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І ПРИРОДОКОРИСТУВАННЯ УКРАЇНИ**

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**БАКАЛАВРСЬКА КВАЛІФІКАЦІЙНА РОБОТА**

**на тему**

«Ефективна комунікація на робочому місці в обраній компанії»

«Effective communication in the workplace in a selected company»

Спеціальність

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**НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ БІОРЕСУРСІВ  
І ПРИРОДОКОРИСТУВАННЯ УКРАЇНИ  
Факультет аграрного менеджменту**

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**ЗАВДАННЯ**

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Данілочкіної Людмили Олександрівні**

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Вихідні дані до бакалаврської кваліфікаційної роботи: законодавчі акти, навчальна та наукова література, офіційні статистичні матеріали, звіти та оперативні матеріали, дані міжнародної статистики та публікації наукових установ \_\_\_\_\_

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1. ТЕОРЕТИЧНІ ОСНОВИ ТА ВАЖЛИВІСТЬ ЕФЕКТИВНОЇ КОМУНІКАЦІЇ В ОРГАНІЗАЦІЇ
2. ОГЛЯД СУЧАСНИХ МЕТОДІВ ДОСЛІДЖЕННЯ, ЩО ВИКОРИСТОВУЮТЬСЯ В РWC SDC У ЛЬВОВІ
3. КОМУНІКАЦІЙНА СТІЙКІСТЬ РWC SDC LVIV У ДИНАМІЧНОМУ КОРПОРАТИВНОМУ СЕРЕДОВИЩІ

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## RESUME

The undergraduate thesis explores the complexities of successful communication in professional environments, most importantly, internal communication strategies employed by PwC SDC Lviv, which is an affiliate of the global professional service firm PricewaterhouseCoopers. This research aims to analyse current communication practices, identify widespread hurdles and hindrances, and provide practicable proposals to optimize communication effectiveness in business contexts where changes occur quickly.

The thesis's conceptual framework performs an in-depth examination of basic communication models, such as Shannon-Weaver, Berlo's SMCR, and the Osgood-Schramm circular, among others. In addition, it evaluates modes and functions of communication that exist within an organizational setting, highlighting the fundamental value of organized and routine information sharing. Specific attention is taken in identifying possible communication hindrances posed by structural features of an organization, individual differences, cultural diversity, and technological constraints. Theoretical findings confirm that effective communication is an important stimulus that optimizes employee productivity, motivation, trust, and, in general, an organization's efficiency.

The empirical part of this thesis consists of case study that is based on survey conducted among PwC SDC Lviv's employees. The survey investigated various aspects of internal communication, such as channels used, communication frequency, preferred communication mode (whether synchronous or asynchronous), as well as perceived barriers and their implications on job performance. The results reveal that most of the respondents have generally positive attitudes towards communication environment, yet there remain various issues, like information overload, poor feedback, unclear instructions, and technical interruptions to online communication.

The participants acknowledged the value of organized communication strategies and expressed their eagerness to participate in training courses that could help them

enhance communication skills. Based on this feedback, the current dissertation proposes means to enhance communication internally, which include promoting feedback culture, developing tailored training programs, promoting communication technology, and establishing practices that take into consideration cultural and individual differences.

The dissertation highlights the strong role of company communication in building team cohesion, reducing misunderstandings, and preventing workflow interruptions. Key recommendations include maximizing the use of collaboration tools like Microsoft Teams and Slack, promoting development of active listening skills, setting up communication protocols for detailed tasks, and implementing mentoring or coaching programs for newly hired team members.

The results of this study reveal that, while there is a predominantly constructive communication culture in PwC SDC Lviv, there is still a need for strategically designed improvements to both resolve interpersonal and systemic issues. The results of this study can not only be used for development within PwC, but also as an informative empirical case study for other international service companies operating in similar complex contexts.

