

Research on the Change of Internal Communication Channels in Enterprise Management

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Abstract. In the internal management communication of enterprises, the common problems are that the communication way needs to be innovated, the communication environment is not good, and the communication skills are lack. To improve the quality and efficiency of enterprise management, we should start from practice, adopt the measures of defining the communication purpose, creating the communication environment, applying the communication skills, expanding the communication channels, and improving the internal communication quality of enterprise management, so as to promote To promote the development and progress of enterprises.

Keywords: Communication skills; Internal management; Communication channels

1. Introduction

What is communication? The purpose of communication is to use language, words, symbols and other communication carriers to communicate with the receiver in terms of thoughts and emotions, so as to seek feedback to achieve mutual understanding. 77% of management problems are related to organizational communication. Therefore, enterprises should analyze the actual situation of business management and build a good communication channel in order to improve the quality of business management. From the perspective of enterprise structure, due to the expansion of the structure scale, the regional dispersion and structural dispersion of offices and branches need to be cited and communicated to increase the internal cohesion and centripetal force of the enterprise.

2. Problems in Internal Communication of Enterprise Management

Common problems in internal communication of enterprise management mainly focus on the following aspects:

First, the way of communication needs to be innovated. Enterprise management communication still stays in the way of meeting, instruction, report and other communication, which is not suitable for social development, employees' psychological needs and other aspects, which makes employees' sense of belonging, sense of honor, sense of participation and other spiritual needs decline, which will inevitably affect their work quality and efficiency.

Second, the communication channels are not comprehensive. The communication channels are not comprehensive and specific, which are mainly manifested in "more formal communication, less informal communication", "more downward communication, less upward communication", "more vertical communication, less horizontal communication", "more indirect communication, less direct

communication", etc. Optimizing and improving communication channels and improving communication quality are also problems that need to be solved in enterprise management.

Third, the lack of communication skills. Enterprise managers pay too much attention to the effect of revenue, ignore the importance of internal communication, lack of effective communication skills in written, oral, information and other aspects, which will naturally affect the quality and effect of communication. Fourth, the management system is highly hierarchical. Due to the influence of our traditional thought, the problem of enterprise management level is more serious, which results in the subordinate's attitude of catering to the superiors, fearing and fearing, making the communication unidirectional (superiors → subordinates), but unable to achieve two-way communication (superiors ↔ subordinates), resulting in communication obstacles.

Fourth, the communication environment is not good. Enterprises do not pay attention to communication management, negative treatment, no effective communication culture, so that employees are not valued, no sense of belonging and identity, problems can not be found and solved in time, which directly affects the realization of enterprise management objectives.

Fifth, there are too many levels of communication. Too many levels of communication is also a common problem in enterprise communication, which makes information transmission not timely, problem solving not timely, information distortion, and difficult to improve the quality and efficiency of enterprise management.

Sixth, the content of gourong is not detailed. When making decisions, the management seldom considers communicating with the employees, explaining and analyzing the reasons of the decisions, so that the employees are excluded from the internal management decisions of the enterprise, which will inevitably affect the initiative of the employees.

