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**MODERN STRUCTURE OF THE INNER ORGANISATIONAL
COMMUNICATION SYSTEM**

THESES OF THE PHD STUDY

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Contents

1. PRELIMINARIES OF THE WORK, SET OBJECTIVES	4
1.1. Rationale of the topic	4
1.2. My objectives.....	4
2. MATERIAL OF THE THESIS AND ITS METHODS.....	6
2.1. Statistical methods applied when processing the data	6
3. RESULTS OF THE ANALYSING WORK.....	7
3.1. Results deriving from processing the literature	7
3.2. Results deriving form the analysis of the primer research data	8
3.3. Designing model of the inner organisational communication	15
4. CONCLUSIONS	20
4.1. The successful inner communication.....	20
5. NEW AND ORIGINAL RESEARCH RESULTS	21
6. MY OWN PUBLICATIONS RELATED TO THE TOPIC OF THE PHD THESIS.....	23

1. PRELIMINARIES OF THE WORK, SET OBJECTIVES

1.1. Rationale of the topic

Among the organisation's resources the human resources are considered to be among the most important ones. With its becoming more valuable the communication and its regulation became more important within the organisation, in this way the structure, management and operation of the organisational communication systems play important roles in the lives of the organisations.

Based on my experience and the informal interviews made with the professionals (company managers, directors of government institutions) the inner communication is not functioning or is not functioning in full at the majority of the organisations, respectively it is identified with the organisational-operational communication, the inner information flow is not regulated and the measuring is either missing or it is incomplete. All these deficiencies make the scientific analysis of the inner communication necessary, the revealing of the factors that influence the organisational efficiency and the elaboration of the scientific methods for the application in practice. It is important to pay attention to the areas that are connected to other operational areas of the organisation. The organisational frame of the inner organisational communication shows high polarisation. In case of certain companies the inner communication is managed by the marketing or PR manager, at other companies it is the HR manager's task and in certain situations the communication manager is dealing with this area.

The variation and restructuring of the communication roles and the related information are also of outstanding importance. I suppose that the majority of the organisations is still not aware of the importance of the communication roles.

1.2. My objectives

My objective consists of revealing the functioning of the inner communication systems at the Hungarian – mostly business – organisations according to the level of formality.

The other objective of my study consists of revealing at what extent the utilisation of the inner communication and the informal channels contribute to the more efficient work of the employees and consequently to the better management of the organisation. At what extent do the informal channels replace the formal system and are they able to solve the problem of retaining the information? Analysing the benefits and disadvantages of the informal channels and their effect exerted onto the functioning of the organisation.

I think it is important to find the organisational forms where there are traditions and to check whether the utilisation of the informal channels is connected to the size, operational objective and form of the organisation.

Based on the objectives I have established the following hypotheses within the research:

H1. Every organisation has its own informal communication channels. Their use is significant in case of the Hungarian organisations.

H2. The dissatisfaction with the formal communication channels is high mostly in case of the upward information flow.

H3. The informal channels are used in the organisation mostly because of the deficiencies of the formal channels.

H4. The use of the informal channels is significant in case of the budgeting institutions and the big organisations.

H5. The organisational culture is an influencing factor of the organisational efficiency, its changing or improving can increase the communication efficiency, too.

2. MATERIAL OF THE THESIS AND ITS METHODS

I started the research with the studying of the literature that is relevant in this topic. I aimed at building the theoretical foundation of the following areas:

- theory of communication
- theory of organisation
- theoretical basics of the organisational culture
- theoretical basics of the organisational communication

Apparently the studied topic is related to several independent scientific areas, thus I studied those theories only where the connection to the organisational communication can be tackled.

I studied the publications of the primer research that is close to my thesis, based on which I found that the studies are analysing the communication of a concrete organisation, or a certain part of the organisational communication (management communication, professional communication), respectively the organisational communication is described with in generalities and no theoretical models are set in connection with the efficiency. During the processing of the related literature I found published research results in connection with the hypotheses of my study that are supporting my results, too.

