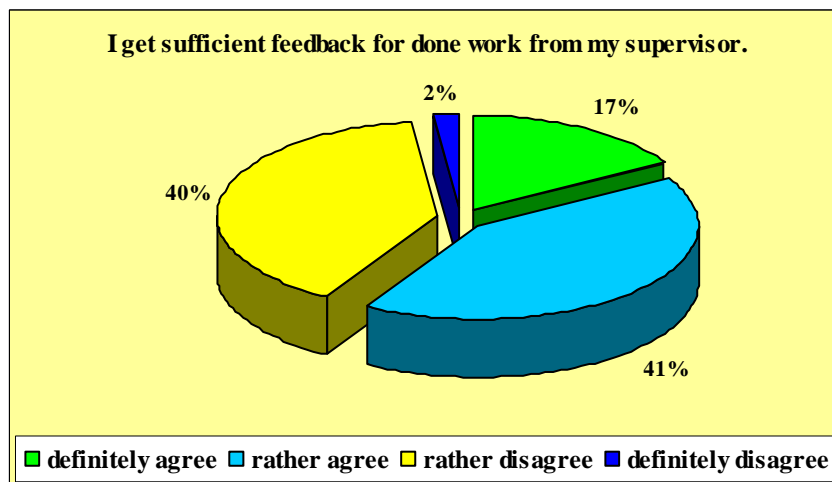


Figure 17 Feedback from my Supervisor (own creation)

Feedback, both positive and negative, should be received by all employees in the company. The survey shows that only to 58 % of the respondents is given proper feedback, which is not exactly a positive finding. The strongest feedback is in the Foundry Department, where only one respondent disagree. Remaining departments make up discordant forty two percent! Employees are most critical in the Department of Production Management and Moravské železářny, where more than half and half of the respondents disagree.

5.5.3 Communication with general management and supervisor

Statement 4a: Communication and providing of information is the strengths of general management.

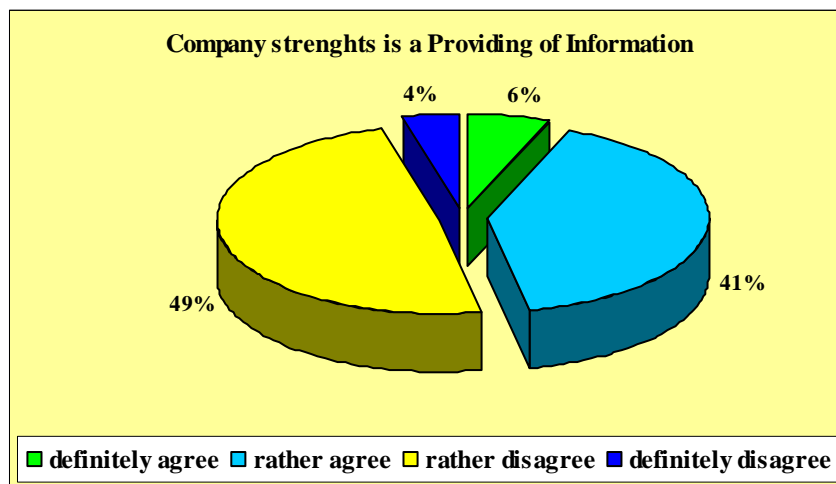


Figure 18 Company Strengths is a Providing of Information (own creation)

Less than half of employees think that there works sufficient communication and awareness between them and general management, only 6 % of the respondents strongly agree with this claim and 41 % agree rather. The best result was found out in Moravské železářny where many positive responses, more accurately eight, appeared. In the parent company, general management mostly communicates with Foundry Department. The biggest criticism was conveyed in the Production Management Department immediately followed by disagreement of Heavy Engineering. The question is the second most critical of all (53 % disapproval) placed immediately after the statement of quick and timely information. Both statements are linked together and both fared with a very critical result. The company should pay more attention to providing information.

Statement 4b: The style of my supervisor's leadership is convenient for me.

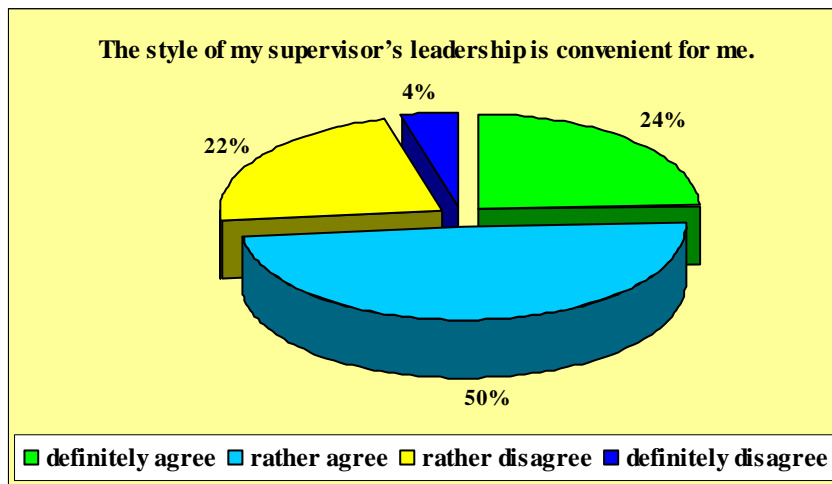


Figure 19 Style of Supervisor's Communication (own creation)

The style of leadership of direct supervisor conforms to 74 % of surveyed employees. Quarter of employees is not satisfied with supervisor's style. Even two respondents, one from the Production Management and one from the Heavy Engineering Department, voiced pronounced disapproval. There were from 2 to 3 individuals in every department, who tended to rather disagree. To this question is impossible to say whether it came out well or not. Each individual prefers a different style of leadership; it is not possible that leadership style of supervisor would suit to all subordinates. One respondent from the Production Management Department responded to all questions relating to the direct superior with utter disapproval. According to author's opinion, it is a misunderstanding and aversion toward his/her supervisor.

Statement 4c: The level of communication between me and my supervisor is sufficient for me.

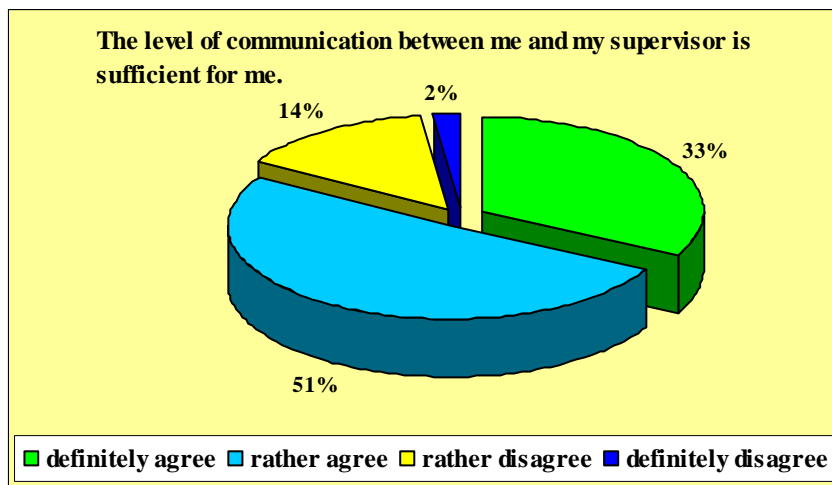


Figure 20 Level of Communication between Employee and Supervisor (own creation)

A consistent answer to this question – satisfaction with communication between me and my direct supervisor conveyed 41 respondents. One per cent over half rather agreed and the remaining 33 % agreed definitely. Communication level is insufficient for 8 employees especially for employees from Moravské železářny. All three departments in the parent company have the same number of concordant responses, i.e. eleven.

Statement 4d: I always get support and understanding from my supervisor.

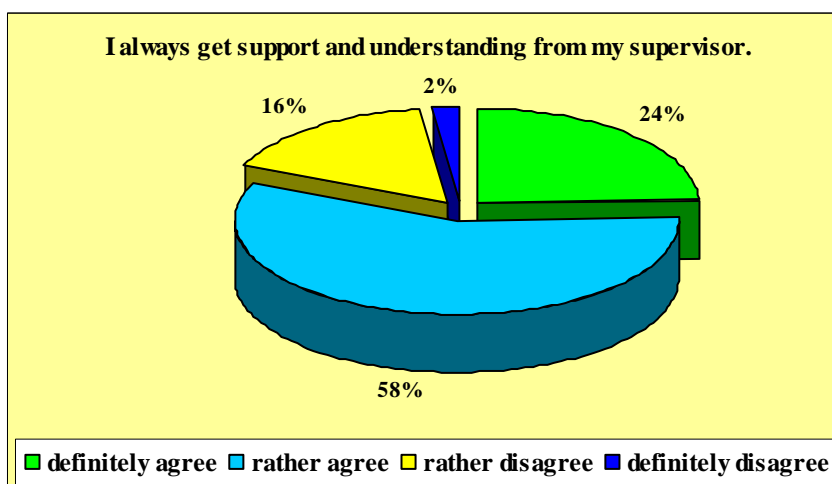


Figure 21 Support and Understanding from Supervisor (own creation)

From this graph, it is clear that not to all surveyed employees get support and understanding from their direct superior. Understanding and support is not strong point of

direct superior in Production Management Department. Vice versa, employees are mostly satisfied with supervisors in Moravské železářny.

