Effective Internal Communication with Digital Channels

A case study in Sweden

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Abstract

Background
Much has happened in information technology in the last decade, and the amount of information someone can be exposed to is enormous. There are many digital information channels today used at different organizations. This research study has investigated which channel is used the most, and if there are any methods for handling the flow of information. With these tools and methods, together with a sufficient literature review a proposed model was developed to aid organizations with their information flow.

Aim
To conduct research in the field of internal communication with focus on digital channels, to finally come up with what tools and methods can be used for improved internal communication, and to propose a model for this.

Method
Three sources of data collections have been used. The first one is semi-structured interviews, where six volunteers have participated, the age ranging from 31-60. The targeted volunteers were the managers, and the employees of the organizations. The second is surveys where 14 volunteers contributed, where we used snowball sampling. The third is a document study that consists of research-generated literature review.

Results/Conclusion
Our analysis concluded that the most useful tools for communicating with digital channels are, namely, email, intranet and telephone. However, the usefulness of the tools decline rapidly when too much unnecessary information flows in the wrong channels. What this research study came up with regarding contribution was an easy to use four step model to be able to classify the information and use the correct channel for it. Working alongside this model, will help with minimizing information overload in the channels used for communication. It is also important from an organization perspective when onboarding employees to learn which channels are used for which kind of information.

Keywords
Internal Communication, Email, Push information, Pull information, Improved Communication, Information Overload
Acknowledgement

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Alexander Mehks & Tobias Lager
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## Abbreviations and Definitions

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Onboarding</td>
<td>The process of integrating a new employee into an organization. (Lexico, n.d)</td>
</tr>
<tr>
<td>SMS</td>
<td>Short text message, a system that enables mobile phone users to send and receive messages. (Lexico, n.d)</td>
</tr>
<tr>
<td>CC</td>
<td>Carbon copy, indicates that a copy has been or should be sent to someone else. (Lexico, n.d)</td>
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<tr>
<td>GDPR</td>
<td>General Data Protection Regulation, a set of rules for data protection and privacy. (Lexico, n.d)</td>
</tr>
<tr>
<td>Skype, Teams</td>
<td>A collaboration app used to communicate with other people.</td>
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</table>
1 Introduction

1.1 Background

Much has happened in the field of information technology in the last 20 years. Before humanity had information at their fingertips and could communicate directly via telephone or email, most of the communication was done face to face or by writing letters. As a result today, the amount of information an individual gets exposed to daily is enormous and can lead to information overload. At Web IT Solution, our partner company, information overload is common, and important information can get lost and forgotten in the information flow.

According to Kryzhanovska (2021), at mailbird, who analyzed 91 million emails, the average employee gets 96 emails per day. If you sort these out on a typical 8-hour workday, that becomes 12 emails each hour or one email every 5 minutes. This can increase quickly and consumes much time for the employee. Moreover, 35% of the emails are even left unread. This can lead to information overload.

The term internal communication can broadly be defined as “all formal and informal communication taking place internally at all levels of an organization” (Kalla, 2005). Internal communication is important for the organization to deliver information to the employees so they can do a good and correct job. The purpose of internal communication is to provide an efficient flow of information between departments and colleagues in an organization. Misha and Mishra (2014) mentions that good internal communication promotes corporate culture and encourages employee engagement. According to Isenmann and Lenz (2001) employees want to be able to have easy access to the information they need. Thus, to only take part in the information that meets their information needs and personal preferences.

A key element in maintaining a full and productive workforce is a good internal communications strategy throughout the company. Engaged employees with the feeling that their company is keeping them informed and prioritizing their health, are happy employees. Gallagher (2018) research found that 60% of companies have no long-term internal communication strategy, and 12% of the companies that have one, fail to measure the effectiveness of these communications. Due to the Covid-19 pandemic remote work has increased and many organizations have been forced to have a solution for remote work. Therefore, an understanding of internal communication becomes more important, when face-to-face communication is not possible. Methods and tools for effective internal communication are important in a scenario where the organization goes through rapid change.

Tools are the means of communication, e.g telephone and email. Meanwhile methods are the methodological way of working with the tools, e.g filter email or only answering the telephone at a specific time.

The importance of internal communication can not be stressed enough. The digitalization of our society and organizations will definitely continue, and the internal communication needs to adapt to it as well.

1.2 Problem Statement

Internal communication is a vital part of any organization. According to Kalla (2005), evidence shows that organizations with well-defined internal communication strategies tend to be more well-organized and often more successful. Contrary while others tend to not achieve optimal performance as a side effect of their poor internal communication.

As mentioned in the background the purpose of internal communication is to have an efficient flow of information between departments and colleagues. Good internal
communication encourages employee engagement and promotes corporate culture, something that all organizations should strive for (Misha & Mishra, 2014).

The company this thesis will take place in has a problem with internal communication. The case study is to investigate how different companies and organizations work with internal communication. Something that came up during our first meeting was that they received too much information. Important information got lost within the mix of unnecessary information. When having much work and at the same time getting a lot of internal emails, can make the employees zoom out of their email inbox making them miss important information. The company did not have any developed communication methods and used email as their main tool for communicating with their employees.

1.3 Aim

The aim of this thesis will be to conduct research in the field of internal communication with focus on digital channels. Find what tools and methods can be used for improved internal communication, and to propose a model for improved internal communication based on the findings.

1.4 Research Questions

RQ1: What tools and methods are used today concerning internal communication?
RQ2: How can internal communication be improved through the development of a model?

1.5 Delimitation

Web IT Solution is a small/mid level company in regard to employees and offices in Sweden. The data collection in the form of interviews and surveys has been limited to Sweden. Due to confidentiality laws and General Data Protection Regulation (GDPR). Interviews and surveys will be conducted anonymously, to protect the integrity of the participants.
2 Literature Review

In this chapter, we will report our findings of previous research regarding internal communication. Only the most relevant information and findings will be included in this research study. Most of the research studied was grounded in an empirical study.

2.1 Push and Pull Information

Push information refers to the critical information for one to participate in, like password changes or changed policies for the company. Push information is the information you need to ensure the employees take part of. On the other hand, pull information is the information that is good to know and not necessarily need to know, where employees can look it up themselves. According to Hughes (2013), both push and pull information plays a role in business communication, and you need to get the balance just right. Nevertheless, how to ensure the receiver has efficiently retrieved the information.

In regard to pull information. Chui et al. (2012) mentions that 19% of an employee’s working hours is trying to actively find information that is necessary to conduct a good job.

![Pie chart of time distribution according to Chui et al. (2012).](image)

Figure 1: Pie chart of time distribution according to Chui et al. (2012).

Figure 1 represents the time employees spend on reading and answering email, searching and gathering information and other work.

According to Fransson and Lundgren (2011) the responsibility for obtaining information rests with employees and management. Employees should actively search for information and management has a duty to make sure employees know how and where to look for the information.