The study further adds to current knowledge regarding organisational behaviour and internal communication mechanisms. The findings support that communication practices need to be improved to enable lasting motivation, productivity, and employee engagement. In addition, the dissertation shows that communication is not static, but rather it is subject to technological advances, organisational culture, as well as social interaction. Consequently, evolving communication practices ought to be viewed as an ongoing goal for any organisation looking to achieve lasting success.

## INTRODUCTION

Effective communication plays a central role as a means of ensuring smooth cooperation in modern organizations. It facilitates better internal management operations, impacts organizational culture, enhances the engagement level of the workforce, and aids in the accomplishment of strategic goals. Regardless of the rising awareness of its importance, overcoming communication barriers as well as the choice of communication channels are still difficult challenges facing many organizations.

The area of effective communication has drawn considerable interest in the arena of theoretical academic research. Several scholars like K. Shannon, H. Weiner, D. Carnegie, and G. Mintzberg describe the theoretical aspects of organizational communication. Besides, it is also important to consider the peculiar features of communication in a particular organization in a manner accounting for its structural makeup, corporate culture, and internal dynamics. This would all the more be relevant in the case of multinational organizations existing in multicultural environments like PwC SDC Lviv.

The relevance of the research is highlighted by the need to intensify internal communication necessary for efficient operation of teams in organizations with large workforces and complex organizational structures. The study of communication patterns at PwC SDC Lviv makes it possible to identify challenges and devise targeted recommendations on how to overcome them.

The subject of this research is the dynamics of the communication processes that exist in organizations.

The research emphasizes the distinctive features, types, and barriers surrounding communication in PwC SDC Lviv.

The aim of the research is to determine the determinants of communication effectiveness in teams and to propose recommendations on how to enhance it based on a case study of a real-life organization.

In keeping with this objective, the following objectives were set:

- to outline the theoretical foundations of the concept of communication in an organizational setting;
- analyze different methods of communication and possible barriers to their effective usage;
- to perform an empirical study on the communication features in PwC SDC Lviv;

To develop recommendations to improve the internal communication of the team.

The theoretical foundations of the research are based on academic literature on management, organizational behavior, and communication psychology.

The research method used in this study is based on basic scientific methods, such as analysis, synthesis, and generalization, and is supported by an empirical approach through the use of an online survey questionnaire circulated to the firm's employees.

The academic relevance of the research is in its ability to boost understanding of the effect of good communication in the corporate setting, as expected by experts. The practical implications concern the implementation of the proposed recommendations to improve internal communication practices in PwC SDC Lviv.

The bachelor's thesis is organized to include an introductory part, three main chapters, a summary, and a concluding resume. The first chapter delves into the theoretical framework of organizational communication, including definitions, traditional and modern models of communication, the importance of efficient communication, as well as a detailed examination of communication barriers and ways to overcome them. The second chapter presents a large case study of PwC SDC Lviv, including the organisational context and evaluating the impact of an empirical questionnaire on the communication as practiced in the firm. The chapter examines employees' opinions on communication efficiency, channels of communication preferred by employees, communication barriers as perceived by employees, and the effect on job performance. The third chapter presents recommendations on improving internal communication in a real-life context, and

highlights the creation of a feedback culture, training programs, and building a positive communication climate. The thesis finishes by synthesising the main research results and presenting a resume noting the significance of the study to both academic research and practical discussions on organisational communication.

## **CHAPTER 1. THEORETICAL BACKGROUND AND IMPORTANCE OF EFFECTIVE COMMUNICATION IN AN ORGANISATION**

### **1.1. General definition of communication**

In an organisational context, communication is defined as the process of exchanging information between employees in the context of their professional activities (Jones, 2019). This can be achieved through a variety of methods, including face-to-face meetings, team meetings, emails, and video calls (Smith, 2021). Employees must possess all the necessary communication skills to ensure effective interaction (Brown, 2020). Effective communication contributes to the achievement of the organization's strategic goals, increases employee productivity, and improves overall performance (Green et al., 2022). Conversely, ineffective communication can result in disruptions to information exchange, leading to misunderstandings, time loss, and reduced productivity. Conflict situations arising from communication barriers can be mitigated by employing clear and structured methods of communicating information. For the communication process to be successful, the message must be transferred from the sender to the receiver, irrespective of the chosen medium. An essential component of effective communication is its comprehensibility for the recipient, as well as the ability to provide a response or feedback.