Statement 4e: I can appeal to my supervisor during the solution of working problem.

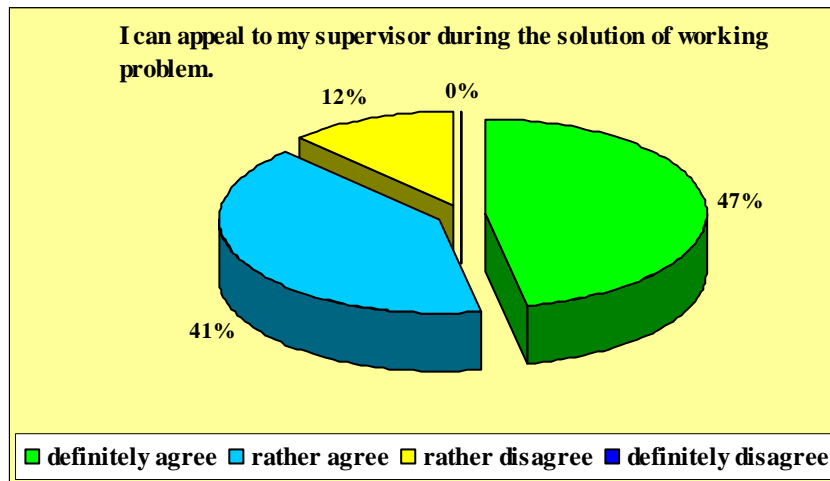


Figure 22 Solution of Working Problem (own creation)

Almost a half of respondents strongly agree with the possibility to contact the supervisor in case a working problem appears. This question is placed in the second position in the order of the questions with the most definitely agreeing replies. Further 41 % rather agree with the statement. Certainly none of the questioned disagrees strongly. The Production Management and mid-level management of Moravské železářny have the largest share of discordant responses. Workers from Foundry Department can appeal to their supervisor with a problem anytime. They have not filled even one negative answer.

Statement 4f: Your ideas are accepted by supervisor well.

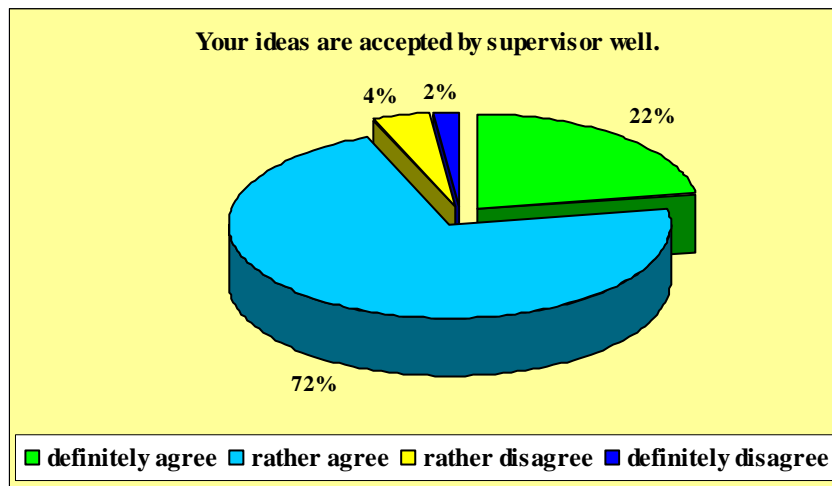


Figure 23 Assuming of Ideas by Supervisor (own creation)

Positive finding is that employees' opinions are accepted in most cases well. Only 6 % of employees disagree with kindness in making their views. One employee disagrees strongly. The rest, i.e. 94 %, agree with the statement. Heavy Engineering and Moravské železářny do not meet with any discordant option in this case.

Question No.5: In what way are you most often informed about fundamental matters and changes in your company?

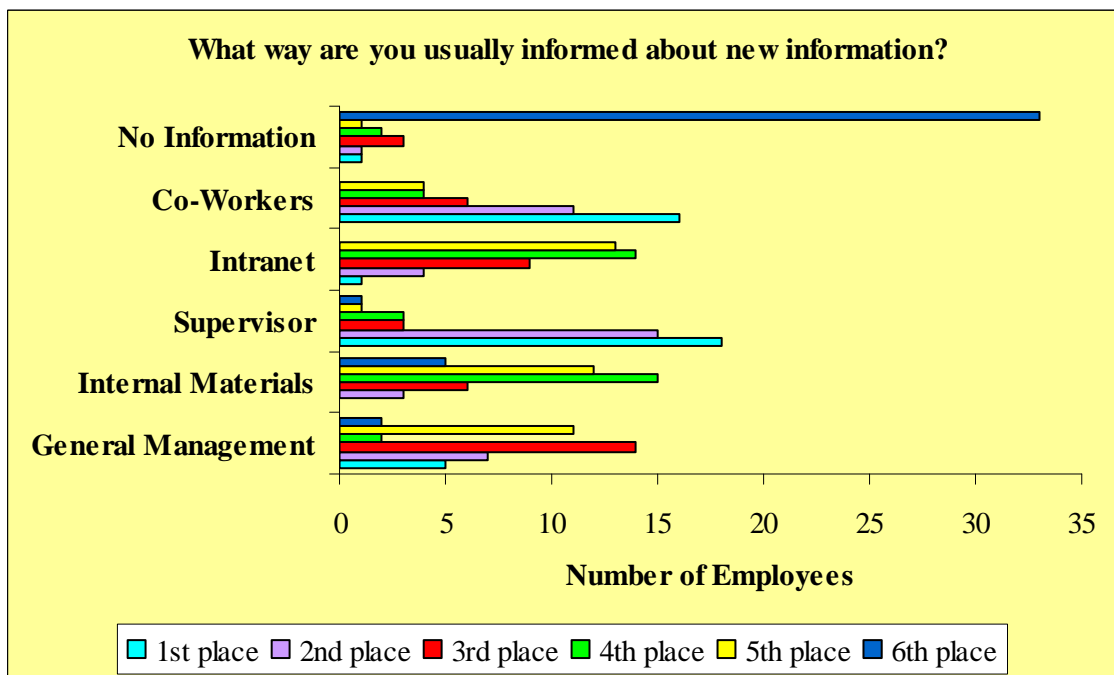


Figure 24 What Way are you usually Informed about New Information? (own creation)

Most employees are informed of new events from the direct superior or from their colleagues who have placed in the second position. Even though the employees have complained about the lack of information and communication on the part of general management, this option has been placed in the third place. The authoress asked the Directress of HEPG if she is able to explain why co-workers, who may transmit inaccurate and misleading information, are put in a better position than the company's management, she told me that it has a simple explanation: *"All questioned employees work in large open offices. So they have the greater chance to meet and to share information with each other. If we had offices with two or three person maximum, the awareness on the part of co-workers would not be so wide-spread."* The fourth and the fifth place is divided between the internal materials and the intranet. Although the possibility: The authoress do not get any information ended up in the sixth place, it is surprising that 7 of mid-level management employees this opportunity to put forward sites. Once again, the problem proved the slow and insufficient awareness in the company.

Question No.6: What way you would like to get information about fundamental matters and changes in your company?

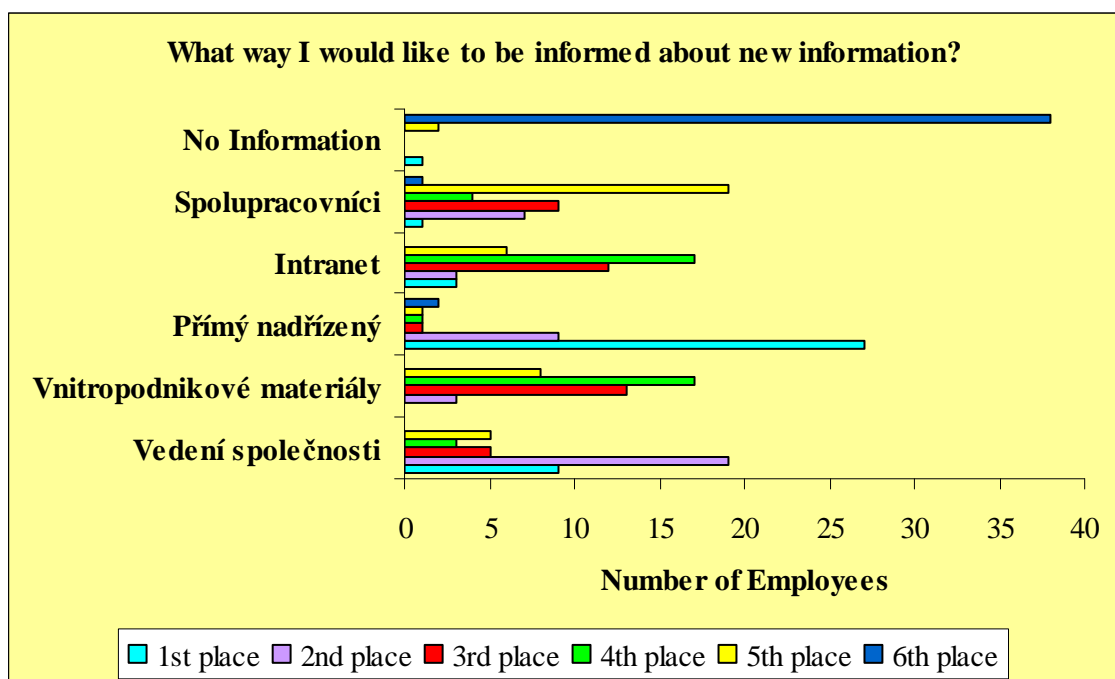


Figure 25 What Way I Would Like to Get New Information? (own creation)

Most employees would like to learn new matters and changes from their direct superior. It is interesting that some questioned employees selected this option up to 4th – 6th place.