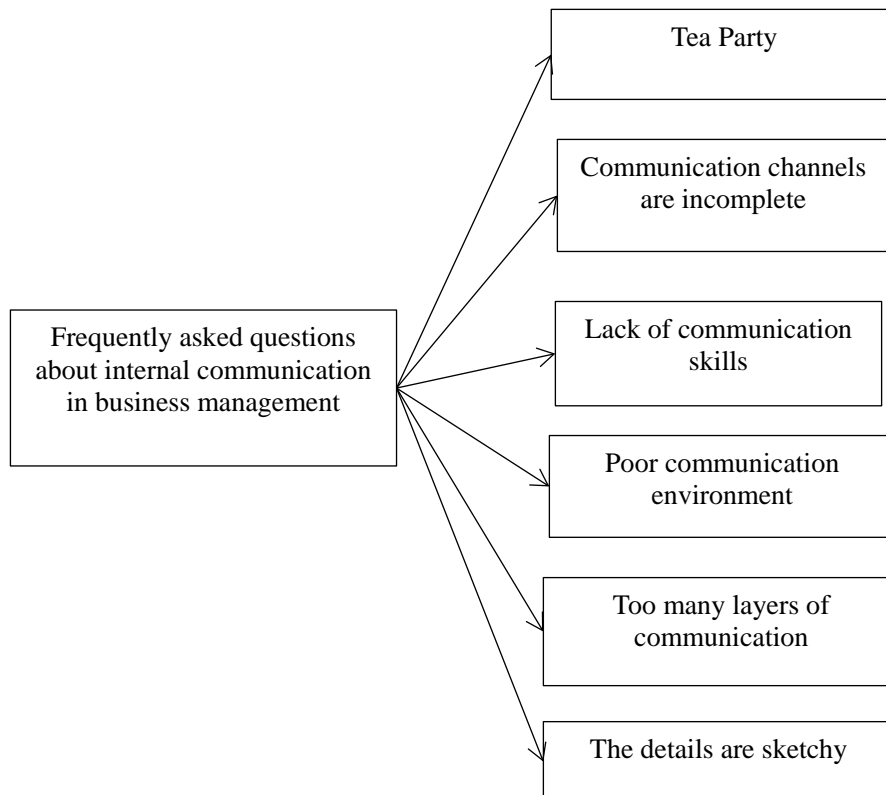


Figure 1. Frequently asked questions about internal communication in enterprise management

3. Countermeasures to promote the change of internal communication channels of enterprise management

3.1. Clear Communication Purpose

In the process of internal communication, it is very important to clarify the purpose of communication. To clarify the purpose of communication, we need to solve the following problems: problem one, what to say. What to say in communication? Emphasize the purpose of communication. Question two, when to say. Communication needs to master the time, so as to improve the quality of communication. Question three, to whom. Only by choosing the right communication object can we ensure that the communication purpose is communicated in place. Question four, how to say it. How to say it depends on the skill of communication. Although we know what to say, when and to whom, we can't achieve the effect of communication because the communication method is not in place. Fifth, listen. Listening is the most critical part of communication. Only listening can understand the communication intention, so as to communicate effectively and improve the quality of communication.

3.2. Optimize communication environment

In modern enterprise management, the optimization of communication environment plays a significant role in enterprise operation, management and production. The optimization of communication environment is to embody equality, mutual assistance, openness and democracy, which is the basis of breaking through the hierarchical limit between the superior and the subordinate. In other words, the degree of openness of the superior determines the strength of the subordinate's independent expression of opinions. In the enterprise management, the real communication is not the false and insincere, nor the malicious flattery, but the formation of barrier free, hierarchical and hierarchical two-way communication environment between the superior and the subordinate. This requires the management to go out of the office, actively communicate with employees, and create a relaxed and pleasant environment for them. There are two ways to create a communication environment, which can be divided into formal and informal communication mechanisms. Formal communication can form an equal and democratic communication environment with employees through brainstorming, one-to-one communication, meeting communication, etc., so as to improve the quality and effect of enterprise management communication. Informal communication mainly refers to the use of an informal way of communication, mainly small parties, weekend travel, e-mail, etc., to improve the efficiency of enterprise communication through informal occasions. Informal communication is the supplement of formal communication, which is to avoid the rigidity of formal communication, optimize the interaction and freedom of communication environment, so as to improve the quality and effect of internal communication in enterprise management. A set of communication mechanism, such as "Siemens", requires employees to have at least one dialogue with the boss system every year, especially the core employees and key employees, which is conducive to understanding employees' ideas, helping them solve problems in life, work and other aspects, so as to improve the effect of enterprise management and operation.

3.3. Expand communication channels

In the era of information technology popularization, the application of information technology can improve the quality of enterprise management communication. In terms of management communication, the application of information technology is mainly reflected in four aspects, namely, ERP system, OA system, new media, Im instant messaging system. The emergence of these systems enriches the channels of enterprise management communication. If it is divided according to the new and old standards, the information-based communication mode belongs to the new communication mode, and the interview and meeting belong to the traditional communication mode. In the process of enterprise management communication, the integration of new and old communication methods can enrich the quality and effect of enterprise management communication. That is to say, the communication channel of an enterprise should realize the construction of online and offline linkage

mechanism. Online lies in the application of information technology and offline lies in interviews. Only through the integration of the two communication methods can the quality and effect of communication be improved.

3.4. Skillful use of communication skills

There are two communication objects in an enterprise, one is the Department and the other is the employees. Department communication lies in implementation, innovation and other aspects, while employee communication lies in improving work efficiency and mobilizing initiative. Different communication objects and different communication skills. Communication with departments can be carried out with various skills, mainly including the following:

First, tea party. With the help of the form of tea party, enhance the internal friendship of each department, strengthen the information exchange of each department, and enhance the emotional exchange among members of each department.

The second is the internal journal. Regularly publish internal journals and magazines of enterprises, strengthen the circulation of internal information of enterprises, and increase the cohesion of enterprises.

Third, the symposium. The forum is an open communication between all departments within the enterprise to understand the needs of each department, especially the needs of each department for marketing management department and purchasing department, so as to take corresponding measures.