Avramidi and Nejstgaard (2021) finds the advantages with pushed information are that it is inclusive and provides transparency, on the downside it can lead to overload. Pulled information requires the employees to be proactive and know where to access the information. At the same time, with more pulled information,
there will be fewer unnecessary emails that need to be filtered, leading to higher productivity. A risk this can bring is if the employees do not pull the information, by choice or ignorance, they will stay unaware of the information. It is important that every person in the organization feels secure and understands their job task to stay motivated and to perform well. Something that can be hard if they are not aware of the new information.

2.2 Internal Communication

According to Verčič and Špoljarić (2020), internal communication needs specialized knowledge to help in the delivery of public information. With the development of new technologies, the internal communication environment has changed. The organization must choose the proper communication channels for their employees to reach out in the most efficient way.

Internal communications refer to the methods, tools, and principles an organization is working with when communicating with each other. A small draft of tools can be email, face to face, social networks, and telephone. In addition, principles are how you communicate and the way you formulate the communication. Principles can be agreed upon and modeled, depending on the situation at the organization. Methods are the methodological way of working with the tools.

Successful internal communication increases employee awareness of opportunities and risks and deepens employee understanding of the organization’s changing priorities. It promotes organizational commitment and helps foster a positive employee identity. On the contrary, internal communication can also pose a threat to the organizational relationships, as poor communication can be counter productive (Welch, 2012).

Soucek and Moser (2010) conducted a study regarding internal communication processes. They proposed a template for improved communication that focuses on the learning of principles inside the organization. The problem they encountered in the organization was that the employees operating in different locations were likely to receive information later than those near the organization’s center. The information they got was often vague and inaccurate. The briefing sessions were almost always short and lacked local content. Employees regularly did not receive answers to questions asked at the briefing sessions, and managers had no clear direction or guidelines for answering the employee’s questions.

The proposed template by Soucek and Moser (2010) seeks to address the problems mentioned above, and the points below are a solution that can help address these problems.

- All employees in the organization should be notified by their manager within one week of the core executive briefing.
- Any questions raised by employees during the briefing sessions should be answered either immediately, or within the executive briefing.
- The contents of the core brief should be made available on the intranet.
- All the briefers should be trained in presentation skills.

There are two types of internal communication to bear in mind, informal and formal. Infinity (2021) mentions the difference between these two, formal communication has predefined channels, and informal does not.

2.2.1 Formal Communication

When the information flow has proper and predefined channels for communicating, email and physical meetings are two examples of formal communication. For an
organization formal communication is vital since the employees are often demanded to use formal communication inside the organization. Formal communication can also refer to principles of how you express yourself, and what type of language and communication is to prefer for the setting (Infinity, 2021).

2.2.2 Informal Communication

On the other hand, informal communication does not have proper and predefined channels for communicating, it flows freely. Talking to a colleague at the coffee machine is an example of informal communication. Informal communication can also refer to principles of how you express yourself, and what type of language and communication is to prefer for the setting (Infinity, 2021).

2.2.3 Information Overload

The inability to access information due to more than one can handle is characterized as information overload. The most common problems related to information overload are:

- The large amount of information received exceeds the recipient’s information processing capacity.
- Ineffective personal workflow, and poor communication quality, such as vague written emails (Soucek & Moser, 2010).

This will affect the productivity of the individual and will have negative effects on the health (Misra & Stokols, 2012).

2.3 Communication Tools

Successful internal communication tools and methods motivate managers and employees at work and contribute to increased productivity and performance according to Avramidi and Nejstgaard (2021). Having straightforward tools and methods helps the manager organize the work for the employees, so they have a clear view of what needs to be done and what is expected of them. In today’s digitalized world and remote working, there are many ways of communicating.

2.3.1 Email

Email is the most prominent form of communication among organizations around the world. A report done by Chui et al. (2012) shows that the average worker spends around 28% of their time on a regular workweek reading and answering emails. Many of these emails are essential to the business. Whether it is a message to a customer or a weekly update in the organization, email is usually the default service for sharing information internally and externally. Two benefits of using email are speed and flexibility. In addition, it is a good method to use when the organization is in different parts of the world. As for the Covid-19 pandemic, remote working increased (Statistiska centralbyrån, 2021), and many people had to adjust their communication methods.

Avramidi and Nejstgaard (2021) mentions that it is important for employees to understand the filtering options and use the built-in functions in the communication tools that are used within the organization. One example is sending the Carbon Copy (CC) email automatically to folders, filter the subject line by approval, deadlines, or sender. Using these small functions can prevent information overload.
2.3.2 Face to Face

Face-to-face refers to the ability to be able to see the other person or persons in a conversation. It allows for a better exchange of information because both the speaker and the listener can see each other and interpret body language and facial expressions. Face-to-face communication does not have to be between people in the same room, it can also be achieved through video chat such as Skype or Teams for example.

Avramidi and Nejstgaard (2021) found in their study that the respondents preferred face-to-face as the most important way of communicating over any other communication tool available. When face-to-face was not available or they just had to send out a message that did not need a discussion, the respondents used other tools such as email.

Winger (2005) found that the productivity of face-to-face communication arises out of two aspects. The first one is being physically close when communicating. Vocally, the content can express feelings related to what is said and how it is said. Perhaps more important is the ability to see each other face-to-face, which brings up non-verbal’s cues like body posture and facial expressions. Winger (2005) quotes this can be critically important in business communication. Nardi and Whittaker (2002) also agree on the importance of being physically close when communicating. The importance of establishing social bonds, which will enable people to feel connected to one another. It also demonstrates that face-to-face communication is the most information rich medium. The second aspect is speed. When communicating face-to-face the information is instantaneously received. In situations where a problem needs to be handled fast with no communication errors, face-to-face is the preferred method.

A drawback with face-to-face communication is the interruptions that can occur in the office, sometimes people need time alone especially when concentrating on difficult work.

2.3.3 Intranet

Intranet is a communication platform with restricted access to only internal employees. It consists of different tools and modules that will help improve the effectiveness for the company’s operations. An intranet according to Stoddart (2001) should not only contain information that is convenient to have. It should also include vital information that can be used in decision making and is essential for daily work. Stoddart (2001) found in the research that some benefits with a good intranet focused on having access to human resource policies and different management tools. Quick access to useful links, records, and documents. A problem when the intranets were launched, was that it did not have a clear goal or strategy. It was developed for the purpose of just having an intranet, this resulted in limited relevance of the system (Stoddart, 2001).