Although management of the company fell to the second place and anyone employee did not choose this option for last place, the diagram shows 20 % lack of employees' interest to this kind of an informative method (4th and 5th place). Questioned employees would be more satisfied if they were informed about new situations and changes via internal materials or intranet which are more trustworthy than incomplete and biased information from their colleagues. One employee would prefer not to get any information.

Question No.7: **Which of these listed communication tools you use most frequently to obtain information.**

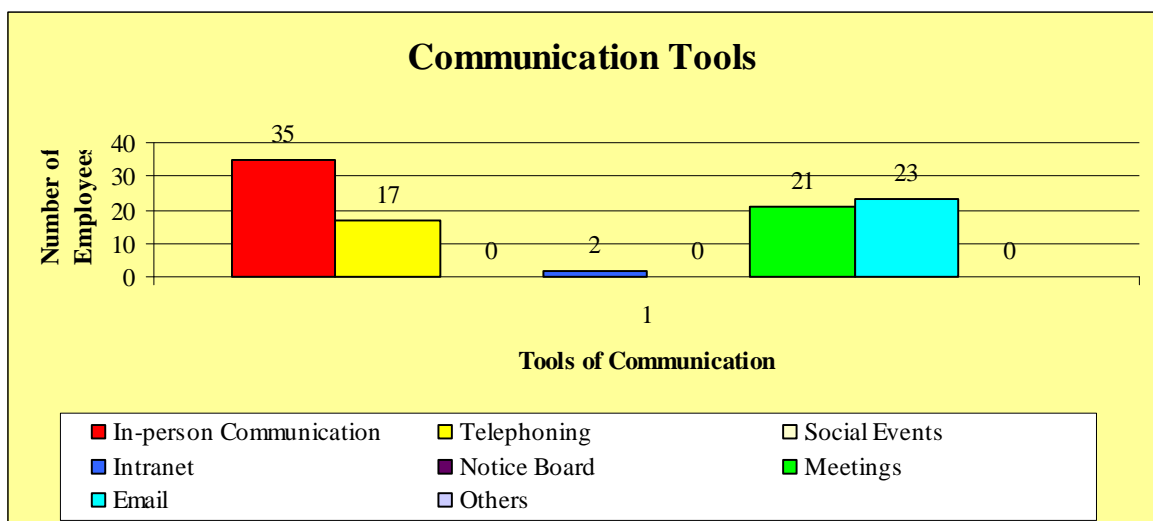


Figure 26 Communication Tools (own creation)

Task of each employee participating in the survey was to select two most widely used communication tools. Workers mostly use a personal contact to communicate with others. Most widely used method is personal communication or communicating in meetings, which are usually every week. The technical means of communication are next in order of workers' preferences. Email prevails over the phone; this fact was also confirmed by the management. Only two respondents use the intranet to communicate or to get information. Based on author's opinion, this is due to the lack of updated information. There is a great number of notice boards, in the company; nonetheless no employee use it as a communication tool. The question is whether the boards are used effectively. Since the company does not hold company events for employees, no single answer with this possibility has occurred here.

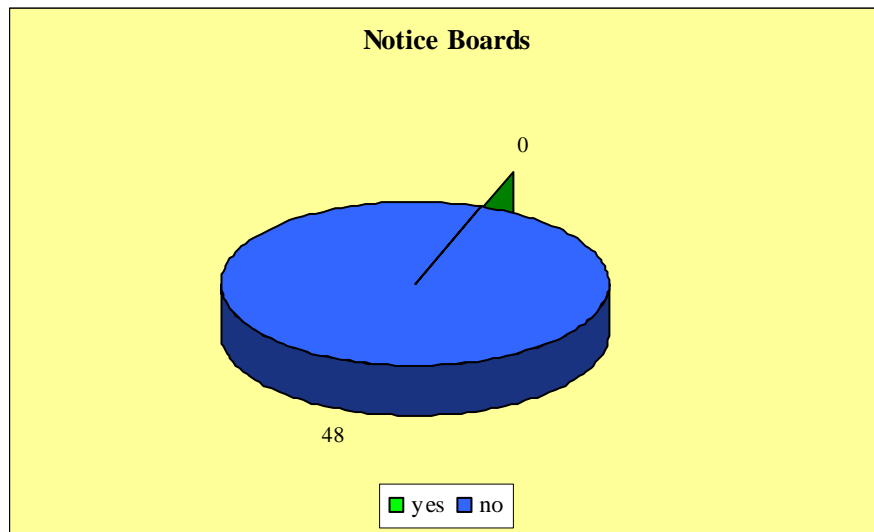
Question No.8: Would you like to see more notice boards in your company?

Figure 27 Notice Boards (own creation)

This graph shows that the employees' interest for boards is absolutely negative. All questioned employees chose answer NO. Employees in this the company do not consider notice board as an important source of information. This is also confirmed by the question number 7, where none of the employee uses the notice board as a communication tool. There is a sufficient number of notice boards in the company according to the management.

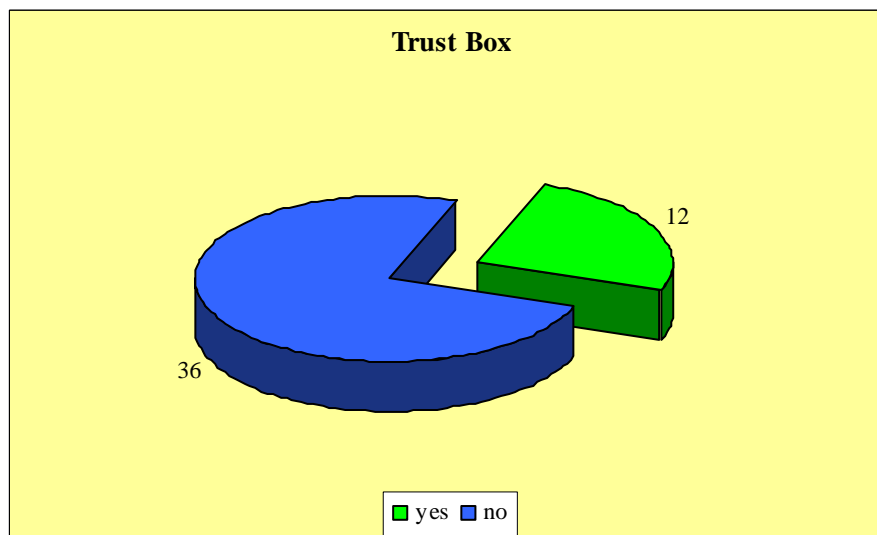
Question No.9: Would you like to see a trust box in your company?

Figure 28 Trust Box (own creation)

The trust box is not important for 75 % of employees and very often it is considered as abandonment. According to author's opinion, the trust box should be at every workplace

regardless if anyone uses it or not. The diagram shows that trust box would be pleasant for 25 % of workers. As the authoress learned from one respondent, one trust box has already existed in the company and it is placed in an assembly hall. Her view is that this box is not easily accessible to all employees and therefore, she strictly recommends adding another box preferably to place available for every single worker.

Question No.10: Would you welcome the company's magazine?