Fourth, introduction. The purpose of the briefing is to let each department introduce its operation, including the implementation of objectives, positive growth indicators, etc., so that each department can supervise and promote each other.

Fifth, internal training. Internal training is one of the effective management behavior means to improve the communication quality of the enterprise. According to the actual situation of the enterprise, carry out regular training in business skills, marketing knowledge, enterprise management, interpersonal management, culture construction, etc., strengthen the enterprise culture, improve the communication and walking between departments, so as to create greater economic value.

Sixth, Department linkage meeting. With the help of various forms such as face-to-face meeting, teleconference and video conference of department heads, the cooperation and communication between departments are strengthened to provide assistance for each department to solve problems.

Seventh, department research activities. In order to better mobilize the quality of each department of enterprise management in production, operation, management, service and other links, it is particularly important for enterprises to strengthen internal research. The joint research between marketing department and non marketing department is helpful to understand the market situation, enterprise operation, etc., to optimize production, research and development, management and other links, and to provide customers with better services.

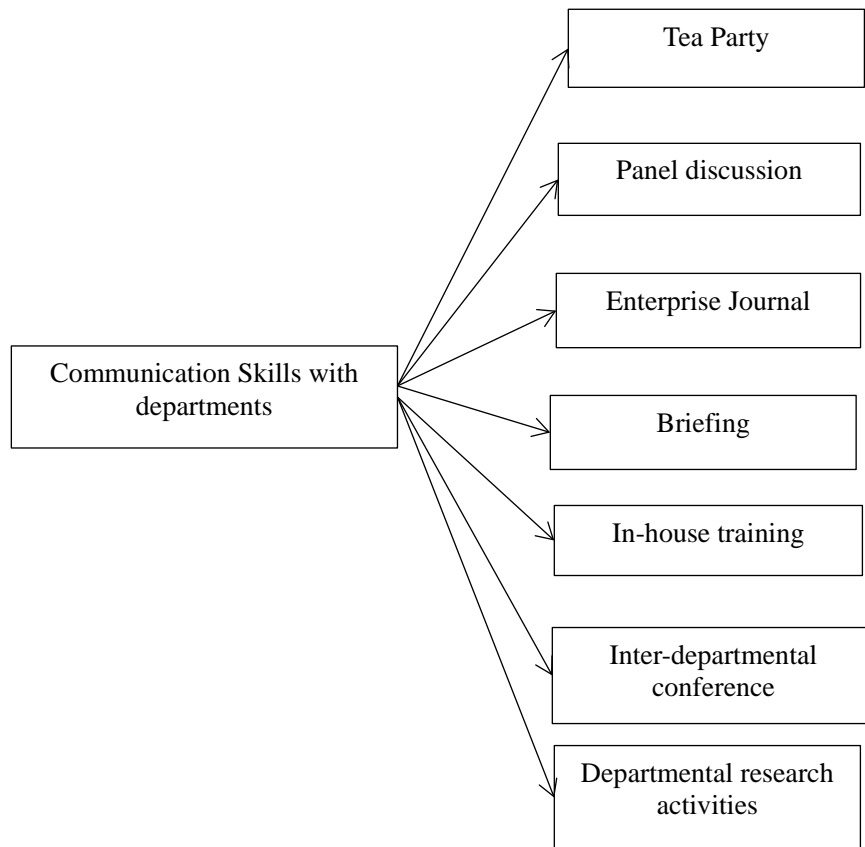


Figure 2. Communication skills with departments

Communication with employees is an internal issue of the Department and a team management issue. How to improve the operation ability of the Department and the team, eliminate the contradictions among team members and reduce internal friction can be carried out in the following ways of communication:

First, chat. Chatting is a common application of communication, which is to understand what employees think and to be able to form consistent ideas with employees in a timely manner. From the perspective of employees' sense of belonging and identity, strengthening the chat method can enable employees to find their advantages and disadvantages, and constantly improve themselves. In Toyota, former president Hiroshi ODA spent a third of his long career in Toyota. He often chatted with Toyota's internal work, including life, work and other aspects. Another third of his time was spent visiting nearly 5000 dealers to discuss business, corporate culture transformation, market expansion and other decisions. The results show that this method is feasible.

The second is story telling. Story method is a common way in the communication between enterprises. The story is vivid, specific and interesting. In the process of communication, it can attract employees' attention and improve their understanding, so as to mobilize their initiative and lay a good foundation for the development and progress of enterprises. In Boeing company, its president, Condee, likes to use storytelling method to invite employees to have a guest talk at their home when they are due. He tells the internal story of Boeing company, writes down the bad story and throws it into the furnace, leaving only the story of positive energy, so as to improve the cohesion and personality of the company.