![Figure 2: A multi-perspective view of the intranet Stenmark (2002).](https://via.placeholder.com/150)
Figure 2 represents a multi-perspective view of the intranet. The information perspective of the intranet gives the employees of the organization access to structured and unstructured information in the form of databases and documents. Access to a rich and various depo of information is vital for knowledge creation in an organization. The awareness perspective suggests that both direct information and indirect information should be utilized to deliver the information to the employees or else the information might get missed. It is important to develop the right tools to assist the employees so when new information is added they know where to find it and to avoid information overload. Communication perspective encourages seeing the communication from different perspectives based on interpretations and views from different employees working with the intranet. The intranet can offer workflows that are effective for the organization, and increase collaboration for the employees working at the organization.

2.4 Environmental Information

Environmental information in information technology refers to what environment and context the information will be delivered in. For example, different contexts can be stakeholders, employees, or investors for an organization. The environmental information based on these contexts handles the specific language and methods in which the communication will be held.

According to Isenmann and Lenz (2001) during the time the study was written, the demand for customized environmental information increased. Due to today, when information technology has grown rapidly, the demand has increased even more.

Isenmann and Lenz (2001) mentions that it is important to focus on customized environmental information in the communication channels of an organization. Today’s well-established global internet connection enables organizations to customize their environmental information more than ever. According to Isenmann and Lenz (2001) to be able to offer individual environmental information it is recommended to develop an intranet solution at the organization.

The conclusion that Isenmann and Lenz (2001) draw is that push and pull technologies in comparison with environmental information is a powerful tool for efficient and customized environmental information and that it should not be neglected.
2.5 Kotler Communications Model

Figure 3 is based on Shannon Weaver’s transmission model. The sender and receiver represent the major parties, message and media are the tools used for communication. Encoding, decoding, response, and feedback are the functions within the communication. The sender needs to know which audiences they are reaching out to and which response they expect to receive. They need to encode their message so that the target audience can decode the message. At last, they need to communicate the message through media that can reach your target audience and develop feedback channels to monitor the response (Kotler & Keller, 2006).

2.6 Conclusion Literature Review

The previous research such as Fransson and Lundgren (2011), with their view on responsibility towards information. That employees should actively search for the information they need, meanwhile the management has a duty to inform and educate where and how the information can be found.

Verčič and Špoljarić (2020) mentions that the development of new technologies contributed to changes in the internal communication environment. Organizations need to create and choose proper communication channels that can adapt to these new environments, to communicate in the most efficient way. Thus, Isenmann and Lenz (2001) perspective of the environment and the context the information will be delivered in, is an important factor to take into account.

The fact that there is much research in the field but nevertheless limited research that is up to date and with the specific problem formulation shows potential for both researchers and developers in the field.
3 Method

In this section follows the methods and strategy this research paper has been working with. It presents data collection methods and argues for why we have chosen particular methods and includes ethical aspects.

3.1 Research Strategy

The research strategy we have chosen to use is case study, because the aim is to gain concrete in-depth knowledge about effective internal communication in companies and organizations. The type of case study is an exploratory study. The reason for this is because it is used to define the questions where there is little information in the literature of the topic chosen to investigate (Oates, 2005). It enables us to gather data from a variety of sources. This ensures that the topic is not studied through one lens, but through multiple lenses allowing multiple facets of the phenomenon to be revealed and understood (Hafiz, 2008).

We have chosen to go with qualitative research, this is a useful way to observe and to gain a deeper understanding of a topic (Tenny et al., 2017). This will allow us to learn and understand more in-depth and help to answer our research questions. Research that follows a qualitative approach is exploratory and aims to explain why and how. Compared to quantitative research which are more suited for statistical research, something we are not interested in when it comes to the respondents perceptions of internal communication.

3.2 Research Design

Figure 4: This thesis version of the research process according to Oates (2005)

3.2.1 Pre-Processing

In figure 4 the research process of this thesis is demonstrated. This thesis started to initially identify the problem for Web IT Solution. Meetings were conducted, where experiences regarding internal communication were communicated by the company. Based on these experiences, a motivation for the study got developed. According to Oates (2005) the literature review consists of two parts. The first part is the one where the researchers are researching suitable ideas, relevant material and research topics, and that part is mentioned here. With a good foundation after discussing experiences and motivation. A brief literature review was done to investigate if the problem existed at other organizations, and if there was any need for research in the field. The research questions were developed based on all the information that had been gathered and the experiences of Web IT Solution.
3.3 Data Collection

The data collection in an exploratory case study often gets divided into two sections. The primary research and the secondary research. Primary research includes surveys, and interviews. Meanwhile, secondary research involves literature reviews and earlier case studies.

The primary data used in this study were gathered from 6 interviews and 14 surveys. Our partner company assisted us in finding different companies and organizations who would be relevant to this study. We compiled an email about who we are and what the interview is about and sent it to the organizations. Surveys were also conducted for primary data gathering but not to the same extent as the interviews. We created a survey form, which was given to the respondents during the interviews so they could distribute it towards their employees. For secondary research a literature review was conducted to strengthen the findings in the primary research.

3.3.1 Interviews

According to Oates (2005) interviews are used to a great extend in case studies, and are a suitable data generation tool when the researcher wants to:

- Obtain detailed information.
- Ask questions that are complex, or open-ended, or whose order and logic might need to be different for different people.

During the time the interviews were planned a well-founded literature review had already been made, and the fact that different organizations would have different problems and methods would be inevitable. Due to this, interviews are a good choice according to (Oates, 2005).

A decision was made to conduct interviews to be able to gather data about how different organizations are working regarding internal communication. A template for the interviews were created, which we based on the research that we had found. When selecting participants, the most important thing for the sender of information was that they worked on a daily basis with internal communication with digital channels. Preferably also had the role of middle management or above, this to make sure their work environment included communication with employees.

The interview preparation we took was to conduct a short background check of the participants, regarding job title and their role at their company. According to Oates (2005) this is useful because:

- It can highlight issues you might want to raise with the interviewee.
- It establishes your credibility as a professional in the eyes of interviewees, so they might be more willing to open up to you.
- It can help you assess the accuracy of some of the information given to you.

The interview approach we took was semi-structured, since we wanted to follow up questions that were more interesting for the research and to get a more natural feeling. A semi-structured interview will allow the respondent to speak more freely which contributes to a deeper understanding according to Oates (2005). Participants were contacted via email, both from our partner company and ourselves. We got response from the majority of the organizations, and ended up with 6 participants. The number of respondents were not decided in the start, but what was decided was that we did not want to conduct more than 10 interviews. Based on the time for conducting and analyzing the interviews. More than ten would take too much time based on the time frame for this thesis.
We will also investigate how the information gets received and sent today if we can find any common patterns that need improvement. During the interviews which took 45 minutes, we documented both via recording and writing. The interview guidance used during the interviews can be found in appendix 7.2 interview guide.

3.3.2 Surveys

The aim of a survey is to collect the same data from a large group of people, in a standardized and systematic way. To be able to find patterns and generalization in the data (Oates, 2005).