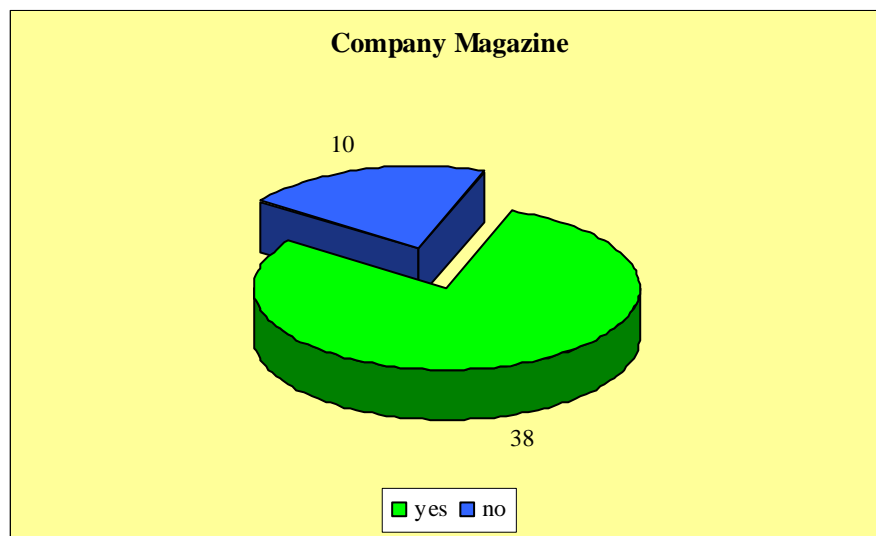


Figure 29 Company Magazine (own creation)

The 38 respondents would welcome the company magazine. Till now, only information newsletter called "*Informační bulletin*" is serialized on the intranet. The fundamental problem is irregular publishing and inaccessibility of all employees to intranet network. Last two newsletters were issued in interval one year and one month.

Question No.11: I consider the meetings as very effective?

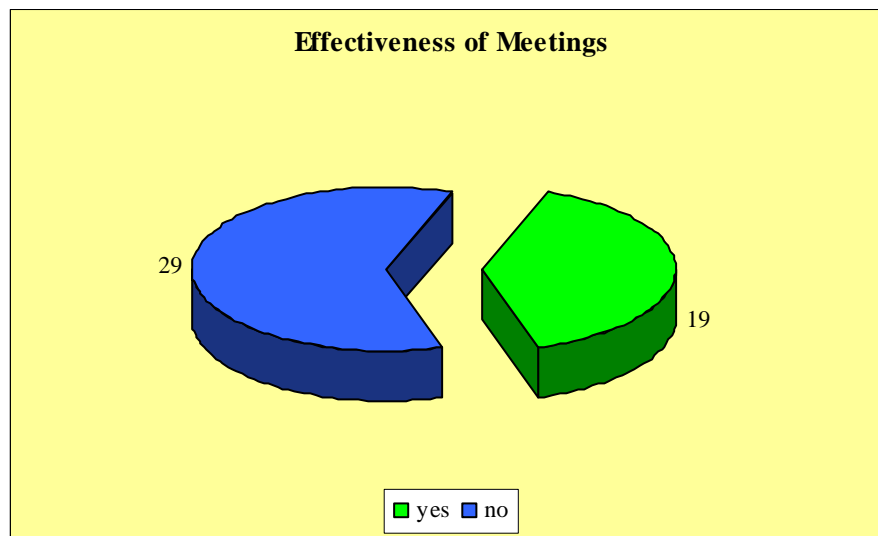


Figure 30 Effectiveness of Meetings (own creation)

Only 19 employees considered the meetings as very effective. The company's management thinks that a major reason of the 60 % dissatisfaction is an unpreparation of employees to the meeting.

6 SUMMARY OF ANALYTICAL FINDINGS

The elaborated analysis has focused on means of communication that are commonly used for the internal communication within the company. Moreover, it also focused on the employees' opinions regarding the atmosphere in the company, communication with superiors and direct questions aimed directly at employees themselves.

There was very positive finding in the implementation of the analysis of internal communication that a good interpersonal relation, the culture of trust and friendship dominate at the workplace. Almost all employees are aware of their scope of employment. The good exchange of information and adequate communication also work among the fellow-workers. A good information exchange is one of the strengths of the work team. All these facts mentioned are very important for the company because the quality of work done is developed from it. The situation is worse with the sufficient teamwork and cooperation among particular departments.

Almost half of employees do not have an opportunity to develop their career and not all of them (about 25 %) meet with the implementation of their proposals.

The authoress met with conflicting opinions in matters concerned the direct superior. Ideas of most employees are accepted by supervisor well. Majority of direct supervisors provide adequate support and understanding to subordinates. However, the worse is that wards of direct superior do not perceive his behavior as incentive. The quarter is not satisfied with the direct superior's leadership style. Nevertheless, most employees expect from the direct superior more adequate feedback.

The company as the most common means of internal communication uses in-person communication. Employees communicate directly through interviews with each other or exchange information on the meetings, which are relatively frequent in the company. Not even UNEX get along without the technical means of communication. Electronic mail and telephoning are used to communicate in the most frequently.

The company offers to its employees a relatively modern method of communication - the company intranet. Intranet unfortunately does not meet with much popularity. One of the main causes of low attendance on the intranet is the lack of updated information and articles, and the failure to give access to everybody. Even though a lot of notice boards are located in the company, employees rarely derive benefit from them as a source of information.

Employees very often learn about information from their direct superior or colleagues. They would like to receive information from direct superior or the general management. The questionnaire showed that the current rate of provided information and communication from the part of general management is not very common. Major problem in the company is also quick and timely awareness as such.

Three quarters of employees have expressed the interest in corporate magazine and 25 % would like have a trust box at the workplace.

Results from a survey serve to authoress as the basis for proposition of the recommendation, which could lead to the improvement of existing internal communications within the company UNEX a.s.

7 RECCOMANDATION

7.1 Company Magazine

Based on the questionnaire survey, 80 % of respondents would be interested in the company magazine. Company magazine could solve one of the fundamental problems and it could raise awareness of all employees about new matters and changes occurring in the company. In the past, the company magazine was published and received a great popularity. Now only "*Informační bulletin*" coming out on the intranet but in very irregular intervals. Therefore, the authoress proposes to the company to start to publish a new company magazine. It is needed to properly consider the contents page of the magazine so it would become attractive for the employees. Employees should be given the opportunity to comment on what direction they wanted to steer the issue of the magazine to be sufficiently attractive and informative for them. The proactive staff, who would like to add their bit of craft, should give space to writing articles.

Employees should have an opportunity to present themselves differently than just at workplace. The general management should accept every suggestion, idea, comment and criticism from employees relevant to the company magazine. It may happen that the company meets with absolute unconcern of staff to propound suggestion of magazine topic or they will not contribute their articles. Therefore, their initiative must be arouse somehow. E.g., the first impulse should be the call of competition among employees to create the best name for a new company magazine. Another way to get themes for the magazine could be through an enquiry.

Publishing of the company magazine should be shared among all departments and not just the HR Department, as it is currently the case of the newsletter "*Informační bulletin*".

The journal should be written in the way to be comprehensible to both experts and the laity. The journal should be in the printed form and offered in the places where all employees would have access to it such as reception or canteen.

The good news is that the company is considering the publishing of the company magazine thus it is a strong likelihood that it could lead to the realization of this proposal.

Issuance of company magazine is quite expensive matter but the author does not think that it would be devastating for the company. The average price of printing is about 20 CZK per copy. If the magazine be published quarterly with the number of copies 1000, the annual cost would represent approximately 80 000 CZK.

The author proposes the following structure of the magazine:

- Foreword (by CEO, Product Managers)
- Information about competitions, exhibitions, fairs
- The training opportunities
- Series
- Information about new contracts
- Information about the new changes that a company expects.

7.2 Trust Box

According to questionnaire results, 75 % of respondents do not require the trust box at the workplace. Still, the authoress thinks that sometimes it may occur a situation when an employee would need to use this mean of communication. One trust box is already located in the parent company, but not in strategic location, which would be accessible to all. The remaining quarter would welcome a trust box at their workplace. That's why she recommends to the company adding at least one trust box to each division to satisfy the employees who would like to have the opportunity to express themselves by the means of this communication tool. She also recommends to general management to reconsider the location to make it accessible to all. According to author's opinion the best placement is porter's lodge. The costs should not be high; the average cost of one box is 400 CZK.

7.3 Awareness about Fundamental Matters and Changes, Particularly from General Management

The level of speed and timeliness in providing of information about fundamental matters and changes both in general and especially by the company management should definitely increase. Interviewed employees responded to these questions most critically and they certainly did not consider themselves as sufficiently informed. Awareness in the company operates from the top down.

The directors of product group inform their subordinates, and then they hang over information to their subordinates and so on. The subordinates usually learn only the information related to their job from supervisor. Sometimes the situations may occur that information can be hold out on or can be notified only to desirable employees.

Supervisors do not obviously realize that employees are interested in much more information. The authoress thinks that should not be a problem for the general

management, to regularly provide minutes of leadership meeting to employees. An intranet and notice board are suitable places where such information could certainly be put. In the future, the staffs might welcome the record of the leadership meetings as an appendix of the company magazine.