An incredible number of scientists have been researching and studying the theoretical foundations of the term 'communication'. Claude Shannon, an American mathematician and engineer, is considered to be the founder of communication theory, also known as the 'father of information theory'. In 1948, he published *A Mathematical Theory of Communication*, which became the basis for all further research in the field of communication. In cooperation with Warren Weaver, they offered the world a linear model of communication. He noted that communication can be classified as the transmission of a signal through a communication channel. He was the first scientist to define the concept of 'information' as a mathematical unit (bit). The term communication has also been

defined by such scientists as Harold Lasswell, Wilbur Schramm, David Burlow, Erwin Hoffman, Paul Vaclavik, Carl Rogers, Jürgen Habermas, Peter Drucker, Herbert Simon, Edgar Schein, Henry Mintzberg, Bernard Lonergan, Edward Hall, and Gert Hofstede, Milton Bennett, Richard Westwood, Stuart Hall, John Fiske, Niklas Luhmann, Albert Megrabian, Theodore Newcombe, George Herbert Mead, John Austin, Roman Jacobson, Charles Ogden, Ivor Richards, Marshall McLuhan, Noam Chomsky, Irving Janis, Eric Berne, Barbara Minto, Chris Argyris, Aristotle. Each of them provided a different definition, below is a comparative table with scholars and their most important contribution to the development of ‘communication’.

Table.1.1

Researchers' contribution and definition of the term “communication”

<b>Researcher</b>	<b>Contribution</b>	<b>Definition</b>
<b>Classical communication theorists</b>		
<b>Claude Shannon and Warren Weaver</b>	The Shannon-Weaver Model, a description of a linear flow of information from sender to recipient.	The process whereby information from a sender is transmitted to a receiving party through a channel, which can be subject to interference, seeks to precisely mirror the original intended message.
<b>Harold Lasswell</b>	Lasswell's model supplemented effects analysis with a core element to explore how messages affect opinion and behavior within a general audience.	Who is saying what to whom in what medium, and with what impact?

<p><b>Wilbur Schramm</b></p>	<p>He supplemented this with the notion of feedback and communication circle, grounded in the notion of 'cross-encoding-decoding'.</p>	<p>Communication is a structured process by which a sender encodes a message, which is then transmitted over a specified channel and decoded by a receiver; this entails feedback that shapes future messages.</p>
<p><b>David Barlow</b></p>	<p>SMCR model. Describes the variables determining a communication's effectiveness.</p>	<p>Communication is the process by which a person, as the sender, encodes a message, sends it through a medium, and a receiver later decodes the message, with each step influenced by many psychological, social, and semantic factors.</p>
<p>Sociology and psychology of communication</p>		
<p><b>Erwin Hoffman</b></p>	<p>Study of interpersonal communication of the 'performance' (self-presentation theory, 'face-to-face interaction' theory.</p>	<p>Interpersonal communication encompasses regulation within social contexts of perception, a function carried out through a person's 'perpetratorship' to a 'pueblo.'</p>
<p><b>Paul Waclawik</b></p>	<p>Paradoxical concepts of communication, axioms of communication; the notion of levels/cases of communication (verbal vs. non-verbal).</p>	<p>Communication is a complex interaction involving both spoken and unspoken messages, making it a phenomenon one cannot escape.</p>