When it came to the sampling of the population for the survey, we went with a snowball sampling. Meaning the researcher finds one person which in turn suggests other people relevant to the research. This technique is useful when it is hard to find a target group (Oates, 2005). In our case we ask the respondents of the interview to distribute our survey to their employees. We got 14 people who participated in the survey. The amount of participants was not predefined since we used snowball sampling.

The questions we chose in the survey were a mix of closed questions and open-ended questions. The reason for closed questions is to give the respondent a limited number of options and to gather quantitative data to analyze. The open-ended questions were used to get the receiver’s perspective of the problem with their own words and compare to the result from the interview. In the survey we provided an open text area for the respondents to express their experiences (Reja et al., 2003).

According to (Oates, 2005) two benefits of using survey as a data collection method are the following:

- Good for producing a lot of data in a short time at a low cost, it can help in the planning and managing of a research project.
- The data collected can be replicated, which means the same data can be collected again from another sample or later with the same group of participants. This means that further tests can be carried out on the investigation, leading to a confirmation or disprove of the findings.

When creating the form, we used Google forms which are a free survey administration software. The reason for choosing this is because of the user friendliness. It has many useful built-in features such as easy to send out the survey to the participants. But also to get the response transferred to a spreadsheet and get the results displayed with different types of charts. The questions we used in the survey can be found in the appendix.

3.3.3 Literature Collection

According to Oates (2005) the literature review consists of two parts. The first part is mentioned in the pre-processing chapter, and in this section the second part will be explained. The second part of the literature review begins when a topic has been chosen, and involves gathering information to be able to answer the research questions and defend the thesis and our model in the end.

To obtain relevant information for this study, we used three different search engines: DiVA, Google Scholar, and Summon. When choosing what literature we wanted to include in our research, we firstly wanted it to be relevant to our topic. This came with obstacles that the previous research was massive but minimum when narrowing it down to the specific problem.
To find earlier thesis work, we used DiVA portal to ensure that the subject had not been researched before. After hours in the DiVA portal, we concluded that previous work had not been done. Finally, Google Scholar and Summon were used for literature gathering with the help of advanced search techniques. We based the search terms on our keywords: Internal Communication, Email, Push Information, Pull Information, Improved Communication, and Information Overload.

3.4 Data Analysis

3.4.1 Thematic Analysis

Thematic analysis is an analyzing method to find patterns in the qualitative data collected. According to Maguire and Delahunt (2017) thematic analysis provides skills that are useful for many other kinds of analysis methods. As mentioned the intention for a thematic analysis is to find patterns and themes in the data, in other words, analyze it. These patterns and themes will be used to label the most common issues regarding internal communication.

According to Braun and Clarke (2006) the thematic analysis includes six phases:

- Familiarizing yourself with your data
- Generating initial codes
- Searching for themes
- Reviewing the themes
- Defining and naming themes
- Producing the report

According to Maguire and Delahunt (2017) when you have a smaller focus group, it is preferable to overlap the step generating initial codes together with themes. The design for the thematic analysis in this thesis will be:

- Familiarizing yourself with your data
- Generating initial codes
- Producing the report

3.4.1.1 Familiarizing yourself with your Data

The first step in thematic analysis is to transcript our recorded interviews, to be able to analyze and find patterns in our respondents’ answers. According to Maguire and Delahunt (2017) it is good to write down our early impressions of the interviews overall, and to categorize early findings before analyzing more in depth.

3.4.1.2 Generate Initial Codes

The purpose of generating codes in a thematic analysis is to categorize the findings with patterns. According to Braun and Clarke (2006) the coding process is the process of organizing the qualitative data in groups that become meaningful. In this thesis we will code the groups based on our keywords and research questions to categorize a common view of them. The coding will be created for the interviews. Codes will be generated with the research questions in mind to be able to use it as a foundation for the presented model in this thesis.
3.4.1.3 Producing the Report

When the data have been analyzed and codes generated, the next step based on the Braun and Clarke (2006) model for thematic analysis is to generalize the codes into themes. According to Braun and Clarke (2006) this is to find relationships between the codes. However, in this thesis the generalization will be done in the second stage, generating initial codes. Due to the smaller focus group, generalizing into themes will not give a better result.

3.5 Ethics

It is important to adhere to ethical practice when conducting research. To make sure the participants feel that we are not invading their privacy. We choose to go with full confidentiality and leave out the names of the respondents and their company. Before the interview we asked for their consent to record the interviews and that we are the only ones that will be transcribing them. We also let them know that there will be full anonymity. We also chose to have the survey completely anonymous. Which means that in the survey we did not ask for any personal information, or any other information that will be connected to the person taking the survey (Oates, 2005).
4 Results and Findings

In this chapter the data collected through interviews, survey and documents studies are compiled and described.

4.1 Analyzing Interviews

4.1.1 Email

The most common tool for communication based on the interviews is email. It is an easy tool to use, that makes it effortless to send a short meaningful message with information. When analyzing the data two drawbacks regarding email came to the surface.

The first is that different ages of the employees will matter, due to technical knowledge. A person in their 20s does not have a hard time checking their email while a person that is 65 years old may find it very difficult according to R3.

The second drawback is if the email gets too large in size with too much text in it, employees tend to only read the start of it and not the end, R5 “I notice that if I send more than two to three pieces, people do not read the last”.

The most used way to handle the email inbox is to filter the emails and categorize them into folders, and to search for names, R4 “I search the most. I try to filter and search for a person so that I do not miss anything, and search for people I know I can get important emails from, or filter for recipients”.

4.1.2 Intranet

As mentioned earlier, an intranet consists of different tools and modules that will help to improve the effectiveness of the organization. However, intranet is a common tool for the respondents. A common factor between the respondents is that the intranet works like a common ground for information, in other words all information needed can be found on the intranet.

Regarding the effectiveness of the intranet, management of the organization came with the impression that it worked well. Meanwhile employees sometimes thought it was hard to find information in the intranet and in some cases did not even know that an intranet existed in the organization, R6 “Some do not even know that there is an intranet”.

Another point that was found during analysis, was that the respondents during the interviews gave the impression that the intranet was important but the employees should only access it if they want to, R4 “we made a decision that it was better to make an active choice to let employees log in to the intranet and there is the information”.

4.1.3 Telephone

The pattern found in the interviews was that telephone is the preferred method for communication if the information requires acknowledgement. However, telephone was also a method to use if the receiver of information did not have an email address, R2 “phone to those who do not have email”, R6 “sms is convenient for those who do not have an email address, if it is something that is urgent”.

4.1.4 Teams

Teams was a tool that all of the respondents used, it was a big change for many of the employees during the pandemic to switch to Teams meeting. Many of the employees were not familiar with Teams and had a small amount of experience in the field of technology.
As R2 mentioned “Now we also have an unconditional need for teams because we have forced ourselves into working with teams. It went fast when the pandemic came and we had to change how we held meetings so we did not meet each other. We have team groups, chatting groups and team meetings.”