My research is based on the quantitative method since I needed a vast sample, and based on the questionnaires the data can be used as numbers, it provides the possibility of applying statistical methods.

2.1. Statistical methods applied when processing the data

When processing the questionnaires I prepared the coding of the questions, the definition of the variables, the data entry into the statistical software. I applied various statistical methods for the analysis of the data. Besides the descriptive statistical methods (the rank evaluations and my distribution analyses were made based on the man values), association studies (I created contingency tables for analysing the connection between quantitative variables and for checking the extent of the connection I applied the Chi-square trial, respectively the Cramer measure showed the extent of this connection), main-component and cluster analysis (I applied the Ward method because it is minimising the loss of information caused by the group contraction, and the K medium procedure since this can be applied well in case of huge data sets).

I processed the data with the SPSS 19.0 statistical software.

3. RESULTS OF THE ANALYSING WORK

3.1. Results deriving from processing the literature

Almost every author of the literature dealing with organisations is covering the area of communication. Communication is the significant component of our organisations. There is no organisation without communication. The structural characteristics of the organisation are important factors of the communication possibilities. Simultaneously the quality of communication determines significantly the type of functioning and along with its channels and mechanism it does also affect the characteristics of the management structure.

The organisation-theoretical approach of communication doesn't have a long past. Fayol was the first who drew the attention to the significance of the "bridges" (horizontal communication channels) that are missing at the formal organisations. It was Barnard who placed communication into the centre of theory of organisations. He considered that communication is the force that is connecting the objectives of the employees forming the organisation. In his opinion the rational communication is the premise so that the authority of the managers is not based only on the positions within the hierarchy. Mintzberg thinks communication is one of the aspects of the managerial work.

The organisations that understand the internal and external environments are going to be successful since when the communication is missing, the members of the organisation are not able to act in harmony for the common goal. The essence of communication is given by understanding. Where there is no understanding, there is no efficient communication. Delivering the information does not mean communication. When we are talking about communication we must think of a process and human behaviour where the perception and emotions motivation have significant influencing roles.

The planning of the inner communication is supposing the steps of continuous measuring and evaluation, and through this the increase of the organisation's effectiveness and the employees' performance can be shown.

Every organisation must realise that the internal communication is one of the last rational reserves of nowadays.

According to the researchers the employees are less satisfied with the upward communication compared to the downward one. Its causes:

- being afraid of reprisal – people are afraid to talk about their thoughts and emotions,

- filtering of information – the employees think their ideas are changing by the time they get to the managers,

- time factor – the managers make the impression they don't have time to listen to their employees.

The satisfaction with the downward communication is getting lower along the hierarchy. The employees are solving the problem of missing the information through informal channels.

The informal communication is a normal phenomenon in every organisation. The informal information system can be deducted mostly from the corporate culture, from the company's sociological features that is handling the information that is not obtained from the formal source and/or the information that is not flowing through the formal channels. The communication system formed among the members of the informal organisation differs from the regulated channels of the formal organisation. In the majority of the situations the informal communication channel is more effective and faster than the message that is planned professionally.

The informal information system usually contributes to the flexibility of the company's operation and its ability to get accustomed. However if the non-suitability between the formal and informal structures is too big, then it can also be the source of the communication and operational disturbances. The way of preventing the spread of the informal information is an important issue for the managers of the organisations. Is it important to become aware of it at all? Why can't it be destroyed and can it be utilised?

Cultural network: the network is the carrying medium of the cultural elements which means mostly the informal communication channels. Through these one can learn what is happening in the organisation, what the employee are concerned about, what changes can be expected.

Regarding the development and reengineering of the organisations it is reasonable to study the possibility of connecting these two communication networks.

3.2. Results deriving form the analysis of the primer research data

After filtering the questionnaires I processed the data of 1068 questionnaires, they were actually the evaluations of employees of various positions in 140 organisations. My research questionnaire is not representative, in this way the results show the trends. The sample was established according to accidental selection, in this way certain areas, e.g. agriculture is not represented vastly in the study. I chose the "snowball" sampling procedure because in this way I could obtain a high number of evaluable questionnaires.