<b>Carl Rogers</b>	Theory of empathic listening and dialogue therapy as a foundation for effective communication.	Empathic communication combines the ability to perceive and understand compassionately a person's internal experience with the skills necessary to communicate this understanding accurately to the person.
<b>Jürgen Habermas</b>	Communicative action theory - communication as a means to reach mutual understanding and agreement.	Communication is a form of social interaction where people try to reconcile a mutual understanding through reason, thoughtful words, and noncoercive discourse.
<b>Business and organisational communication</b>		
<b>Peter Drucker</b>	Emphasized the importance of effective communication in management.	The most important thing in communication is to hear what is not said. [7]
<b>Herbert Simon</b>	Decision making within organisations' information flows.	The process of transferring decision-making authority between members of an organisation [25].
<b>Edgar Schein</b>	Business culture and communication function in terms of enabling workers to adapt.	Emphasises the importance of dialogue and understanding basic cultural assumptions for effective communication [40].
<b>Henry Mintzberg</b>	Examined managers' communication roles and forms of information flows in business organizations.	A central aspect of his framework [9].

<b>Communication in education and intercultural context</b>		
<b>Bernard Lonergan</b>	Dialogical model of learning.	The process of exchanging meanings, ideas and experiences, encompassing both content and means of transmission, as well as related relationships [8].
<b>Edward Hall</b>	The theory of proxemics, intercultural communication differences.	Culture is communication and communication is culture [37].
<b>Geert Hofstede</b>	National communication styles may impact how people communicate.	A basis for understanding how cultural differences affect communication styles [17].

Source: Created by author based on the date from [7-9, 17, 25, 37, 40]

Consequently, communication encompasses such pivotal components as speaking, reading, listening and critical thinking skills. In the process of transmitting messages, there is a risk of distortion of the original meaning, which can negatively affect the perception of information. Therefore, the ability to listen attentively, analyze the information received, and formulate feedback are critical elements of the communication process.

It is also important to consider the impact of 'communication noise', which refers to external or internal factors that can interfere with the adequate perception of a message. Such factors include distractions, the psychological state of the participants in communication, and their preconceptions. The reduction of the impact of these factors helps to improve the quality of the communication process and the effectiveness of professional interaction [10].

## 1.2. Importance of effective communication in organizations

The significance of good communication is crucial in ensuring sustainability and organization success. The ability to ensure objectives, increase productivity, promote good organization culture, and ensure team collaboration and competition is enhanced through good communication. The following section looks into the necessary components of good communication in organization settings.

### *Enhancing Productivity*

The efficacy in communicating is vital in maximizing employee productivity through accurate job descriptions and goal setting. If employees have a clear understanding of their jobs, chances for mistakes and wastage of resources lessen, enabling smooth running and optimal resource use. In addition, building open communication promotes speedy solving of problems and preemptive actions against possible problems, eventually leading to enhanced organizational performance.

### *Strengthening Corporate Culture*

Communication is vital in shaping corporate culture in an organization. An environment where there is open and honest conversation leads to a culture where employees feel valued and hence, motivated. Organizations where effective communication is given top priority usually have better employee engagement, job satisfaction, and belonging. Furthermore, having a communicative culture in an organization promotes teamwork and belongingness, both of which contribute immensely to ongoing improvement and innovations.

### *Knowledge Sharing and Decision-Making*

The propagation of business knowledge is crucial in enabling adaptability in an organization. Efficient systems ensure smooth sharing of information, enabling employees to have access to necessary knowledge for making decisions. The systems ensure effective planning and solving of problems, hence enabling businesses to keep pace with the ever-

changing business environment. In addition, sharing of knowledge avoids silos and creates a culture of learning and professional growth.

#### *Facilitating Interdepartmental Collaboration*

Collaboration among departments is necessary to maintain organizational synergy and consistency. Encouraging effective departmental communication promotes alignment towards organizational goals, thus preventing wastages emanating from poor communication or inadequate coordination. Using structured models of communication, companies can improve teamwork, provide operation consistency, and improve overall effectiveness.

