

# Research on the Current Situation and Optimization Strategy of Internal Management Communication in Enterprises

Fangyuan Dong, Ruibo Mu, Yina Zhu

Anhui University of Finance and economics, Bengbu, Anhui 233030, China

## Abstract

As an important participant in the market economy, enterprises are always facing severe tests in the process of daily business activities and Decision-making development. At the same time, with the continuous change of market structure at home and abroad, the continuous iterative renewal of enterprises' own development and strategy and the vertical and horizontal combination between enterprises, enterprises are under increasing competitive pressure under the background of economic and trade globalization. Facing the harsh market environment, the efficient communication between managers and employees within the enterprise has become the focus. By analyzing the current situation of management communication, this paper explores how to optimize the imperfect communication mechanism in the enterprise, so as to help the management grasp the real needs of employees in time, improve employees' work efficiency and create more value for the enterprise.

## Keywords

Enterprise Internal Management; Management Communication; Optimization.

## 1. Introduction

With the rapid development of society and the continuous prosperity of market economy, a variety of development opportunities emerge one after another. A large number of emerging enterprises continue to flow into various industries, and the competition among enterprises is becoming more and more intense. In the fast-paced market environment, saving time and taking the lead has become particularly precious. Promote the deepening reform of enterprises, how to improve work efficiency, grasp fleeting opportunities, and maintain and improve their own competitive advantages. Rapid and accurate information communication within enterprises has become an inevitable demand.

However, now many enterprise managers do not realize the importance of communication. There is no up-down communication channel between managers and employees, managers can not obtain information in time to make effective decisions, and employees lose their subjective initiative due to the lack of channels. The lack of horizontal communication among employees can not realize information sharing, which reduces the cohesion of the team and leads to low efficiency. This study aims to provide reference for managers, help enterprises establish and improve the internal effective communication system, and promote the high-quality development of enterprises.

## 2. Enterprise Internal Management Communication Mechanism

Management communication is the process of transmitting information, thoughts and emotions among specific individuals or groups for a set goal, and reaching a common agreement. Communication is a mixture of natural science and social science and an effective tool for enterprise management [1]. Communication is a skill, which is a person's exertion of his own knowledge ability, expression ability and behavior ability [2]. Whether enterprise managers or

ordinary employees are the core elements of enterprise competitiveness. Only through in-depth communication can we clarify the enterprise positioning and future development goals, and lead employees to complete them step by step.

### **2.1. Communication is the Basis of Effective Decision-making**

The Decision-making process of enterprises needs to be based on a large amount of information, and the quickest way to obtain information is communication. Managers actively and effectively communicate with functional departments, which can fully mobilize employees' enthusiasm and autonomy to participate in Decision-making. Employees actively put forward suggestions to provide reference for managers' Decision-making. It can strangle the factors unfavorable to the stability of the enterprise within the enterprise, reach a consensus on Decision-making, and avoid implementation errors caused by employees' misinterpretation of Decision-making. Effective communication reduces the cost of trial and error to a certain extent, and plays a significant role in improving the efficiency of enterprise management.

### **2.2. Communication is the Bridge to Establish Corporate Culture**

As an important soft power of an enterprise, corporate culture is the spiritual wealth and material form with distinctive characteristics created by an enterprise in its production and operation activities. For a qualified enterprise, good communication is a bridge to build the corporate culture and can help employees better understand the needs of the enterprise. Timely and efficient communication, promote the understanding between employees and employees, employees and management, and avoid unnecessary waste of human, material and time in the process of enterprise management, which plays a positive role in realizing the business strategic objectives of the enterprise.

### **2.3. Communication is a Magic Weapon to Resolve Management Contradictions**

In the process of Decision-making information flow, various contradictions and obstacles will inevitably be caused by information asymmetry. The same information will produce different results due to different recipients. Due to the differences in information perception, effective communication is needed to bridge the differences and reduce the losses caused by subjective factors. Accurate information communication between departments and employees is one of the most concise and direct ways to achieve ideal work results [3]. Full communication of internal information can effectively resolve management contradictions and reduce turnover rate. It is an inevitable path to improve employee relations and help enterprises develop with high quality.

### **2.4. Communication is a Window to Meet the Needs of Employees**

The needs of employees are diverse. American psychologist Maslow divides the needs of employees into five parts: physiology, safety, social needs, respect and self-realization. There are obvious differences in the needs of employees of different ages in the enterprise. Young employees prefer to get encouragement and opportunities, while older employees prefer high bonuses and salaries. In the organization, providing employees with a green communication channel that can express their opinions and opinions can enable managers to more comprehensively understand employees' ideas and meet employees' needs, so as to realize the unity of employees' living standards and self-worth realization needs in the process of work, make employees more actively participate in work and realize the win-win situation of the enterprise and employees [4].