4.1.5 TV-Monitors

One of the tools that was not touched during the research phase of this thesis but came up during interviews was the use of screens. To define a screen, it is a TV-monitor that has been used to deliver information to the employees at the organizations where the respondents work. 80% of the respondents used screens for their internal communication and information delivery.

Screens were most used in “non office areas” like for example depot or garages where the employees did not have access to a computer.

A common problem our respondents had with screens was that the employees did not know what kind information was delivered on the screens. Some of the employees didn’t even bother to look at them. R2 “the workers do not know what kind of information is displayed on the screens” and R4 “we do not get all to go in and look where we want them to look. Some have no idea that something has been written on the screens“ are examples of answers we got to emphasize this problem.

4.1.6 Unnecessary Information

A common problem related to unnecessary information and our respondents is that many of them feel that they get too much unwanted information. R5 “it’s probably something like 70% unnecessary emails. Then it depends on how you count, I get a lot of advertising, spam, etc.”

It is hard to classify which person the information is important for. Target the right people which find the information relevant, one employee may want to take part of the information and another one does not want the information. How to get everyone to feel included so the information goes out in a mass email to the employees.

Another view was that some people put important information mixed with unnecessary information in the same communication channel, something which led to employees not knowing how to get the information.

4.1.7 Important Information

The information the respondents received classified as important was not high. One respondent said R1 “About 10% of the information I get through email is important”. Another respondent feels that only 30% of all the information received can be classified as important.

To reach out to the employee with urgent information the respondent used different methods. It could be putting out the information on the screens that was placed around the organization. Email the management level so they can in turn share the information down the line to the employees. Another common way to reach out with important information was phone calls. With phone calls the respondent also got an acknowledgement that the receiver took part of the information. Text messages combined with email were also used to ensure that the information has been provided.
4.1.8 Information Overload

When summarizing our data collected from the interviews, all the respondents feel that they are affected by information overload. At average they received around 70 emails daily, and this led to part of the information getting lost in the mix of all the emails.

As R4 said “partly I feel that I miss a lot, because there are so many emails that I do not recognize”. A common pattern through the interviews is that information overload correlates with unnecessary information they got through emails. Another aspect of information overload is that it takes up a lot of time going through and filtering emails. All the respondents agreed that this is a problem that needed to be resolved.

4.1.9 Tools and Methods

From our interviews we could see that many organizations use the same tools and have their own developed methods for internal communication.

Some of the tools and methods recur in different organizations, and it seems to work to some extent but does not make it perfect. In this section we will explain our findings on how different organizations works with internal communication, and how they handle problems with the help of different tools and methods.

Many of the respondents to the organizations we interviewed had employees working on the “floor” meaning they work in some way with manufacturing different things depending on the company. These employees did not have a computer or a company phone. In order to communicate with the employees the managers used a big TV screen where they put up information they wanted to show and held regular physical meetings.

The respondents feel that the screens are a good tool to use when they want to reach out with information. They are also located throughout the company, so it is easy for the employees to get the information. R3 “I use the screens when I want to call for attention, you are in production and working on, you usually do not sit at a computer. So then I can use the screens to show that now this happens, go to our intranet for more info”.

For this method to work it is important that the employee knows where to find the information, and they want to take part of the information. Lastly the employees understand the information displayed on the screens. Some respondents felt that the employees did not understand what kind of information was displayed on the screens. R2 “The workers do not know what kind of information is displayed on the screens, that is something that should work better”. One of the respondents mixed the type of information on the screens that they wanted to show. It was positive encouragement mixed with important information.

Teams as a tool did every respondent used to communicate with each other on a daily basis. It was used to hold non-physical meetings over the internet. The use of teams has increased significantly the past years due to many people working from home.

Intranet was the tool the respondents appreciated and considered to work well as an internal communication tool. One respondent had it on the start page on every computer inside the organization and displayed a mix of information. The mix could be anything from news, staff issues to a lunch menu.

On the intranet the employees could take part of all the information within the organization. This goes in line with what Stoddart (2001) stated, an intranet should not only contain information that is convenient to have. It should also include vital information that can be used in decision making and is essential.
for daily work. Another respondent had a red warning text that popped up on
the intranet if there was important information that needed to get out to the
employees. This way it will be visually hard to miss the information. None of the
respondents had any predefined chosen channels when reaching out with specific
information.

4.1.9.1 Acknowledgement

A recurring problem that can be difficult to tackle is whether the recipient has taken
part of the information received. Three respondents used the receipt function when
sending an email. A problem with this is that you only see that the receiver has
opened the email but not if they have taken part of the information.

Phone calls were used to some extent, with this method the sender of the infor-
mation gets acknowledged immediately that the receiver had taken part of the
information. The respondents also used Short Message System (SMS) as a method
to reach out with urgent information. This is also convenient for those who do not
have an email address. Face-to-face as a method was mostly used if it was urgent
information that needed to be pushed, or if there was a problem that needed to be
handled immediately.

4.1.9.2 How to Handle Information Overload

The most used tool in communication was email, all our respondents used email to
a great extent. A problem that every respondent had with email was information
overload, and especially too many emails. As explained earlier in the informa-
tion overload section, every respondent felt that there are too many unnecessary
emails.

R4 solution was that “I categorize them by color depending on where the email
belongs. I try to filter and search for a person so that I do not miss anything, and
search for people I know I can get important emails from, or filter for recipients.
And trying to clean and remove the emails I can throw away at once”.

This method reoccurs with other respondents but not to the same extent. One
used a mapping method with different folders for different types of email belonging
to different things. Another function that was used was to flag important emails.
These methods put together seem to work well but might be difficult to apply to
elderly and IT ignorant people. One respondent used the managerial level and put
together all the emails in a package and sent it out once a week to all managers.
Instead of the managers getting the email from everywhere. This is in line with
what Avramidi and Nejstgaard (2021) stated. It is important for the employees to
understand the filtering options and use the built in functions in the communication
tools that the organization is using.
4.2 Analyzing Surveys

4.2.1 Do you know where to retrieve the information at the company?

In figure 5 we can analyze that 83% of the respondents that answered the survey do know where to retrieve information at the organizations. Based on the collected survey data, the organization’s employees do not have a problem finding the information they need.

4.2.2 Has the company/manager explained how to retrieve information, and where it is located?

In figure 6 we can analyze that 67% of the respondents that answered the survey have not been told where to find information. The relation between figure 5 and figure 6 is interesting. Due to the fact that most of the respondents know where to find the information without their managers telling them where it can be found. Management has a duty to make sure employees know how and where to look for the information.
4.2.3 Do you feel that you get too much information? (information overload)

![Pie chart of how many employees get affected by information overload](image)

Figure 7: Pie chart of how many employees get affected by information overload

In figure 7 83% of the respondents answered that they get too much information. During the interviews with managers at different organizations we could conclude that they suffer from information overload. As mentioned earlier, this can lead to many problems such as ineffective personal workflows and poor communication.