As the first step of processing the questionnaires I tried to compress the almost 200 variables and organise them in groups. I chose the main component analysis since – besides preserving a significant quantity of the information content – the questions can be reduced in a proper extent. After the analysis there were 15 components, so I kept 62 % of the data. I did not involve every variable into the main component analysis because the nominal variables can't be interpreted together with the ordinal variables and regarding the 15th respectively 20th question I performed a separate main component and cluster analysis, in this way these variables are not featuring in the study. Based on the analysis of the correlation matrix I found that the variables are suitable for the analysis since the paired correlation shows moderate or weak values. Regarding the anti-image matrix, based on practical experience, about 25% of the elements falling beyond the diagonal can be higher than 0.09. During the analysis this happens in a few cases only. The KMO test shows a value of 0.905 which means a strong factorisation possibility. When studying the communality I found that there is no value below 0.5, in this way each element is explaining satisfactorily the original variable.

Finally I compressed 67 variables into 15 main components which meant a 4-fold reduction of the number of variables. I differentiated the following components:

1. component: every piece of information is a secured, well-operating information system
2. component: the obstacles of the organisational communication
3. component: the influencing factors of the inner communication
4. component: the communication obstacles of the units
5. component: development directions of the organisational communication
6. component: causes of using the informal channels
7. component: utilisation of the informal channels
8. component: evaluation of the inner communication
9. component: factors that promote the efficiency of communication
10. component: much information
11. component: spatial distance, informal route
12. component: methods of telling the information
13. component: website
14. component: direction of forwarding the information
15. component: there is no utilisation of informal channels

The features identified with the main component analysis describe well the influencing factors of the organisational communication, the directions and methods of information flow, the deficiencies and the areas to be improved. Based on this I kept narrowing the area of the analysis respectively I analysed certain issues more deeply.

Analysis of the functioning and channel utilisation of the inner communication

Based on the answers it can be stated that the evaluation of the organisations' inner communication is suitable, mostly the technical conditions were considered good by the respondents. The advance of the e-communication did not concern the leading position of the **personal communication channels** that is still occupying the first place at the organisations. The work-related information is available but they know less about the organisation, in this way a significant part of the information gets to the colleagues through the informal communication. The total lack of information is rather high when considering the novelties and personal-related issues.

Considering the route of the information it can be stated that besides the official vertical information the horizontal and lateral information flow is rather significant. It is also worth mentioning that certain information doesn't get to the employees. Almost 50% of the questioned people are using the informal channels.

The obstacles and promoters of the organisational inner communication

The factors that promote the communication

According to the interrogated subjects the communication is good between their own departments and other departments (52.16%), 40% think the cooperation is not efficient or it is not efficient enough. The key of the efficient cooperation is considered to be the **direct flexible colleagues** (4.17 average) and the **good personal relations** (4.13 average). There is a strong correlation between the two factors. The efficient communication is promoted by the **technical tools** (3.96 average) but the alternative website is an insignificant influencing factor of the relations. The relationship between the managers of the departments is determining less the efficiency of the communication. The inner communication as an influencing factor, is affecting mostly the efficiency of the organisational functioning, the mood of the employees, the accurate understanding and execution of the tasks. This is proved by the strong correlation between the two factors. Thus the connection between the organisational inner communication and the efficiency of the organisational functioning is proved, which is also supported by the other factors of the efficiency, such as the good workplace

atmosphere, the contents and timeliness of the information respectively the relation between the supervisor and the subordinate.

The order of the factors that are hindering the efficient communication is as follows:

- 1. retaining the information**
- 2. being not interested, lack of motivation**
- 3. there is no personal contact, or it is bad**

By comparing the hindering and promoting factors it can be stated that there is a certain matching since the existence or lack of something are the two end-points of influencing. This is proved mostly in case of the good relationship and cooperation between the employees and it shows a stronger connection in case of the personal relations. The respondents were uniform when considering that being known directly among the employees is a premise of successful communication. This is also connected to the fact that the discussion in person was considered to be the most popular communication channel.