### **2.5. Communication is the Ladder to Promote Enterprise Development**

The organizational activities of an enterprise are inseparable from communication, which is the basis for the survival of the enterprise. It is precisely because of communication that the superior's Decision-making can be transmitted and the subordinate's public opinion can be fed

back. Communication enables the enterprise to establish contacts and integrate various functional departments into an organic whole. Good communication can understand the operation of each department, know the ideas and opinions of employees, promote the rational optimization of internal resources, and become an accelerator for the development of enterprises. An enterprise that is good at communication must be an enterprise full of vitality.

### **3. Analysis on the Current Situation of Enterprise Management Communication**

#### **3.1. Ideological Deviation of Managers**

In modern enterprise management, the concept of managers' lack of communication has become a common phenomenon. They think one-sided management decisions are the leaders' final say, employees only need to obey and execute orders, and can not hear employees' feedback voice. At the same time, influenced by China's long-term authority, enterprises have formed a situation of autocratic leadership. When communicating with subordinates, leaders have obvious personal emotions. The communication method is simple. They usually communicate based on personal cognition. They lack democracy, which may greatly cause employees to have resistance at work. Managers are not willing to take the initiative to communicate with employees. They think that too much communication will appear to have no leadership courage and reduce their prestige in the eyes of employees. This absolute leadership authority makes the Decision-making lack of democracy and information symmetry and lose its effectiveness, resulting in isolation from the top and bottom. The leadership authority established by it often can not achieve the expected results [5]. Employees have always been the object of passive and weak participation in the whole management activities.

#### **3.2. The Communication Awareness of Employees is Weak**

As the receiver of information, employees often lack subjective initiative, mechanically accept the orders of their superiors, and do not think about whether the orders are reasonable in execution. When information is transmitted from the top to the grass-roots level, in the transmission process, due to the long information chain and too many transmission levels, it may be due to the misinterpretation or misunderstanding of information understanding at one level, and in the environment of lack of flexible communication, the errors of the superior will be infinitely amplified. Of course, among the information receivers at the same level, the lack of communication awareness will also lead to the lack of information circulation, employees do not share across departments, and only focus on the work news of their own departments, resulting in all members unable to fully grasp the dynamic information of the enterprise, so they lose further judgment. In addition, in an organization that lacks dynamic communication, employees have no sense of responsibility and belonging. Mistakes in work may be prevaricated and their responsibilities and rights are unclear; For self-performance, employees tend to show the perfect side of the plan to their superiors, while the unreasonable part of the plan is concealed, which is easy to mislead their superiors and hinder the overall efficiency of the enterprise plan.

#### **3.3. Lack of Effective Management Communication Channels**

Most domestic enterprises have not formulated relevant organizational systems on management communication, with single communication channels and outdated communication methods. Enterprises lack communication and feedback mechanism, and still tend to convey tasks from the top to the bottom. Managers cannot fully grasp the enterprise information and arrange the development objectives of the enterprise in the next stage; There are barriers to horizontal communication between departments, lack of organic coordination and less cooperative communication; Employees have doubts about the assigned work tasks,

and can not really implement them when completing the tasks, resulting in communication obstacles, communication failure, etc. Enterprises do not pay attention to the establishment of communication channels, imperfect information channels and feedback mechanism, too many levels of information transmission and other adverse factors will distort the information in the transmission process, cause problems in the completion of enterprise objectives, and have a negative impact on enterprise Decision-making and business environment.

### **3.4. Nonstandard of Information Carrier**

In the final analysis, communication is a process of information exchange. In the transmission of information, it depends on the carrier. However, there are few standardized information transmission carriers in enterprises. The orders of superior leaders are mostly issued level by level through oral transmission, which is very easy to cause the information to be misinterpreted in the transmission process, with personal subjective emotional cognition. The authenticity of information in the process of transmission can be affected by factors such as vague expression, improper form of information transmitted by the sender, over processing of information received by the receiver, perceptual deviation, and even noise in the environment. When important information loses its authenticity in transmission, it will have an unknown impact on the operation of the enterprise.

## **4. Analysis of Enterprise Efficient Communication Strategy**

### **4.1. Strengthen the Communication and Ideological Understanding of Managers**

Managers need to enhance the awareness of communication, fully realize the importance of communication, and actively master relevant communication skills and methods. The CEO opinion survey proposed by Ge is an important way to understand the ideas of internal employees. Through the survey, we can understand the ideas of employees, shorten the distance between management and employees, and improve the management level of the company.