She also suggests holding of informational meetings, which would surely bring benefits to both parties – to employees and to company management. Employees could ask their questions, comments and suggestions on the specific department or person there and the company management would obtain opinions from people with whom they do not come into contact so often. The employees should have an opportunity to meet with the leadership of the company personally. Meetings would be completely voluntary for employees. The authoress proposes to hold a thematic meeting in the form of discussion at least once per quarter. Meetings should always be attended by executive directors who will be able to answer questions on pre-defined topic intended to a solving. Employees should be informed about the event in advance, e.g. by posting leaflets on a notice board, by placing information on the intranet or by sending a message via e-mail. The problems concerning awareness about fundamental matters and changes in the company are the most critical point but very important ones; therefore there is a need to be solved as first. Another topic could relate to employees' satisfaction with the direct supervisor.

Next proposal to the company is to establish an intranet discussion forum. Even though this means of communication have their negatives (vulgarity, slander, gossip) which in most cases deter the company's general management of its establishment, the authoress thinks it will help in improving communication between employees and employers. It would work on the same principle as informational meetings just without personal contact. Employees could write their comments in the forum only after log in to avoid negative situation that have been mentioned above. The establishment of this forum should not cost any money except reward to company IT programmer in case that he/she is well educated to make it. On the internet is accessible i.e. open source for this establishment. Another possibility is to order this service from some external company which usually costs not up to 5 thousand Czech crowns.

Company general management should realize if they really wanted that employees would rather be informed by co-workers who can spread false, blurred and incomplete information due to which unnecessary speculation, gossip and problems are made or if they want providing to employees accurate and complete information first hand, how it would

most employees wanted. The staff will feel a greater sense of cohesion thanks to regular awareness.

7.4 Intranet

The company intranet network has operated since 2005 in the UNEX a.s. company. This means of communication is not new in the company but after all, it is not much used by employees. The first reason, why this communication tool does not entice employees' attention so often, is because of their convenience. Since employees work in large open offices, they found out much easier and less time-consuming to ask their colleague to the information they need to know before they have to go on the intranet and look it up there.

Even though the intranet contains information of all types, also those really interesting for the employees, i.e. the news, are not updated very often there. In the author's opinion, this is a fundamental problem of low participation. Updating of information is currently provided by the Human Resources Department. The question is whether this department has enough time for this activity and is not covered with other tasks. It is true that information occur on the intranet are mainly in the Human Resources competency. She thinks that the intranet could serve also as information channel for individual product groups. She is sure it could solve the problem with updating of information. So-called room should be created for each product group on the intranet. Main responsible person could be a director/ a directress or his/her assistant. Each employee belongs to a particular group should have an opportunity to impart a message about new information and changes important for his/her co-workers there. Staff could publish only information based on their scope of employment to do not appear the unverified and misleading information here. Employees could share information with other's product groups if necessary. Awareness among co-workers and also departments would proceed in time and at a higher level due to this link. In the terms of the cost the purchase money would be higher ranging between 10000 to 15000 CZK.

Access to the intranet is another problem that would need to be resolved. However, authoress has to point out that in most cases it did not concern the employees interviewed. The access to the intranet is only possible from the working computer in the company. Employees who do not have this option, they do not get into the intranet network. The solution to this problem would be to set up an intranet terminal in the common areas in order that staff without PC access could gather information from this communication part.

The cost of acquisition of one terminal with touch screen should not exceed 30 000 CZK. It is also necessary to take into account the costs of the terminal operating - essentially the energy cost.

The authoress repeats the proposal of establishing of an intranet discussion forum again. Employees could express in the discussion their demands to new information, etc.

7.5 Feedback

Feedback is a very common problem in the communication process, regardless whether managers communicate among themselves or with subordinates. The paradox is that the staffs would like to hear if they realized working task well or not. The problem within UNEX is that 42 % of respondents do not hear this kind of evaluation because direct superiors do not provide them a sufficient feedback. Employees, of course, know their evaluation from salary cheque but only few of them get informal feedback from a direct supervisor.

Therefore, the authoress recommends to all superiors to provide feedback to employees as often as possible, preferably every time after fulfillment a given task. Feedback should be given critically and constructively. Superior's opinion: "it was good," do not have for employee any stress. Employees should know the specific pros and cons of their performance, such as what they could improve, if they access to work properly, if their task is performed effectively and well or how they can contribute the overall success of the company.

A supervisor should meet face to face with each of his/her subordinate and to evaluate their job performances for the previous six months or one year. Assessed should have an opportunity to express his/her opinions concerning him/herself and vindicate him/herself if necessary. The quality of the job performance, human nature and personality traits important for exercise of the assigned position should mainly be features rated of performance.

7.6 Teamwork

Teamwork is also one of the weaknesses in the company whose level should be better. Overall success of the company and individuals themselves is falling without the teamwork. Organizing of teambuilding events for the particular working group of employees could solve this problem. Team members could meet with colleagues and their

personality traits and abilities and also see how style and manner their colleagues are using to solve required tasks at the same time. It is necessary that all team members will trust and will respect each other and will communicate openly together to achieve high quality and productivity of work in the team. Teambuilding events are not cheap thing at all. It is very important to realize which employees should participate. According to author's opinion teambuilding events should participate whole team, but if this is not possible for some reason. The mix of employees should be chosen; men and women, supervisors and subordinates, employees with team spirit or without it.

Thanks to teambuilding events is improved:

- Effective work on the team project (time savings)
- Better planning and new procedures of planning
- Motivation – the creation of a procedure for remuneration for work on the project
- Effective communication
- Strategic thinking
- Sense of self confidence

CONCLUSION

The goal of this bachelor thesis was to elaborate an analysis of internal communication in the holding company UNEX a.s. and to suggest recommendations for improving the current situation of internal communication within the company.

The UNEX a.s. is engineering-metallurgical group specialized in the development, manufacture, assembly and modernization of bucket wheel excavators of its own trademark, designed for mining of mineral resources. It is ranked between the largest employers in the region with the average number of employees of 2 502 (data from year 2007). The performed analysis was primarily focused on mid-level management of the department of Production Management, Heavy Engineering, Foundry and Moravské železářny a.s.

In the theoretical part, the authoress processed the literary sources regarding communication in general (*communication process, standard types of communication, principle of effective communication*) and specific features of internal communication (*aims of internal communication, communication flows, communication tools and tactics*).

In the first chapter of analysis attention is paid to introduction profile of the holding company UNEX a.s. Next chapter is focused on questionnaire survey executed mainly between middle management employees. The survey was executed among the mid-level employees purposely. It is necessary to communicate effectively to the fulfillment of work will be done well. Some statements were also commentated by Directress of Heavy Engineering Product Group. The results were described in the summary of analysis in the form of strengths and weakness regarding internal communication within the company.

The recommendations for improving and streamlining of internal communication in the company were suggested from analytical findings.

First recommendation was the publishing of new company magazine due to employees should be more informed about events in the company. Employees also should have a chance to express on what direction they want to steer the issue of the magazine.

The addition of another trust box as a means of communication was advised to the company. It is important to select a strategic location that will be accessible to all employees.

General company management should take a better position to awareness towards employees. Employees will appreciate more information about fundamental events and changes. Publication of records from management meetings and occasional information

meetings can help to this lack. Thanks to this information employees will feel more like a part of the company.

Although the intranet has been within the company for several years, it is not encountering with great popularity. The biggest problem is the irregular updating of information. Proposals were recommended to the company by reason of change of this fact.

The feedback is not sufficiently provided to employees in the company UNEX a.s. hence this fact was recommended to be remedied. Supervisors should have to provide to his/her employees a feedback as often as possible, preferably after each executed task.

The last recommendation concerns the establishment of teambuilding events because of the improvement of an insufficient teamwork among employees.

The authoress hopes that the implementation of the questionnaire survey in the term of the analysis will be beneficial for the company and they will retrieve deficiencies in case to improve the satisfaction of their employees

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LIST OF ABBREVIATIONS

HE Heavy Engineering

HEPG Heavy Engineering Product Group

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APPENDIX P I: INTERVIEW

Rozhovor

Odpovídala ředitelka Těžkého strojírenství Jitka Hübnerová

Tázala se Blanka Urbášková, dne 2.4.2010

Paní Hübnerová, je pro Vás interní komunikace důležitá?

Kvalitní a dobrá komunikace je základem úspěchu. Jestliže pracovníci rozumí úkolům, které před nimi stojí, jsou vytvořeny všechny podmínky pro splnění těchto úkolů a toho lze docílit i mimo jiné kvalitní interní komunikací. Takže rozhodně je pro mě důležitá.

Jak často bývají porady produktových skupin, vedení společnosti a jiné? Pokud nějaké jiné bývají.

Jak porady jednotlivých oddělení, tak vedení společnosti bývají 1x týdně vždy ve stejnou dobu.

Kdo se porad účastní?

Produktový manažeři, vedoucí technolog, ekonom, vedoucí konstrukce, plánovač. Každý má za úkol představit na poradě svoji prezentaci, ve které má připravený pracovní plán na daný týden.

Co se na poradě probírá?

Například plán tržeb, plán inkasa, plán pohledávek, nabídky v jednání, plán technologie a konstrukce.

Je všem účastníkům porad dovoleno vyjádřit svůj názor, případně nápad? Pokud ano, využívají účastníci porad tuto možnost?