Functioning of the informal communication

Since the related group of questions consists of 15 sub-points, I thought that in this case I perform the main-component analysis. During the study 4 main components could be identified in such a way that in the meantime it preserved more than 50% of the data. The 1st component is made up of the characteristics of the well-operating information system, thus I am using the „efficient communication” definition. The 2nd component contains the factors that are hindering the organisational communication, in this way I am using the „communication obstacles”, the 3rd component is the „business communication”, the 4th component is the „informal communication”.

During the analysis of the organisational information flow I carried out a cluster study during which 4 clusters had been formed and the groups differed based on every variable and component. The groups were formed based on how the respondents evaluated the organisational information flow. The first cluster contains 15.6% of the respondents. They are the people who considered the first factor, meaning that the efficient communication is good, and the informal communication is considered to be significant, however the business communication doesn't play an important role in the organisational information flow. The 2nd cluster contains 35.5% of the respondents, in their case the hindering factors of the organisational communication got high values, the business communication and the informal communication are not considered important from the perspective of the information flow. The 3rd cluster contains the respondents (31.4%) who think the informal

communication is the most important factor in case of the organisational communication. The last cluster contains 17.4% of the respondents. They did not consider any component important, there is a negative mean value for each component.

If we are analysing the 3rd cluster based on the group-forming features then in case of the women, the group of 20-29 years, those with less 10 years' work experience, the employees of the huge organisations, those operating in sales or finance respectively the organisations functioning at the county seats the informal communication is dominant.

Summarising the analyses related to the informal communication it can be stated that 50% of the employees is using the informal channels during their work. The channel network is used primarily because of **curiosity**, the second place is taken by the **controlling function**, the third place is taken by **the friendly discussion serving for satisfying the individual needs**. The study aimed at revealing the causes and providing solution methods on how the organisations can make these channels official in their communication strategy.

The first cause can't be built into the official routes in case of neither organisation. People are basically curious, they are interested in what's happening around them, in the neighbourhood or with others around. This curiosity is satisfied by the popular reality shows known from the media. Naturally the organisations can't make so-called reality shows with the employees but yet there are some possibilities. The company newsletters or the intranet can have a column that I informing about the employees' "private life". The column may contain events the employees are interested in: such as marriage, new children, pensioning, etc. During the analysis of the questionnaire it turned out that the employees don't have enough information about the organisation, its goals and functioning. In order to satisfy this need (i.e. the interest) the company newsletter and the intranet can provide solutions. The inner correspondence through the Internet or the operation and utilisation of the intranet should be part of the organisational communication strategy. The e-communication provides a lot of solution for the organisations so that they can inform fast every employee of the company about the organisational events.

The controlling function applied through the informal channels can be eliminated almost in full, and its utilisation can become redundant through the proper organising of the formal communication. The distortion of the information can be said to normally accompany the communication. However its effect can be reduced or terminated with the simultaneous utilisation of the communication channels. Since the employees are focussing on the personal talk, in this way the managers need to give oral instructions and information, even in case of the reports one shall allocate time for

listening to the colleagues and simultaneously asking the employees to forward and prepare it in writing, too. The redundancy promotes the reduction of distortion. Naturally in case of deliberate distortion or concealing the motivation is different.

However the friendly discussions as information channels should be let operate within the organisation. One of the keys of the good atmosphere at the workplace means that the employees find colleagues with whom they are pleased to be or with whom they are sharing their private problems. The basic objective of the friendly discussions does not consist of procuring the workplace information but the satisfying of the human needs. Naturally during the conversations at the workplace the people can't avoid the talking about work and the related problems, informing each other in this way.