An excellent manager should clearly realize that communication is not only a management tool, but also a management means. On the one hand, managers should learn to express reasonably and think from the perspective of the receiver. Instead of blindly explaining all matters, they should learn to convey the core ideas of the enterprise to employees concisely and concisely, so as to avoid mixing too much invalid information; On the other hand, managers should learn to listen, adjust their communication attitude, understand their feelings, abandon the idea of leadership has the final say, listen to their employees in a timely manner, let employees feel the concern and attention of leaders, and make sure that employees have ideas and needs. Form an influence in the enterprise, so that employees are willing to contribute to the organization and work hard for the enterprise to achieve its goals.

### **4.2. Create a Communication Atmosphere and Encourage Employees to Express Actively**

Enterprises can regularly carry out training activities on communication skills to employees, make employees aware of their lack of communication skills, deepen their awareness of active communication, and encourage employees to put forward opinions on enterprise construction. When setting strategic objectives, the enterprise should also widely absorb the opinions of the grass-roots level, fully consider the ideas of each employee, closely connect the employee objectives with the enterprise objectives, make employees feel the importance of being part of the organization and fully understand the future development vision of the enterprise. Employees take the initiative to think, actively ask their superiors for the handling principles and methods of important and difficult tasks, actively report the work progress,

absorb the wisdom of their superiors, and accelerate their personal growth. Employees at the same level break down departmental barriers, communicate and share with each other, enhance work cooperation, collide with ideas and generate innovative consciousness.

In the organization, managers are no longer the only decision-makers, employees are no longer simple executors, but also participants in Decision-making. At the end of each shareholders' meeting, Wal Mart will invite all employees present to participate in the next dinner activities. Everyone will speak freely and imagine the current and future development of the company. The cultural atmosphere of equal communication and open communication has greatly weakened the emotional estrangement within the company and provided emotional support for each member of the company.

### **4.3. Establish and Improve Internal Communication System**

The formulation of enterprise strategic objectives is directly related to the next business work of the enterprise. Integrate the communication objectives into the strategic plan, so as to carry out the objective design of communication content, reduce the cost of communication time, and make all members of the enterprise fully and clearly realize that communication is a daily and important activity of the enterprise.

The rapid development of modern network information technology has played a catalytic role in the sound reform of communication mechanism. The communication system is no longer confined to the traditional written and oral agreements, but enterprises can use information technology to establish and improve internal communication platforms to ensure the smooth flow of top-down and bottom-up two-way communication channels. Employees can carry out cross departmental problem discussion on the network platform, release their own suggestions on enterprise development, ask leaders for professional problems, and better ask their superiors for opinions, breaking the restrictions at the enterprise level and the monopoly of Decision-making information. Managers can also timely understand the inner thoughts of each employee through the platform and solve the needs of each employee. The fastest communication speed is adopted to avoid the waste of human and material resources and reduce the communication blind spot caused by information asymmetry.

The traditional oral, written and meeting communication forms can narrow the distance, and the modern communication methods can speed up the work process. The two are combined to complement and improve each other, develop strengths and avoid weaknesses, so as to achieve the best communication effect. Reasonable communication and feedback mechanism to promote the completion of two-way communication and change the situation that managers issue instructions unilaterally and employees obey mechanically.

### **4.4. Specification Information Format**

The enterprise shall establish a set of recognition standards for the importance of information, circulate and transmit the conclusions of important information in the enterprise in the form of announcement in written documents, and issue ordinary information through the Department staff meeting. Enterprises consciously standardize and reform the information carrier, reduce the expansion of "communication funnel effect" and correct the deviation as much as possible.

## **5. Summary**

Communication is ubiquitous in enterprise management. Whether the internal communication is smooth or not is directly related to the success or failure of enterprise management. Effective communication can make managers make decisions more quickly and efficiently, help to comprehensively grasp the current situation of enterprise development and formulate the future development strategy of the enterprise; Effective communication can stimulate

employees' enthusiasm for work, so as to cultivate employees' sense of responsibility, identity and belonging to the enterprise. In the future development, enterprises should take communication as a part of internal construction, strengthen the understanding of group members on communication, and establish a set of effective communication mechanism in the enterprise to make communication play a better role in the enterprise, so as to improve their own strength and drive the enterprise to develop in a longer-term direction. Establishing a sound communication mechanism can not bring direct economic benefits to enterprise management, but it is the key factor for the sustainable prosperity of enterprises.

In the future, under the new trend of organizational structure, enterprises can break the traditional way of communication, actively add Internet technology to the construction of communication mechanism, and realize high-span and high-quality information exchange.

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