Samozřejmě a účastníci svůj názor často vyjadřují.

Považujete Vy osobně porady za efektivní? 29 zaměstnanců z 48 si myslí, že porady jsou neefektivní. Jiní porady považují za zdlouhavé a řešící stejné problémy pořád dokola. Máte k tomu nějaké vysvětlení?

Já osobně je vidím jako efektivní. Názor jednotlivých zaměstnanců je odvislý od pracovní pozice, kterou vykonávají a také o jejich osobním přístupu k zaměstnání. Porady by byli ještě efektivnější a kratší, kdyby zaměstnanci chodili na poradou řádně připraveni. A to, že některé problémy řešíme pořád dokola, je způsobeno komplikací vyřešit daný problém či opakovostí daného problému.

Myslíte si, že společnost dává přednost osobní komunikaci před technickými prostředky komunikace?

Určitě dává přednost osobní komunikaci, ale záleží na povaze zaměstnance.

Čemu dáváte přednost Vy?

Rozhodně osobní komunikaci. Nedělá mi problém za zaměstnancem dojít a potřebnou věc mu sdělit či vyřešit s ním osobně. Svým způsobem mám nad zaměstnanci i kontrolu, když jdu až k jejich stolu a vidím, co dělají. Vše ale záleží na povaze nadřízeného. Můj kolega třeba preferuje komunikaci přes elektronickou poštu, ten od stolu prakticky nevstává.

Mají „důležití“ pracovníci firemní mobilní telefony pro rychlou komunikaci v případě řešení pracovního problému?

Ano mají.

Mají všichni zaměstnanci možnost připojit se k intranetu? Pokud ne, proč?

Ne nemají, důvodem je, že ne všichni zaměstnanci mají přístup k počítači.

Nemyslíte si, že měl mít přístup na intranet každý zaměstnanec bez ohledu na to, zda je manager nebo dělník?

Myslím si, že ano a asi by to šlo i vyřešit.

Předpokládám, že ne každý zaměstnanec má právo dostat se do všech sekcí na intranetu?

Máte pravdu. Obecné informace jsou přístupné všem. Další informace jsou dostupné zaměstnancům podle jejich kompetencí. Třeba taková docházka.

Myslíte si, že intranet obsahuje všechny potřebné informace?

Asi ne. Já sama tam moc často nechodím. Nejsou tam pro mě podstatné a dostatečné informace.

Kdo má na starost správu intranetu?

Personální oddělení. Aktualizují informace a píší i články do Informačního Bulletinu.

Všimla jsem si, že ne moc často se tam objevují nějaké nové informace?

No máte pravdu. Nové informace se zde vyskytují poměrně málo.

Z jakého důvodu poslední dva Informační Bulletin vyšly v rozmezí jednoho roku?

Nemám ponětí. Je to v kompetenci personálního oddělení. Ale je to škoda.

Jaký máte názor na teambuildingové akce či firemní večírky apod.?

Většinou se na těchto akcích zaměstnanci opijí, a poté dochází k hádkám a výčitkám. To je hlavní důvod, proč tyto akce nemám moc v oblibě. Ostatně uspořádat firemní akci by bylo z hlediska počtu zaměstnanců nemožné. Zaměstnanci, ale i široká veřejnost mají každý rok 1.května možnost navštívit dny otevřených dveří, kde je pro ně i jejich děti připravený zábavný program.

A co akce jen pro Vaše oddělení?

Bohužel opět musím říci ne.

Atmosféru ve firmě by podle zaměstnanců zlepšilo více zakázek, pracuje vedení na tom?

Samozřejmě, jednáme jak se stávajícími, tak i novými zákazníky.

Mají zaměstnanci možnost rozvíjet svoji kariéru či pracovní možnosti? Nabízíte zaměstnancům školení, kurzy apod.? 5 z 12 vašich zaměstnanců si to nemyslí...

Naši zaměstnanci samozřejmě mají možnost navštěvovat školení, kurzy a apod. Pravidelně jim posíláme nabídku s aktuálními kurzy. Nemohu tedy souhlasit s tvrzením, že by jim to nebylo umožněno.

64 % Vašich zaměstnanců odpovědělo, že v praxi nedochází k realizaci jejich návrhu. Mohla byste mi říct, proč tomu tak je?

Je přirozené, že nelze vyhovět všem požadavkům a realizovat všechny náměty zaměstnanců, které jsou mnohdy předkládány v dobré víře, ale bez znalosti na další dopady na nastavené systémy apod. Avšak musím podotknout, že v poslední době moc zaměstnanců nic zásadního nenavrhlo.

Dáváte svým zaměstnancům dostatečný prostor otevřeně se vyjádřit k problému? Podle dotazovaných tomu tak není...

Podle mě ano, ale občas je potřeba něco rozhodnout a jejich názory nejsou právě ty pravé.

Atmosféra důvěry funguje mezi 96 % všech dotazovaných zaměstnanců, osobně si myslím, že je to pro firmu skvělý výsledek. Jaký na to máte názor Vy?

Nemyslím si, že zaměstnanci odpovídali upřímně. Kdyby u zaměstnanců panovala 96% atmosféra důvěry, byly by pracovní výkony mnohem efektivnější.

Zaměstnanci si nejčastěji stěžovali na včasnost a rychlost poskytování nových a zásadních informací jak obecně, tak ze strany vedení. Myslíte si, že by se tato skutečnost dala nějak vylepšit?

Určitě ano, třeba bychom mohli dát více informací na internet.

Zaměstnanci se nejvíce dozívají informace od spolupracovníků, nemělo by to být od přímého nadřízeného nebo vedení společnosti?

Všichni zaměstnanci v dotazníkovém šetření pracují ve velkoplošných kancelářích. Mají větší možnost se setkat a informace spolu sdílet. Když jsme ještě měli kanceláře po dvou, po třech, určitě tak velká informovanost ze strany spolupracovníku nebyla.

87 procent respondentů je přesvědčeno, že společnost staví do popředí výsledky společnosti a ne vztahy mezi zaměstnanci. Souhlasíte s tímto faktem?

S tímto výsledkem naprosto souhlasím. Výsledky společnosti jsou nejdůležitější. Bez dobrých výsledků by jednak nebyla společnost a za druhé práce a finanční ohodnocení. To by si měli zaměstnanci uvědomit.

To byly všechny otázky, děkuji Vám za Váš čas a odpovědi.

Není zač, rádo se stalo.

APPENDIX P II: QUESTIONNAIRE

DOTAZNÍK

Dobrý den,

jmenuji se Blanka Urbášková, jsem studentka třetího ročníku Fakulty humanitních studií Univerzity Tomáše Bati ve Zlíně. V rámci zpracování své bakalářské práce na téma Analýza interní komunikace v holdingové společnosti UNEX a.s. si Vás tímto dovoluji požádat o vyplnění následujícího dotazníku. Cílem tohoto dotazníku je zjistit Vaše názory a poznatky na aktuální situaci interní komunikace ve Vaší společnosti.

Vaše odpovědi mi pomohou k vypracování doporučení, které pomůže vylepšit stávající situaci interní komunikace ve Vaší společnosti.

Dotazník je samozřejmě zcela anonymní.

Předem Vám děkuji za Váš čas a ochotu.

Blanka Urbášková

1. Označte, do jaké míry souhlasíte nebo nesouhlasíte s následujícími výroky. (Křížkem vyberte JEDNU možnost.)

A = Naprosto souhlasím

C = Spíše nesouhlasím

B = Spíše souhlasím

D = Naprosto nesouhlasím

Atmosféra na pracovišti

A B C D

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| a) Mezilidské vztahy na pracovišti považuji za velmi dobré. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Týmová spolupráce a spolupráce mezi odděleními funguje na vysoké úrovni. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Úroveň komunikace mezi mnou a mými spolupracovníky jsou pro mě dostačující. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Atmosféra v pracovním kolektivu je přátelská. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Mezi mnou a spolupracovníky panuje atmosféra důvěry. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Otevřeně se vyjádřit k problému je v mé práci bráno jako samozřejmost. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g) Zásadní změny a události ve firmě se dozvídám rychle a včas. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h) Společnost staví do popředí výsledky a ne vztahy mezi zaměstnanci. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. Co si myslíte, že by přispělo ke zlepšení atmosféry ve společnosti?

.....

3. Označte, do jaké míry souhlasíte nebo nesouhlasíte s následujícími výroky. (Křížkem vyberte JEDNU možnost.)

A = Naprosto souhlasím

C = Spíše nesouhlasím

B = Spíše souhlasím

D = Naprosto nesouhlasím

<i>Zaměření na zaměstnance</i>	A	B	C	D
a) Zním vízi a cíle společnosti.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Jsem pyšný na to, že můžu pracovat v této společnosti.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Víím přesně, co se od mé práce očekává.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Společnost vytváří podmínky pro rozvoj mé kariéry a pracovních možností.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Chování mého přímého nadřízeného mě motivuje k pracovnímu výkonu.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) V praxi dochází k realizaci mých návrhů.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Za vykonanou práci dostávám dostatečnou zpětnou vazbu od svého přímého nadřízeného.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Označte, do jaké míry souhlasíte nebo nesouhlasíte s následujícími výroky. (Křížkem vyberte JEDNU možnost.)