#### *Risk Management and Crisis Prevention*

Organizations operate in complex and oftentimes unpredictable contexts in which uncertainties and dangers tend to naturally appear. Efficient and clear reporting is an indispensable vehicle for detecting, evaluating, and mitigating dangers. Encouraging timely and honest reporting makes institutions able to identify dangers in their initial phases, adopt prophylactic practices, and handle crises effectively. In addition, clear and defined risk management practices ensure greater stability and robustness in institutions.

#### *Building Trust and Employee Retention*

Trust represents an integral building block of an efficient working atmosphere. Encouraging effective communication promotes trust between employees and managers by establishing openness, transparencies, and consistencies in their interactions. If employees feel valued and kept in their loop, their job satisfaction is enhanced, thus lowering their rate of turnover. Moreover, strong practices in communication contribute to strengthening the employer-employee relationship, crucial to maintaining the organization's long-run success.

#### *Financial Impact and Business Success*

Entities that adopt strong communication strategies tend to have better financial performance and increased market competitiveness. Studies have shown companies to focus on good internal communication tend to have better profitability and better

stockholders' returns. The root drivers behind such a pattern include increased staff engagement, better client-relations, and better operational effectiveness. In addition, companies maintaining open and honest communication practices to external constituencies, including clients, stockholders, and business associates, tend to develop good reputations and client trust.

#### *The Role of Horizontal Communication in Enhancing Productivity*

Lateral communication between employees holding similar positions holds significant potential to primarily improve organizational productivity [48]. Such communication is attached to several benefits:

- Reduction of misunderstandings between departments: By enabling direct information exchange, horizontal communication minimizes errors and misinterpretations, ensuring smoother project execution.
- Improved collaboration: Efficient horizontal communication creates better alignment between divisions, and hence, better processes and better outputs.
- Augmented employee motivation: Encouraging direct collaboration and sharing of employees' knowledge enhances their job satisfaction and their overall motivation.
- Efficiency of time: Horizontal communication reduces time lag associated with hierarchical decision-making, enabling a speedy response to emerging crises.
- Enhanced decision-making structures: Individuals who have direct access to relevant data can make sound decisions quickly, thus optimizing the organization's overall responsiveness.

Despite these benefits, horizontal communication is also subject to unique constraints such as possible disagreements and bottlenecks in oversight processes. As such, organizations should adopt systematic modes of communication and strategies for addressing disagreements to maximize the benefits accrued through such methodology.

#### *Communication as a Driver of Employee Motivation*

Organizational effectiveness is influenced most notably by employee motivation. The following components of communication play a critical role in generating motivation:

- Clarification of roles and expectations: Workers who receive clear instructions and have a complete idea of their roles are more likely to show confidence and interest in work-related tasks.
- Transparency and confidence: Open and clear communication builds trust between staff and management, increasing perceptions of job security and loyalty to the organization.
- Sharing knowledge and participation in group processes: Encouraging sharing of ideas and participation in decision-making between employees increases their sense of value and belonging to the company.
- Positive work environment: Effective communication helps maintain a harmonious workplace, reducing stress levels and preventing conflicts.[48]

### **1.3.Methodology of research**

The research is based on a qualitative case study design, which allows for an in-depth analysis of communication within an actual organisational setting. The research design is particularly suitable to the relevant research question, as it allows for an extensive exploration of the intricate and context-dependent features of communication within organisations.

The empirical part of the research is based on case study analysis of PwC SDC Lviv. The primary data were collected using an online survey administered to the employees of the organization. The data-gathering instrument used was both open-ended and closed-ended questions, which allowed for both quantitative and qualitative analysis. The method used allowed for an in-depth exploration of the subject while applying an appropriate level of analytical accuracy.

Besides using the main data, ancillary materials were used to derive the theoretical foundation of the research. Resources that were used came from academic texts,

communication theories, books on organisational behaviour, organisational internal reports, as well as other publicly available information. Shannon-Weaver's theory of communication, as well as other communication analysis models, formed the foundation upon which data analysis was based.