The third is the report law. As a unique way of communication, overstepping reporting is to break the hierarchy and embody the democratic equality between employees and managers, which also provides the most favorable and direct guarantee for the rights and interests of basic employees. A typical case is HP's way of communication. There is no threshold in its president's office. Employees who are unfairly treated by their immediate superiors or who see any problems or want to put forward relevant opinions and suggestions can be reflected at a higher level. This way of communication eliminates the problems of the management level of the superiors and subordinates, respects each other, reduces internal strife and confrontation, and effectively improves the enterprise Management operational quality and efficiency.

Fourth, make a plan law. The formulation of the planning method is to enable each employee to define their own responsibilities, plan their work reasonably, prioritize the work content, and improve the work quality and efficiency. In Ericsson company, every employee will make personal development plan with the help of his / her superiors, so as to keep up with the company's business development, closely link personal development with the company's development, set personal goals for employees and improve their execution.

Fifth, participation in decision-making. Participating in decision-making is a common method used by Ford company in the United States. Every year, it has a plan for all employees to participate in the management of the enterprise, strengthen the position and role of employees in the enterprise, and increase the sense of belonging and involvement of employees. It is the existence of this kind of communication that makes Ford accept more and more reasonable opinions and reduces the investment cost. For example, the success of Langer truck and Brown 2 car is due to this method. Before they are put into production, the employees give their opinions on the design scheme, 749 rationalization opinions and 542 selected opinions. This way of decision-making participation is that the employees become the owners of the enterprise, not the mechanical tools, which has positive significance for the development and progress of the enterprise.

Sixth, oral praise. Praise is not only an effective incentive way in enterprise management and operation, but also an effective means of team communication. It can not only enhance the sense of honor of employees, but also help to enhance the enthusiasm of employees. Panasonic group is the representative who attaches great importance to praise.

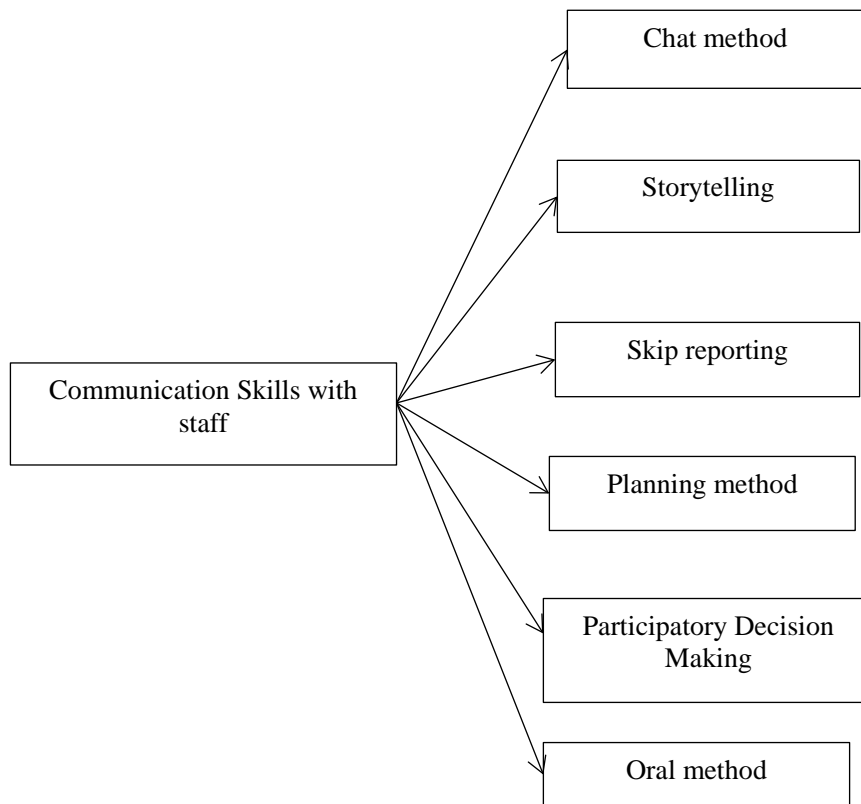


Figure 3. Communication skills with employees

4. Epilogue

In the process of enterprise management, how to improve the quality of internal management communication is a key issue for enterprise management. The quality of communication directly affects the integrity of information transmission, the efficiency of enterprise operation, and the construction of internal culture. In order to promote the development and progress of enterprises, it is necessary to clarify the purpose of communication, create a communication environment, apply communication skills and expand communication channels from a practical point of view.

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