How the organisational culture affects the inner communication

For studying the organisational culture I performed a main-component analysis by using 14 variables of the related questions. I grouped the 14 variables into 4 components in such a way that the preserved information content is 54.29%. When defining the components I used the Hofstede dimensions since these are characterising most the certain groups

1. component: dimension of avoiding the uncertainty
2. component: individualism-collectivism dimension
3. component: power distance dimension
4. component: masculine-feminine dimension

Then I performed a cluster analysis of the main components and I grouped the 4 components into the 3 clusters. The first cluster contains 36.9% of the respondents. The members of the group evaluated the 1st and 3rd component with the highest average value, the other two factors with the negative mean values are not significant. The second cluster contain the respondents where the 2nd component obtained a highest mean value when evaluating the organisational culture, this means the 42.8% of the respondents. In their case the 4th factor is also significant but regarding the other two components we find negative mean values. The third cluster is formed by those who consider the 4th component as the most important tone, with a proportion of 20.3%, the mean value of the other factors is negative.

When characterising the clusters it can be stated that the *first* cluster is dominated by those of 30-39 and 50-59 years, the employees of the government institutions or non-profit organisations and the huge companies. The cluster is characterised by a “well-lubricated machine” organisational structure along the avoidance of uncertainty and power distance dimensions (small power distance,

strong avoidance of uncertainty, Hofstede) Based on the trade classification it can be stated that the government institutions and the huge organisations represent the national culture that in certain cases can mean the same: huge government organisations.

The *second* cluster contains the women, subordinates, the service providing organisations, the SMEs and the young people at a higher proportion. Regarding the components the service providing organisations should represent these cultural features and the **collectivism** is indispensable in order to sustain the small enterprises and to preserve their efficient functioning. The young generation was born into this team and project operation, in this way this is normal for them.

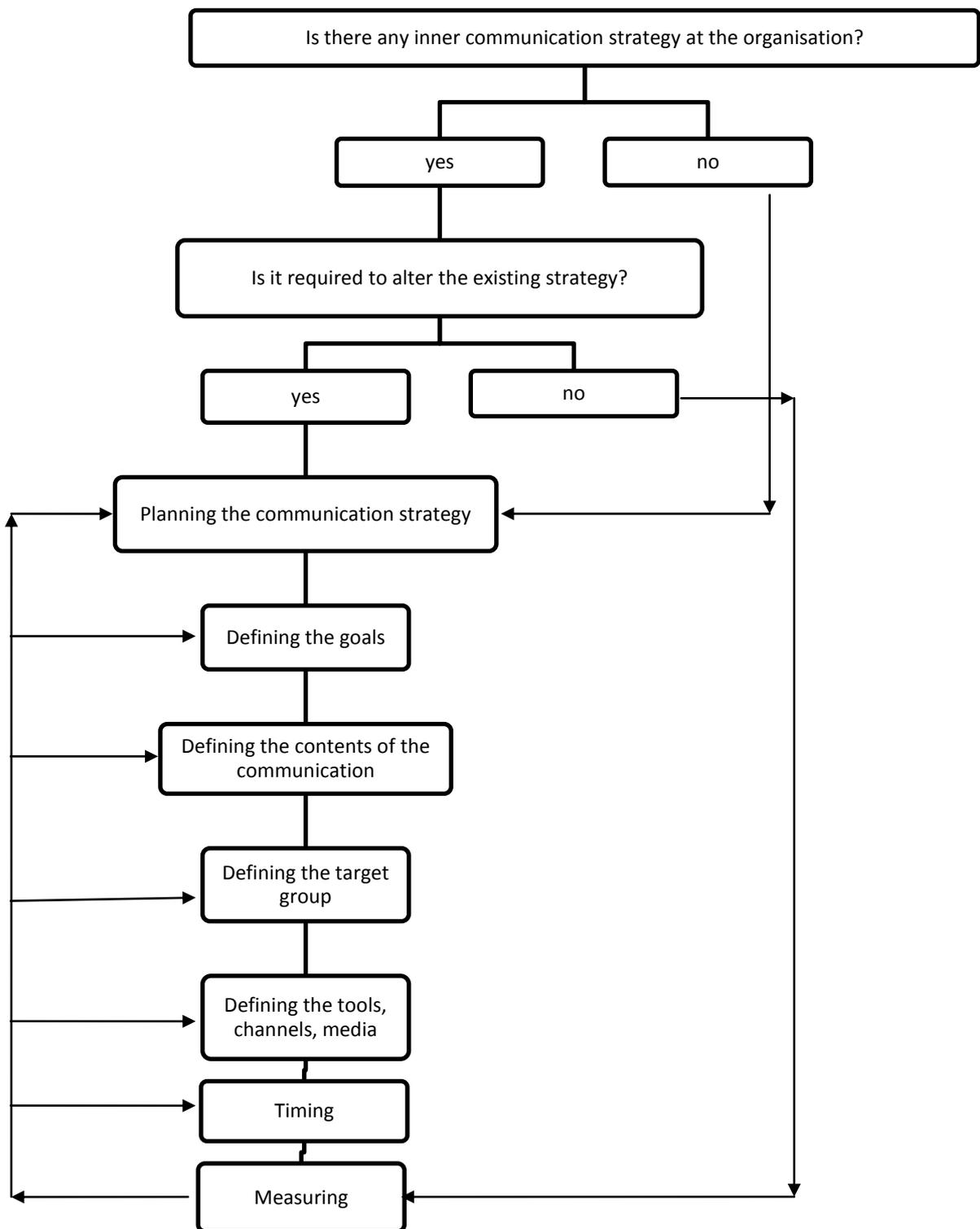
Regarding the *third* cluster the masculine-**feminine** dimension is more accentuated however the component accentuated the female side. That's is why it is surprising that in this cluster the industry, the men, the age group of 40-49 years, the skilled workers, those who passed the final exam and the micro enterprises have a high proportion.