The data collected using closed-ended questions were analysed using descriptive statistics, while data collected using open-ended questions were coded using thematic coding. The combination of these two data categories gave an even deeper insight into organizational communication practices and enriched the results as a whole.

Accordingly, the chosen approach combines a critical evaluation of theoretical concepts, the collection of empirical data, and the application of analytical methods to enable an understandable appreciation of the opportunities and challenges involved in improving internal communication at PwC SDC Lviv. The approach allows for the development of realistic recommendations specific to the unique needs of the organization being analyzed.

The main goal of this undergraduate thesis is to analyse the effectiveness of internal communication within the selected organization, PwC SDC Lviv. This research aims to explain the role of internal communication in affecting organizational efficiency, employee engagement, and collaboration among team players.

- To understand communication context, it is necessary to describe the firm's organizational structure, the communication channels used, and internal policies that govern its communication practices.
- To classify the different communication forms used within professional organizations, it is necessary to include both verbal as well as non-verbal communication, in addition to formal and informal communication forms, written and electronic media, as well as different vertical, horizontal, and diagonal communication channels.

- To evaluate potential communication hindrances, psychological, organizational, and technological impediments that may hinder information flow and interfere with work output need to be investigated.
- To assess employee perceptions of internal communication, it is necessary to obtain data using a well-designed survey that focuses on clarity, timeliness, availability, and overall satisfaction of current methods of communication.
- To assess the relationship among effectiveness of communication and other workplace factors, such as collaboration, motivation, and employee performance, it is important to consider qualitative as well as quantitative measures.
- To create effective recommendations for improvement, one needs to study the outcomes of communication audit and suggest amendments that could lead to increased transparency, diversity, and overall communication effectiveness within an organization.

## CHAPTER 2. OVERVIEW OF MODERN RESEARCH TECHNIQUES USED IN THE PWC SDC LVIV

### 2.1 Models and theories of communication

A comprehensive overview of the extant literature on the subject reveals that there are generally accepted to be eight main models of communication, which can be divided into three categories:

The first category comprises solely unidirectional communication, otherwise termed the linear communication model. This category incorporates the following communication models: Aristotle's communication model, Lasswell's communication model, Shannon-Weaver's communication model, Berlo's S-M-C-R communication model.

#### *Aristotle's communication model*

Aristotle's three-component model of the communication process (Fig. 2.1), namely 'speaker - speech - audience', has been superseded by a more contemporary rendition, which can be represented as 'communicator - message - communicant'.

The components of a persuasive speech, as outlined by Aristotle, include:

- 'Logos' or content, representing the speaker's intellectual qualities;
- 'Pathos', denoting the mental experiences of the speaker and his emotional state, reflected in both verbal and non-verbal communication;
- 'Ethos', that is to say, a set of qualities of the speaker that forms the basis for the trust of the listener. The Greek art of rhetoric remained practically unchanged until the 20th century. However, with the advent of mass communication through television, cinema, and radio, and the concomitant need to enhance communication methods, the classical model underwent significant changes.

The typological division is successfully implemented on the basis of the integrity of the structural model, in which three obligatory components are distinguished:

- The subject of communicative activity, which is the main element of any communicative model, carries out communicative activity, influencing the whole process of information-communicative interaction from sending a message to its receipt.
- The subject of communication - directly informative information to its receipt.
- The object of communication - direct information (message). The object constitutes an obligatory component of the communicative model, which is actively operated by the subject. It is impossible to understand the intentions of their interaction in principle without this component.
- Channel - means of information transmission (oral transmission, meetings, telephone conversations, written transmission, reports, e-mail, computer networks, etc.). The advent of contemporary means of communication has engendered a bidirectional interaction between subjects in distant locations, thereby rendering them both senders and receivers of information.