4.2.4 Which channels do the company use when sending out information?

![Chart over the most used channels when reaching out with information](image)

Figure 8: Chart over the most used channels when reaching out with information

Figure 8 shows that the most used channels the company used when sending out information to the employees was email, meetings and face-to-face. This correlates with what the respondents in the interview said they used for reaching out with information. The only difference we can find is that only 4 respondents get information through screens. Contrary that 80% of the respondents in the interviews used screens to reach out with some type of information.

4.3 Proposed Model

As Hughes (2013) mentioned, both push and pull information are important in business communication, and the balance needs to be just right. This section of the thesis will propose a model, based on the findings of the literature review, interviews and surveys. To try to mitigate information loss in the information flow at the company. The proposed model will start by describing important factors and findings that need to be handled in the model.
4.3.1 Model

Figure 9: Proposed model for improved communication

Figure 9 represents the proposed model for improved communication. It is inspired by figure 3 Kotler’s Communications Model. The important step of the sender needs to know what audiences they are reaching out to and which response they expect to receive. Also communicate the message through the right channel to reach the target audience.

The Information section represents the access to structured and unstructured information in the form of data and documents which the sender wants to forward.

Sender is the representation of the person who wants to reach out with the information. Audience is the target group/person that will receive the information. Something that is important to take into account, is the information going out. Is it important to the recipient or not, the personal preference mentioned by Isenmann and Lenz (2001) is an important factor to keep in mind. One example can be information affecting the IT department. Is information regarding IT a personal preference for the Economic department or not?

What should the message contain? Process the information, keep it short and concise, and only include the important information. Classify the information, and use the correct channel for the type of classification. Classification types of the information is something that should be developed at the organization, and managers should educate new employees in this matter. Receiver is the targeted group/person that will receive the information.
Figure 10 is this thesis example of a communication channel classifier, which serves as help for the main proposed model at the classify stage. Based on the interviews and findings, this example came to life. Figure 10 is by no means exactly how all organizations work, but it can be seen as a starting point.

Figure 10 goes in line with what Verčič and Špoljarić (2020) stated, organization must choose the proper communication channels for their employees to reach out in the most efficient way. In relation to Isenmann and Lenz (2001) who mentions the importance of focusing on customized environmental information, figure 9 adapts both theories.

In figure 10, the communication channels used for what type of information is demonstrated clearly, but also the customized environment for the information with that classification is also specified. In other words, you can see what classification of information flows in what channel. One example can be that you have important information that is urgent to get out to the employee, then face-to-face or phone is the best tool to use.
5 Discussion and Conclusions

In this chapter we will discuss the result and summarize the conclusion. Reflect over improvements for future studies and delimitation of the chosen method.

5.1 Restatement of the Problem and Research Questions

This thesis focused on two research questions, namely, “What tools and methods are used today concerning internal communication?” and “How can internal communication be improved through the development of a model?”. The motivation for the thesis got developed together with our partner company where they faced the problem of information loss regarding internal communication, and that employees miss important information. The aim of the thesis has been to conduct research in the field of internal communication. The focus has been on digital channels, to finally come up with what tools and methods can be used for improved internal communication, and to propose a model for this.

5.2 Key Findings and Conclusion

Today the most used tools are email, telephone and intranet. One tool that got used in a wide range by the interview respondents, which may not be as clear as the earlier mentions are screens. Regarding methods, the most appreciated methods based on the research in this thesis is to filter email by category, and to clear the mail inbox daily.

The data found during the literature review stage and during data collection supports the theory that internal communication is a common problem for many organizations. The proposed model with the four steps, namely, Audience, What, Classify and Channel. Suggested a simple way of working with internal communication to minimize unnecessary information and to have well defined information channels.

One key finding that is worth mentioning, is that none of the respondents had any predefined channels for specific information. Which means that this research thesis proposed model serves the functionality of helping organizations to define their communication channels in an uncomplicated way.

5.3 Discussion

The results show that there are problems regarding how different organizations work with internal communication. As mentioned above, different tools and methods are used, and company’s do not use any kind of guidance when working with internal communication. Figure 9 proposed model is a further developed model with inspiration from Kotler’s model found in figure 3. How our model differs from Kotler’s is that we define all the steps inside the model. Meanwhile it is easy to understand and interpret while working with. In this section we will discuss our key findings on how to improve internal communication and tackle this problem. Anchor them to previous research that has been found, and to deepen the relevance of our proposed model.
5.3.1 The Need for a Classifier Model

As mentioned in 4.5.9 information overload chapter, all the respondents feel that they are affected by information overload, and they miss things due to this problem. Another problem was that many of the respondents did not have any well-defined communication channels. Some information came through Intranet and some other came from email. To handle this problem an easy interpretable model was created, see figure 10. What the model needed to solve was which information should go through what channel and solve the problem with mixed information in different channels. If the employees know where to gather and send information through what channel will also ease the problem with information overload.

As Verčič and Špoljarić (2020) stated, an organization needs to have proper communication channels for the employees to reach out in the most efficient way. That goes in hand with the importance of focusing on customized environmental information (Isenmann & Lenz, 2001).

5.3.2 Minimize Unnecessary Information

Isenmann and Lenz (2001) specified that employees want to take part in the information that meets their information needs and personal preferences. Personal preferences in an organizational setting will be information that is needed to solve their assignments.

However, regarding the communication tool email, the most optimal way based on our findings is to keep the message short, and only include the information that is needed.

Regarding intranet, employees thought it was hard to find information on the intranet. By looking at the thematic analysis results a intranet works as a common ground for information, all information that is needed can be found there, which means that there is probably too much information on the intranet that is not serving the personal preferences. On the other hand, Stoddart (2001) mentioned that an intranet should not only include information that is convenient to have. But also information that is essential and important for daily work.

A solution for this can be to divide the intranet into sections categorized by role at the organization. If you work at the IT department at an organization, you want to be exposed to information that is in close relation to IT, so the information serves your personal preference, or to at least be able to segment what kind of information you get exposed to.

5.3.3 Well Defined Information Channels

Verčič and Špoljarić (2020) mentioned that internal communication needs specialized knowledge to help in the delivery of information, and that the organization must choose proper communication channels.

Avramidi and Nejstgaard (2021) states that having straightforward methods helps the manager to organize the work, but also gives the employees a clear view of what needs to be done.

As stated above by previous findings, it is important for the employees to know what kind of information goes through what channel, to mitigate the chance of missing important information due to communicating in the wrong channel.