It can be stated that the organisational culture of the Hungarian companies has not changed since Hofstede's study according to which the Hungarian culture is representing the "well-lubricated machine" organisational ideal type along the avoidance of the power and uncertainty dimensions. However during the elapsed time there is a certain relocation toward the individualism-collectivism dimensions that I also supported by the present study. During the cluster analysis 42.8% of the respondents considered that the common values, the loyalty toward the company, the recognition of others and the teamwork are important. This is a natural consequence of the realisation of the project that characterise the organisational activity of nowadays. The team-work, the belonging to a group, the joint responsibility and the collective performance move our national culture toward the collective culture. Thus the organisational culture, as a tool that is influencing the organisational efficiency, can promote the organisation's more efficient functioning by strengthening the collectivism and by defining the common values and objectives. According to Quinn's organisational models it is the „supporting culture" and according to Handy's typology it is the „task culture" that corresponds to this expectation. However the majority of the Hungarian companies is favouring the so-called „role culture" and simultaneously the functional structure. Thus the solution at hand of increasing the efficiency consists of applying the matrix-based organisational form even within other organisational structures, which supposes the introduction and utilisation of the culture element and norms mentioned earlier.

3.3. Designing model of the inner organisational communication

Based on the related literature and my research I created a designing model that in practice can be adapted based on the characteristics of the organisation (structure, size, trade) and the communication needs of the human resource.

Model of designing the communication strategy



Source: one's own

Based on the related literature and my research I created a planning model that in practice can be adapted based on the characteristics of the organisation (structure, size, trade) and the communication needs of the human resources.

The situation survey is the basic point of planning of the communication strategy as every strategy. The answering to the questions of “where are we now” and “what is our position” provides the basis of the proper **objectives**. Actually the planning process is identical with the scheme of solving a certain problem. We intend to terminate the discrepancy between the existing situation and the desired status or at least reduce the distance. The determination of the „desired status” that is the defining of the objective is not an easy task. Maybe it seems normal that the objective consists of creating a well-operating communication system. But there is need to define some notions. Does the communication system mean the technical conditions or the human conditions do also belong here? Does the good functioning determine only the routes of the information forwarding or does it contain the efficiency criterion, too? Thus when defining the objectives we have to comply with one of the basic communication rules, that is the utilisation of the understandable and clear meanings.