A = Naprosto souhlasím

C = Spíše nesouhlasím

B = Spíše souhlasím

D = Naprosto nesouhlasím

Komunikace s vedením společnosti a přímým nadřízeným

	A	B	C	D
a) Komunikace a poskytnutí potřebných informací je silná stránka vedení společnosti.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Styl vedení vašeho přímého nadřízeného je pro Vás vyhovující.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Úroveň komunikace mezi Vámi a Vaším přímým nadřízeným je pro Vás dostačující.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Vždy se Vám dostává opory a pochopení od vašeho nadřízeného.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Při řešení pracovního problému se vždy můžu obrátit na svého nadřízeného.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Vaše názory jsou vašim nadřízeným dobře přijímány.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Jakým způsobem jste nejčastěji informován(a) o zásadních událostech a změnách ve společnosti? (seřad'te přiřazením 1-6; 1- nejčastěji jsem informován(a), 6 – nejméně jsem informován(a))

.... Vedení společnosti Přímý nadřízený Spolupracovníci
.... Vnitropodnikové materiály Intranet Žádné informace nedostávám

6. Jaký způsob získávání informací o zásadních událostech a změnách ve společnosti Vám nejvíce vyhovuje? (seřad'te podle preferencí přiřazením 1-6; 1- nejvíce mi vyhovuje, 6 – vůbec mi nevyhovuje)

.... Vedení společnosti Přímý nadřízený Spolupracovníci
.... Vnitropodnikové materiály Intranet Žádné informace nedostávám

**7. Které z uvedených komunikačních prostředků nejčastěji používáte k získávání informací?
(Křížkem vyberte DVĚ možnosti.)**

- Osobní komunikace Firemní akce Nástěnky Elektronická pošta
 Telefonický rozhovor Intranet Porady Jiný

V případě, že zaškrtnete políčko *Jiný*, prosím uveďte jaký.

- | | ANO | NE |
|---|--------------------------|--------------------------|
| 8. Uvítal(a) byste ve Vaší společnosti více nástěnek. | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Uvítal(a) byste ve Vaší společnosti schránku důvěry. | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Uvítal(a) byste ve Vaší společnosti firemní časopis. | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Pracovní porady považují za velmi efektivní. | <input type="checkbox"/> | <input type="checkbox"/> |

12. Pokud máte jakékoli připomínky k interní komunikaci ve Vaší společnosti, zde je prosím vyjádřete. (Návrhy, opatření, co Vám vadí, co byste chtěli zlepšit a jak, nebo naopak s čím jste spokojeni.)

.....
.....
.....
.....
.....

13. V jakém závodě pracujete.

- UNEX a.s. Brníčko Moravské železářny a.s. – Závod Olomouc
 UNEX Slovakia, a.s. - Závod Snina UNEX Slovakia, a.s. - Závod Prakovce

APPENDIX P III: STATISTICAL EVALUATION OF QUESTIONNAIRE

Question 1	Frequency	A	B	C	D	Total
a	Absolute	7	37	5	0	49
	Relative %	14	76	10	0	100
b	Absolute	1	29	18	1	49
	Relative %	2	59	37	2	100
c	Absolute	17	30	2	0	49
	Relative %	35	61	4	0	100
d	Absolute	16	32	1	0	49
	Relative %	33	65	2	0	100
e	Absolute	15	32	1	0	49
	Relative %	31	65	4	0	100
f	Absolute	18	23	7	1	49
	Relative %	37	47	14	2	100
g	Absolute	3	10	33	3	49
	Relative %	6	20	68	6	100
h	Absolute	13	30	6	0	49
	Relative %	27	61	12	0	100

Question 3	Frequency	A	B	C	D	Total
a	Absolute	13	31	5	0	49
	Relative %	27	63	10	0	100
b	Absolute	8	28	10	0	46
	Relative %	17	61	22	0	100
c	Absolute	24	23	2	0	49
	Relative %	49	47	4	0	100
d	Absolute	7	25	16	0	48
	Relative %	15	52	33	0	100
e	Absolute	9	27	12	1	49
	Relative %	18	55	25	2	100
f	Absolute	7	29	12	0	48
	Relative %	15	60	25	0	100
g	Absolute	8	20	19	1	48
	Relative %	17	41	40	2	100

Question 4	Frequency	A	B	C	D	Total
a	Absolute	3	20	24	2	49
	Relative %	6	41	49	4	100
b	Absolute	12	24	11	2	49
	Relative %	25	49	22	4	100
c	Absolute	16	25	7	1	49
	Relative %	33	51	14	2	100
d	Absolute	12	28	8	1	49
	Relative %	24	58	16	2	100
e	Absolute	23	20	6	0	49
	Relative %	47	41	12	0	100
f	Absolute	11	35	2	1	49
	Relative %	22	72	4	2	100

Question 5	1 st place	2 nd place	3 rd place	4 th place	5 th place	6 th place	Total
General Management	5	7	14	2	11	2	41
Internal Materials	0	3	6	15	12	5	41
Supervisor	18	15	3	3	1	1	41
Intranet	1	4	9	14	13	0	41
Co-workers	16	11	6	4	4	0	41
No Information	1	1	3	2	1	33	41

Question 6	1 st place	2 nd place	3 rd place	4 th place	5 th place	6 th place	Total
General Management	9	19	5	3	5	0	41
Internal Materials	0	3	13	17	8	0	41
Supervisor	27	9	1	1	1	2	41
Intranet	3	3	12	17	6	0	41
Co-workers	1	7	9	4	19	1	41
No Information	1	0	0	0	2	38	41

Question 7	Production Management	Foundry	Heavy Engineering	Moravské železářny	Total
In-person Communication	10	7	8	10	35
Telephoning	3	6	0	8	17
Company Events	0	0	0	0	0
Intranet	2	0	0	0	2
Notice Board	0	0	0	0	0
Meetings	7	6	7	1	21
Email	4	5	9	5	23
Others	0	0	0	0	0

Question	YES/NO	Production Management	Foundry	Heavy Engineering	Moravské železářny	Total
8	YES	0	0	0	0	0
	NO	13	12	11	12	48
9	YES	3	4	1	4	12
	NO	10	8	10	8	36
10	YES	10	9	10	9	38
	NO	3	3	1	3	10
11	YES	5	4	4	6	19
	NO	8	8	7	6	29



INFORMAČNÍ BULLETIN č. 15

Vážení zaměstnanci,

po delší přestávce se k Vám opět obracíme, abychom Vás informovali o aktuálním dění ve společnosti. Je zde začátek nového roku a chceme Vám přiblížit plány roku 2010.

Rok	Výkony (tis. Kč)	Tržby (tis. Kč)	Nejakož (tis. Kč)
2008	967 301	3 762 382	29 397
2009 (výhled)	455 693	1 945 613	19 692
2010 (návrh plánu)	487 890	1 980 849	15 508

Nejnovější odhady naznačují zpomalující se tempo prohlubování hospodářské recese, která zasáhla světovou ekonomiku v průběhu loňského roku. Podle předpovědi odborníků se zrychlí růst světových ekonomik z původních 3,1 na 3,9 %, především USA, Francie a Japonska, což jsme mohli zaznamenat i my na slévárně, kde došlo k nárůstu zakázek GE, kdy v loňském roce zakázková náplň GE zaznamenala pokles, v roce letošním je dokonce plánovaný 5% - ní nárůst tržeb oproti roku 2008. I v České republice se očekává mírný nárůst HDP. Při pohledu na tabulku je zřejmý mírný nárůst výroby, který se má projevit i v tržbách. Jedná se ovšem jen o plánovaná data, která se ještě mohou v průběhu roku měnit. Je tedy nutné krotit přílišný optimismus. Celý rok 2010 bude probíhat v duchu cenových jednání se zákazníky.

Jelikož ve stávající situaci nemůže společnost UNEX jen spoléhat na stávající zákazníky a vývoj na tuzemských i zahraničních trzích, neustále se snažíme pronikat na trhy nové. V loňském roce se v naší společnosti realizoval pilotní projekt, který měl ukázat, zda je UNEX schopný se vrátit na trh s ocelovými konstrukcemi mostů. Uspěli jsme a dnes se ucházíme o post strategického dodavatele OK mostů. Počátkem tohoto roku byly realizovány návštěvy investorů a projektantů Projektů mosty a v následujících týdnech plánujeme pozvat další partnery jako jsou: SKANSKA, Strabag, TCHAS, Alpine, ŘSD Ostrava, SSMSK Ostrava.