A proposed solution for this, can be to educate new employees during onboarding where the managers goes through which information channels are used and for what purpose, to minimize ambiguities. This builds on what Fransson and Lundgren (2011) stated that managers have a duty to make sure employees know how and where to look for information.
5.3.4 Method Critique

This thesis provides both theoretical and a proposed model on internal communication. There are some limitations to the thesis and they will be presented below.

To collect data from the receiver of the information we went with Surveys. The reason why we chose this method was because of the time frame. Our first choice was semi-structured interviews, but we realized that was not feasible due to the time limit. When it came to the sampling of the population for the survey, we went with snowball sampling.

The reason for this was because we wanted the respondents we interviewed to pass on the survey to the employees in the same organization. In this way we will get the view of the problem in both directions of communication. But some of the managers did not respond to our request so we did not get as many participants to the survey as we wanted.

To get more respondents for the survey we should have used a self-selection sampling. According to Oates (2005) it is when the researchers advertise their need for respondents, including a specific topic, and will collect the data from anyone who is interested and responds. This is a good technique when the researcher has problems with finding respondents.

The reason we only got 6 respondents for the interviews was because of the time frame. We thought it would be sufficient to help us answer the research question and develop a model. However, we could see in an early stage that the different respondents had similar problems regarding internal communication, also used similar tools and methods.

5.3.5 Further Research

For further research we would recommend doing an implementation of this thesis model and making an observational study inside an organization. To evaluate the differences between the current situation at the chosen organization, and the benefits when implementing the model.

Another area of internal communication which suggests further research is the psychological part of internal communication. Why some people take an active choice to not take part of the information they received. We believe that more research is needed in that area and try to find a solution for that problem. This study has focused on tools and methods used within internal communication and what challenges they come with and last developed a model. Internal communication is a large area that always will be in need of improvements.
6 Reference List

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## Appendix

### 1 Survey Questions

<table>
<thead>
<tr>
<th>Question Number</th>
<th>Question</th>
<th>Type of Question</th>
<th>No of Option</th>
</tr>
</thead>
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<tr>
<td>1</td>
<td>Do you know where to retrieve the information at the company?</td>
<td>Closed</td>
<td>Multiple Choice</td>
</tr>
<tr>
<td>2</td>
<td>Has the company/manager explained how to retrieve information, and where it is located?</td>
<td>Closed</td>
<td>Multiple Choice</td>
</tr>
<tr>
<td>3</td>
<td>Do you feel that you get too much information? (information overload)</td>
<td>Closed</td>
<td>Multiple Choice</td>
</tr>
<tr>
<td>4</td>
<td>Which channels do the company use when sending out information? (Intranet, face-to-face, email, phone, daily briefing)</td>
<td>Closed</td>
<td>Multiple Choice</td>
</tr>
<tr>
<td>5</td>
<td>Do you see any problem with the internal communication in your company?</td>
<td>Open-ended</td>
<td>Text Field</td>
</tr>
<tr>
<td>6</td>
<td>Is there anything else that you want to add regarding the internal communication at your company?</td>
<td>Open-ended</td>
<td>Text Field</td>
</tr>
</tbody>
</table>
.2 Interview Guide

Start with an introduction about the thesis. Explain about the anonymity of the interviews, also ask for permission to record the interview.

**General questions to get the interview going**

Question 1:
Can you give a brief description of your role in the company today and how long you have had this role?

Question 2:
How many people are you responsible for and are they all stationed in the same place? Example: remote working.

**Tools and methods used in communication**

Question 3:
What are the most common tools and methods used for communication within the company? Example: email and intranet.

Question 4:
Which tools are used when reaching out with important information?

**Information overload**

Question 5:
Do you feel affected by information overload? Example: Information overload can be classified as getting too much information that one can handle.

Question 6:
Any tools or methods used to counteract information overload? Example: Filter email.

Question 7:
How many emails do you receive daily?

Question 8:
How much of the information received do you feel is important?

**General questions about internal communication and improvements**

Question 9:
Problem related to the internal communication inside the company?
Example: Have the employees problem with interpreting the information?

Question 10:
How should the internal communication work?
Example: Do you have any suggestions or ideas on improvements for internal communication?

Question 11:
How do you work with acknowledgement in the company when reaching out with important information?
Example: If you need to know if the receiver has taken part of the information that you have sent? Email receipt, telephone etc.
.3 Interview Answers

R 1-6: Respondents for interview

**Tools/Methods used for internal communication**

**R1** = Daily meetings, screens around the organizations with information. Face to face communications and paper notes are still used. Teams are used for meetings with different apartments of the organizations.

**R2** = Most common are email, phone and teams for meetings with the people working in the office. Daily physical meetings with the employees working on the floor. Use a TV screen for publishing information that is placed in different spots around the organization.

**R3** = In part, we have an intranet, which we use, called ***** and it’s like a regular website. We have news, information that you need to gather sometimes when you have to do different things, you also have staff issues, and it can be anything from looking at what kind of food is in the restaurant today to how I should solve the problem. We have a lot of processes. So everything is on *****. Also have TV screens around the factory areas 40 pcs. These I can use when I want to call for attention, you are in production and working on, you usually do not sit at a computer. So then I can use the screens to show that now this happens, go to our ***** for more info. ***** to send out information.

There is something called the message model (*****), it is a method that you use when you get information, it should answer why, the purpose and what is the expectation and what happens if we do not do it. So it is something you can always use, so that you get the right information.

**R4** = It’s the intranet that we call “*****” where they have to log in. Then we have monitors, yes monitors on almost all depots that we control where we post brief information. “Min sida” and screens in the first place. Sometimes we use email, but we have tried to move to our intranet “*****”.

**R5** = E-mail is the most common tool we use for communication

**R6** = We have just implemented intranet, where we publish information. We also have TV monitors located around the organization, we have one in the lunch area where we display information regarding the company. Uses email in the office and the managers are responsible to communicate with the people working in the factory.
Which tools are used when reaching out with important information

**R1** = Daily meetings, phone calls and face-to-face.

**R2** = Phone to those who do not have email, with phone you get a response immediately. face-to-face if possible.

**R3** = like it’s in a hurry. Then I can email everyone. But the main channel we use is the managerial level, our managers are the most important communication channel. So my job is also to make sure that all our managers, like 80 at different levels. Get the information so that they can have a dialogue with their employees, it is the dialogue that creates commitment.

**R4** = Yes, I know that sometimes when we really had information that needed to be sent out, we sent text messages to everyone, through a service where you could send mass SMS,

**R5** = Email is used when reaching out with information that I think they need.

**R6** = We have just started using monitors for the people working on the floor. But we still use email to a great extent. But sms is convenient for those who do not have an email address, if it is something that is urgent
How many people do you communicate with?

**R1** = 35 people working on the floor and maybe around 100 office workers inside the organization.

**R2** = 18 people working on the floor and maybe around 150 internal office workers spread out in different areas of the organizations.