2. By determining the **contents** I understand the information the organisation intends to deliver to a certain target group or to the each employee. From this perspective it is required to group the information. The information on the company, its goals, functioning, strategy, development directions belong to one group, this can be called the information on the organisation. I would like to accentuate its significance since my results prove that the employees have little information about the organisation. The other big group is the set of the information required for the work, while the third group may contain the information in which the employees are interested, the hunger for information does appear. Such sort of information: events taking place in other organisational units that do not concern the entire organisation, the private events of the employees, etc., with all these reducing the utilisation of the informal channels. When determining the content one shall take into consideration four communication components that influence the behaviour expected from the target group:

- awareness
- understanding
- cooperation
- change of attitude

The grouping can be completed with further elements by taking into consideration the organisation’s characteristics.

3. The **target** is defined by the contents of the information. I still consider there is need for the clear definition since this is the how the communication strategy becomes complete and clear. Possible grouping:

- every employee,
- organisational units,
- managers,
- teams,
- individuals.

The target group of the organisation-related information is every employee, while a warning notice is only a piece of information related to the concerned person in the first step, just to mention the two end-points of the target groups.

4. **Determining the communication tools, channels and media.** Regarding the communication at the workplace the palette of the tools is rather rich. From the perspective of efficiency the direct personal communication is jutting out from among the tools used by the employees which is true for the communication between the supervisor and the subordinate and for the information flow between the subordinates. Based on the research this is the favourite communication tool used most frequently, the least efficient information is the written information, the website and the forum. When designing the tools I recommend taking this order into consideration. Regarding the media channels the most suitable ways of availability and reaching the target group define the choice. When designing the channel one shall assure the possibility of the interactive communication, the employees need the feedback and they are satisfied with the efficiency of the upward information flow, it is the feedback they are missing. And this is deteriorating the motivation and performance of the employees. Within the communication strategy one shall determine the route and direction of the information flow, with special regard to the bidirectional functioning of the vertical, horizontal, diagonal and lateral communication channels.

5. Regarding the issue of **timing** the simplest answer can be given by always having the required information available. This is true for the need of information for the work but if we grouped the information based on the content and we defined the target group, we have to add its timely realisation. The timing of the organisation-related information depends on the current position of the company. If there is an organisational change, a crisis situation, the employees need to be informed more often. The guidance is provided by the crisis-communication plan. In a stable situation it is sufficient to inform the employees about the eventual changes and novelties every 2-3

months. Regarding each organisational unit and work process it is possible to plan a repeated and cyclical information need even in case of the information that is promoting the work and is indispensable for carrying out the task. Naturally the ad-hoc tasks require the ad-hoc information and instructions. The individuals – as a target group – can be planned with more difficulty in time, but we still can find processes that are repeated monthly or maybe yearly only, that can feature in the communication plan. E.g.: performance assessment

6. The measuring is the most important moment of the process and as the figure shows this is both the end-point and the starting point, too. Should we plan any process, the feedback and control are indispensable. As a result we can continuously improve the organisational inner communication and increase the efficiency of the organisation's functioning. During the measuring one shall focus t the elements that are defining within the organisational communication in case of the given company. For example it can the content; the addresses get relevant information, there can be a problem in the functioning of the channels or the timing is not suitable. I recommend the questionnaires as measuring tools. The processing and analysis of the data provides sufficient information for the determination of the development directions. We can apply other methods known form the research methodology, such as: in case of a big company even the focus-based analysis can provide proper results. The monitoring and experiment as measuring can't be applied for the entire organisation respectively the cost of measuring may exceed the output gained from increasing the efficiency.

The objective indicators required for the measuring can be obtained by applying the BSC (Balanced Scorecard) management system, too. This system is connecting the indicators to the strategy. The indicators are connected to each other through the strategic connections, along the chain of causes-and-effects, they are integrating the company management programs.

4. CONCLUSIONS

4.1. The successful inner communication

The efficient inner communication is a hard work but based on my research there are points and principles that can be decisive in practice for the managers, members and employees within the successful inner communication.