Pohled na vývoj nejakožosti naznačuje, že se i přes klesající trend nedosahujeme ještě stavu, kdy vyrobíme vše hned napoprvé dobře. I v této souvislosti je potřeba zmínit trvalou potřebu ověřování plnění úkolů podle standardních postupů. Na rok 2010 jsou naplánovány certifikační audity realizované společností TÜV Nord. Certifikát bezpečnosti a ochrany práce na pracovištích OHSAH, realizovaný ve dvou kolech, a to v únoru a březnu, certifikáty QMS a EMS a svařovací audity. Je potřeba si uvědomit, že s rostoucí silou východních ekonomik, disponujících bohatými zásobami surovin a levné pracovní síly je kvalita našich produktů právě tou výhodou, kterou jsme a musíme být i nadále schopni jiným konkurovat.

Management nápadů – TANDEM

I v roce 2009 jsme měli možnost se aktivně podílet na zlepšování procesů v rámci zlepšovatelského hnutí TANDEM – Management nápadů. Ve srovnání s předchozími léty je ale nutné konstatovat, že množství podaných zlepšení se výrazně snížilo, a to z 104 podaných zlepšení v roce 2007, 114 v roce 2008 na 53 v roce 2009, kdy z celkového počtu 53 zlepšení bylo podáno 30 drobných zlepšení a 13 zlepšovacích návrhů, přičemž převážná část byla z oblasti efektivity procesu a úspory nákladů. Neaktivnější týmem ve smyslu nejvíce podaných a realizovaných zlepšení byl provoz VP 25, který se na celkovém počtu podílel 15 podanými návrhy. Z tohoto týmu vzešel i neaktivnější zlepšovatel, a to p. Zatloukal Luboš. Abychom podpořili zlepšovatelské hnutí vyhlásili jsme v měsíci říjnu soutěž výrobních týmů. Vítězem se stal VT 2350, který byl za svoji činnost i odměněn. TANDEM zlepšování pokračuje i v roce 2010. Připomínáme, že první podaný zlepšovací návrh, resp. drobné zlepšení je odměněno 200 Kč. Chtěli bychom tímto podpořit aktivní účast všech zaměstnanců na zlepšování nejen výrobních procesů, ale i například iniciativu při řešení úpravy jednotlivých pracovišť. Na konci roku 2010 bude opět provedeno vyhodnocení a nejlepší zlepšovatelé budou odměněni.



OPERAČNÍ PROGRAM
LIDSKÉ ZDROJE
A ZAMĚSTNANOST

Školení zaměstnanců UNEX realizované ve spolupráci s ESF

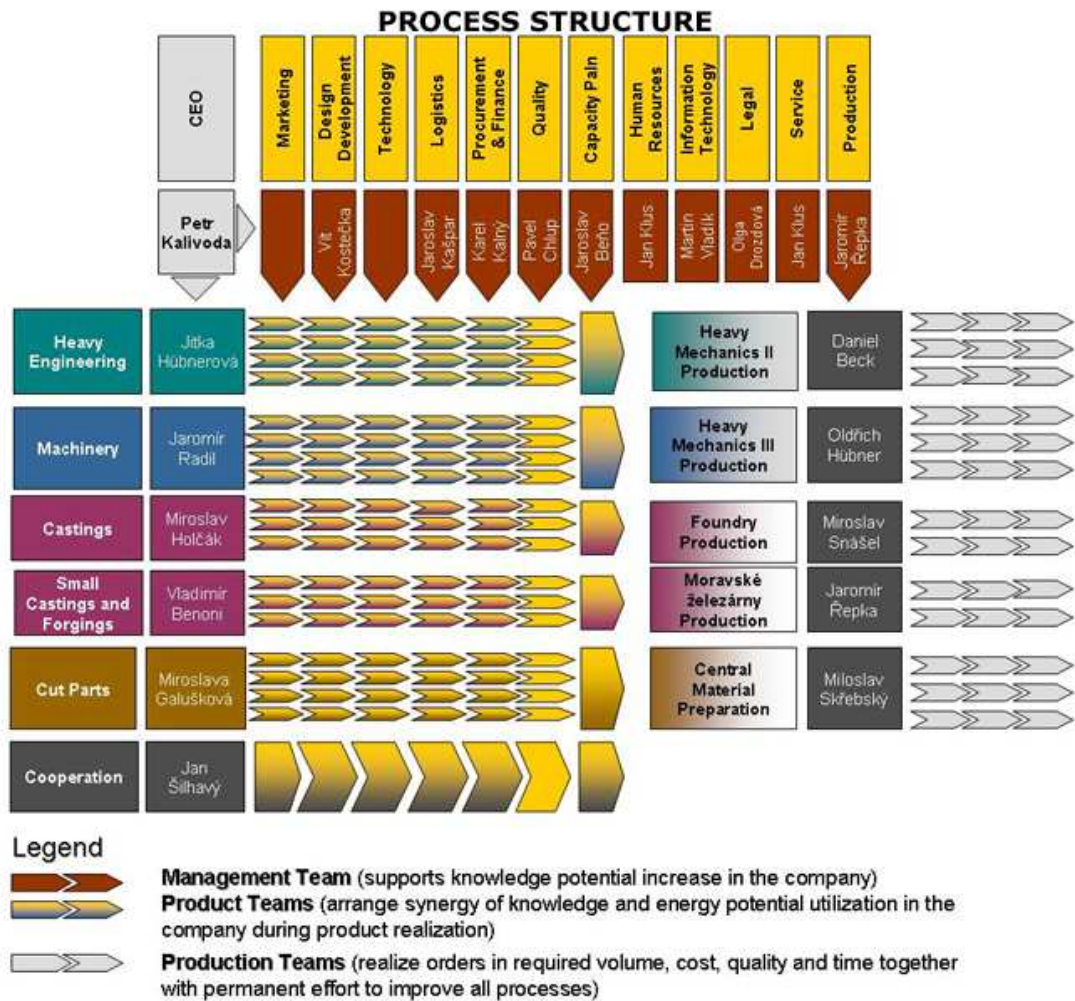
Zaměstnanci jsou často zmiňováni jako nejcennější aktivum každé společnosti. Je proto nanejvýš odpovědné zajišťovat jejich další profesní a kvalifikační rozvoj. Proto jsme již v roce 2006 podali veškeré podklady nutné ke schválení žádostí o dotace z evropských fondů. Od ledna 2010 bude v naší společnosti realizován vzdělávací projekt v oblasti řízení lidských zdrojů za finanční účasti Evropského sociálního fondu v rámci Operačního programu Lidské zdroje a zaměstnanost. Z EU byly schváleny 2 projekty, a to jak pro UNEX a.s., tak i pro UNEX Slévárna s.r.o. Projekty se skládají z 5 částí (Manažerské dovednosti, obchodní dovednosti, firemní procesy, realizace změny a IT dovednosti). Realizace vzdělávacího projektu je naplánovaná na období let 2010 a 2011.

Abychom mohli podpořit rozvoj individuálních znalostí a schopností každého zaměstnance, budou probíhat rozvojové rozhovory s každým zaměstnancem. Každý pracovník bude mít prostor ve vymezeném čase probrat se svým nadřízeným svůj pohled na vlastní schopnosti, pracovní nasazení a plnění úkolů a zmínit i oblasti, ve kterých by rád viděl svůj další rozvoj. Výsledkem rozvojového rozhovoru je dosažení dohody s každým zaměstnancem na cílech, jejichž splnění povede k dalšímu využitelnému rozvoji zaměstnance. Tyto rozhovory se budou pravidelně opakovat.

V Uničově 2.3.2010

za vedení Unex a.s. připravil Miroslav Věčeřa a Jan Klus

APPENDIX P V: PROCESS STRUCTURE (UNEX 2010)



APPENDIX P VI: COPMANY REFERENCES (UNEX 2010)

Heavy Engineering	Machinery	Forgings and Castings	Cut Parts and Cooperation
Mostecká uhelná společnost	David Brown Guinard Pumps	General Electric Transportation	General Electric
Seceročeské doly	IEV	TEREX	ČKD Nové Energó
Technometal- Vardar	Schaeff- TEREX	Kordel Antriebstechnik GmbH	Vatech
RWE Power AG	Sumitomo Corporation	GSAGesenkschmiede Schneider GmbH	Technometal – Vardar
ČEZ a.s.	Volvo	CLASS	Sokolská uhelná
LVD	Werklust	Brink	SMS Demag
Fagor Arrasate	XS Platforms	DAKO-CZ	Siemens
NOELL		Knorr-Bemse	Severočeské doly a.s.
Hollandia BV		FAB	RWE Power AG
General Electric		DAIKIN	Patterson Pump
Siemens		OPEL	NOELL
Babcock		Mercedes	IEV
ČKD Nové Energó		BMW	ČEZ a.s.
Vatech		SMS Demag	Sumitomo Corporation
Hydro Aluminium		Kessler & Co.	Volvo
Storvik		Alstrom	Werklust
Patterson Pump		Tatragagónka a.s. Poprad	Babcock
Voest Alpine			Mostecká uhelná společnost a.s.
			LVD