**R3** = Global company communicating with the whole organization. So my job is also to make sure that all our managers, like 80 at different levels. Get the information so that they can have a dialogue with their employees

**R4** = We have, lets see, 7 different locations, and there are quite a few miles between, in total we are well 280 people, who at some point do not work full-time employees.

**R5** = Yes internally about 10, everyone else is probably 10 like that and customers about 150

**R6** = It is a large company, worldwide. We communicate with all the different departments so a number would be hard to say.
How many email received, daily

\textbf{R1} = 200
\textbf{R2} = around 100
\textbf{R3} = Hard to say but a lot.
\textbf{R4} = Around 50-60
\textbf{R5} = I receive between 100-150 pcs in one day.
\textbf{R6} = Around 70, it is hard to say.
Do you feel affected by information overload?

R1 = Yes, way too many emails.

R2 = Yes I feel affected by information overload.

R3 = it’s a problem for the whole world I think, but now we also have another need. Now we have forced ourselves into working with teams, and we have team groups, chatting, and teams meetings. It went very fast there with the pandemic and many were not very comfortable with it. So now it is a new tool that has become our everyday life. Everyday life for me before, but those who do not work with computers that much, find it very difficult to find information.

it is a problem that you get too much and that that information is not relevant to me. While some want the information, because they may not trust anyone else or feel left out if they are not told. But one thing we work very actively with is to try to target it to the right people which the information is relevant to, you do not need this information, but you may think you do, but you do not. And it’s a job that you work on all the time.

R4 = Yes, absolutely, and partly I feel that I miss a lot, because there are so many emails that I do not recognize and do not want.

R5 = Yes, I would say that. (Affected by information overload) A lot of email. It is primarily e-mail.

R6 = Yes, too many emails but we are working on the internal communication system.
Any tools or method used for counteract information overload

R1 = Mark important mails and delete the rest.
R2 = Map the emails, different folders for different types of emails.
R3 = I put them together in a material that I send out once a week to all managers. You can inform this further. And then, they also get fewer emails, instead of them getting it from everywhere, they get it as a package once a week instead.

R4 = I try to categorize them, especially, we have an email for applications where you send your application if you want a job and I categorize them by color depending on where the application belongs. It works great on the applications email where there are only applications, but maybe not on my regular email. There I would get so many categories, yes otherwise I search the most. I try to filter and search for a person so that I do not miss anything, and search for people I know I can get important emails from, or filter for recipients. And trying to clean and remove the emails I can throw away at once.

R5 = No I have no automatic methods, but I do have a sorting method when mail arrives. I sort emails based on how important they are. It also depends on where I am, I only do it via the computer.

R6 = Can’t say that I have, I try to map the emails, but it is hard when you have much work to do, and to get the time to be sufficient.
How much of the information received do you feel is important?

R1 = 10% would I say is important the rest is not important for me

R2 = 40

R3 = hard to say, the one who sends an email, the information is usually important for, but it is not important for all recipients. So it’s very difficult to classify something as important. There is always someone who thinks it is important, but not everyone.

R4 = I feel that it is mostly the one we try to put on the screens, so at least maybe 70% of what we put on the monitors is such information, it is the most important thing that we really want to reach out and then in them here the weekly letters or information letters we post, it’s a little more mixed with things that are not so important, but all important we put on the monitors and hope everyone will take part of it. Then we try to mix it with something else, of course, the reaction we get to it is that it just comes out a lot of things they need to do on the screens, as now you have to think about this and they think there is nothing positive that is there and then we try to mix it with a nice weekend, happy Easter and well done messages.

R5 = I would put a higher percentage, but it’s probably no more than 30%. Then it depends on how you count, I get a lot of advertising, spam, etc. There are very many foreign companies that write and want collaborations. So 30% approximately.

R6 = I would like to think that it is a lot, but maybe around 50%. Regarding cc emails, I get a lot that is not related to my work.
Problem related to the internal communication inside the company?

R1 = The problem is that there is far too much information from emails.

R2 = It works quite well, maybe a little too much unnecessary emails.

R3 = In production, we work with the different target groups, different ages we have everything from 65 to 20-year-olds, a 65-year-old thinks it is very difficult to check the email, it is not their thing, they may have learned it and then I will come with new technologies, in that case it’s going to be very complicated. No, but reaching out to everyone is very difficult, they have different conditions with the digital media. And like the bosses, I can make a nice powerpoint or send out a movie, but how they handle the material is also very varied. It’s everything from them printing, to them standing and reading beforehand to them showing it as a powerpoint.

R4 = Yes, we do not get all to go in and look where we want them to look. Some have no idea that something has been written on the screens and have not entered “*****” at all.

R5 = What is difficult is when you send out information to then know that it reaches, and get a confirmation. When I would like a confirmation, they sometimes do not answer and I have to chase them. Information overload today means that people only read a certain part of the email. I notice that if I send more than 2 to 3 pieces, people do not read the last. It’s a communication problem.

R6 = Need for changed behavior at the individual level, to actively seek information on the intranet. Visibility, not everyone has access to internet / intranet
How should the internal communication work?

R1 = Lesser emails.

R2 = We have tv screens but the workers don’t know what kind of information is displayed on the tv. Right now a plan is rolling on the screen.

R3 = Hard to answer

R4 = No, we thought for a while, mostly joking that you would post something that they benefit from, like the one who does this for a little while gets a profit whatever it may be, lottery ticket or something that should encourage them to look at the screens. We have not gone any further with it, but it is an idea that makes employees look more at the screens.

R5 = I actually do not know, I know what the goal would be for everyone to take part in information and understand it. Above all, email creates many misunderstandings.

R6 = Get the employees to know where to retrieve information. Some do not even know that there is an intranet.
Acknowledgement

R1 = face to face so I got an acknowledgement.

R2 = Telephone or sms for those who do not have email. If we want a confirmation on the sms we can write “please confirm that you have received the information”. Otherwise face-to-face to get acknowledgement directly.

R3 = No sorry. Important information for us is if it is a crisis, and as I did when the pandemic struck, it was email in the beginning, and then I noticed that it did not work. Then I created an internal website on our intranet as a corona for the company.

R4 = Yes, I know that sometimes when we really had information that needed to be sent out, we sent text messages to everyone, through a service where you could send mass SMS, but I do not know if we received a receipt for it, but it was yet it is quite certain that people see their text messages more than they might read their emails. But otherwise, it is good that you can send an email and get a reading receipt, but that does not mean anything other than that you have opened it. We have used SMS for things that are urgent.

R5 = It depends on what you mean by important information that I think is not 100% safe to get, if it is information that I think is so important that it must reach everyone and I want an acknowledgment that they have received I do this so that I send an email and then an SMS where I want them to confirm.

R6 = I think the best way to get acknowledgement is phone calls or email with their function that you can see if any one has read it.