These are as follows:

- **Timeliness and contents** – the information that is procured, sent in time, is relevant, delivered in a tailor-made form through the channel that is used by the employees and that is trusted, and in the language they understand, can be the base of success and the strategic inner communication.
- **Channel** – personal communication is the richest carrying medium, and the development of the listening skills is a main factor in case of the managers
- **Role of the managers** – visibility is the first and basic form of the managers' non-verbal communication. The acts of the manager should fit to his words at any level. His acts should show **sincerity** since the employees want to perceive the truth, in this way they get committed and follow the leader.
- **The communication profession** – The communicating person shall also be an **organisational expert**. He must know the organisational structure, he should understand the necessity of the changes, the communication needs of the employees, the requirements of the market, the reality.
- **Participation and recognition** – The participation of the recognised employees in the decisions is building loyalty and commitment and it improves the communication atmosphere.
- **Measuring** – the measuring helps in defining the problems, determines the status quo, signals and accentuates the processes, it defines the values. It is dealing with the actual starting point, the direction of the future and the activities. The perfect measuring, knowledge and practice promote the organisational communication in the process corresponding to the professional requirements.
- **Culture** - The inner communication helps in creating the communication culture where the employees feel free, they share their ideas and opinions, both with themselves and the management. This culture accentuates the employee understanding, the building of truth, it stimulates the commitment and it also promotes and recognises the variability within the organisation.

5. NEW AND ORIGINAL RESEARCH RESULTS

- Based on the professional literature and the theories I stated that the organisational inner communication does not mean only the information system operating within the organisation, but the human factor is of key importance in this system.
- I defined the factors that determine the efficiency of communication:
 - one shall take into consideration the goals of the organisation, the individuals and groups during the operation of the inner communication
 - the harmony between the organisational form and the organisational goals I assured through the strategic organisational communication
 - the clear definition of the employees' tasks through the clear and bidirectional communication results in the efficient work
 - the decisions should be taken when possessing the proper information, the information distortion can be reduced through redundant communication
- It got proved that despite the spreading of the electronic media the personal informing, the “face to face” communication is most favourite and most frequently used channel in the organisational communication
- I identified the hindering and promoting factors of the organisational communication. Hindering factors: *lack of personal contact, retaining the information, being uninterested /lack of motivation, lack of cooperation/teamwork, managerial decisions*. The factors promoting the efficiency of the organisational communication: *direct, flexible colleagues, good personal relations, good technical conditions*
- I proved that the utilisation of the informal communication channels is rather significant at the organisations. Almost 50% of the employees gets information about the organisation in such a way and this is how they learn about the developments and personal changes that are taking place in the organisation.
- I identified the causes of the utilisation of the informal channel. The first place is occupied by the obtaining of the information that falls within the sphere of individual interest of the employees, the second place is taken by the control and the third place is taken by the interpersonal discussion that satisfies the individual needs, being the cause of the utilisation of this channel.

- I proved that the organisational culture is one of the influencing factors of the efficient operation of the organisation. The culture of the organisations operating currently in Hungary need to be changed, namely in the direction of the collective model, since according to the study 42% of the respondents evaluated this culture with the highest average.

- I elaborated a communication strategic planning model that can be adapted in practice based on the organisational characteristics (structure, size, trade) and the communication need of the human resources.

6. MY OWN PUBLICATIONS RELATED TO THE TOPIC OF THE PHD THESIS

Articles in scientific journal revised in foreign language

Eva Tariszka- Semeginé: Organizational internal communication as a means of improving efficiency European Scientific Journal July edition vol. 8. No.15. 86-96. pp 2012. ISSN1857- 7431

Articles in scientific journal revised in Hungarian language

Semeginé Tariszka Éva: A szervezeti belső kommunikáció hatása a szervezet hatékony működésére 2014. Virtuális Intézet Közép-Európai Kutatására Közleményei VIKEK VI. évf. 1-2 szám No. 14-15. A- sorozat 5. 519-529 pp. ISSN-2064-4361

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