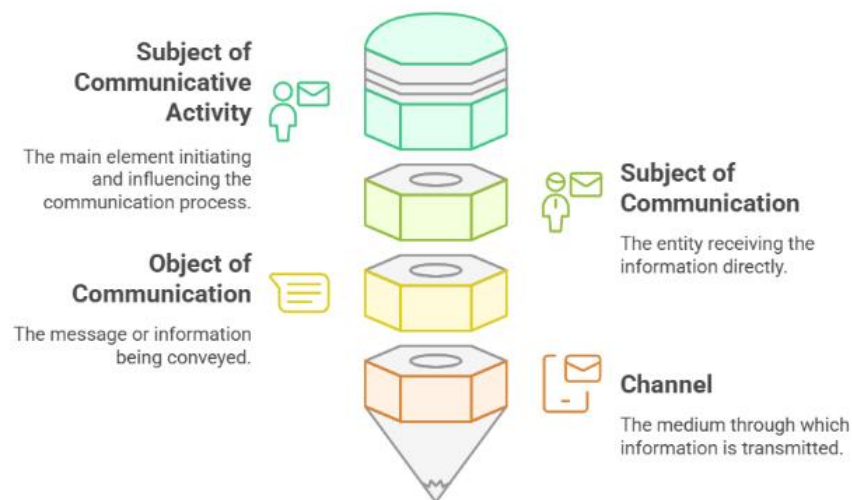


Fig. 2.1. Components of Communication

**Source: Created by the author based on the theoretical data of Aristotle's communication model**

### *Lasswell's communication model*

The practical significance of Aristotle's model of speech communication is that it can still be utilized in the present day as a guide for the preparation of a successful public speech.

Harold Lasswell's model of mass communication (Fig.2.2.), predicated on five key inquiries, encompasses both linear (unidirectional) and behaviourist tenets. This theoretical framework posits that communication is a process of influencing the recipient, who is regarded as an object, and who reacts to the received information in accordance with the stimulus-response principle, a hallmark of behaviourism.

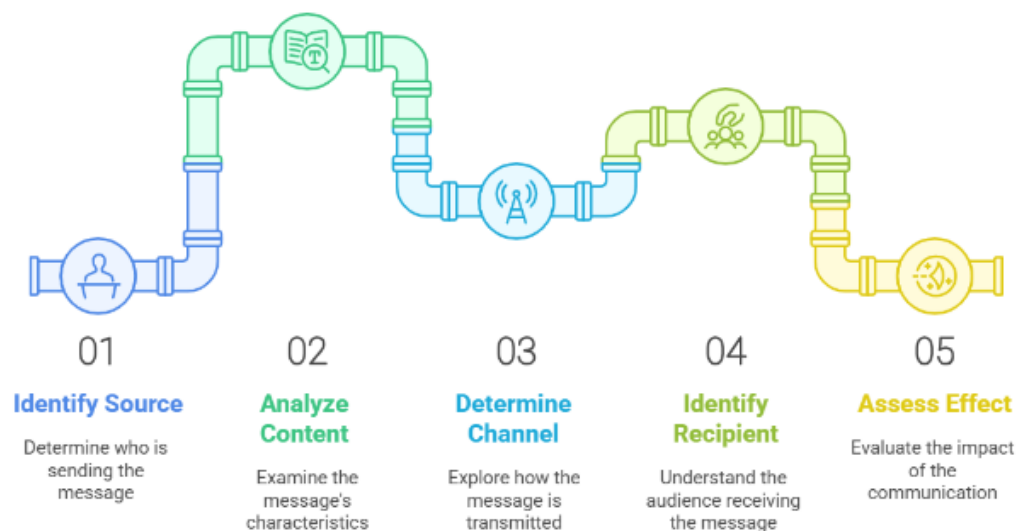


Fig.2.2. Lasswell's Model of Mass Communication

**Source: Created by the author based on the theoretical data of Lasswell's communication model**

Lasswell contended that the analysis of communication necessitates the resolution of five fundamental questions (Fig.2.3):

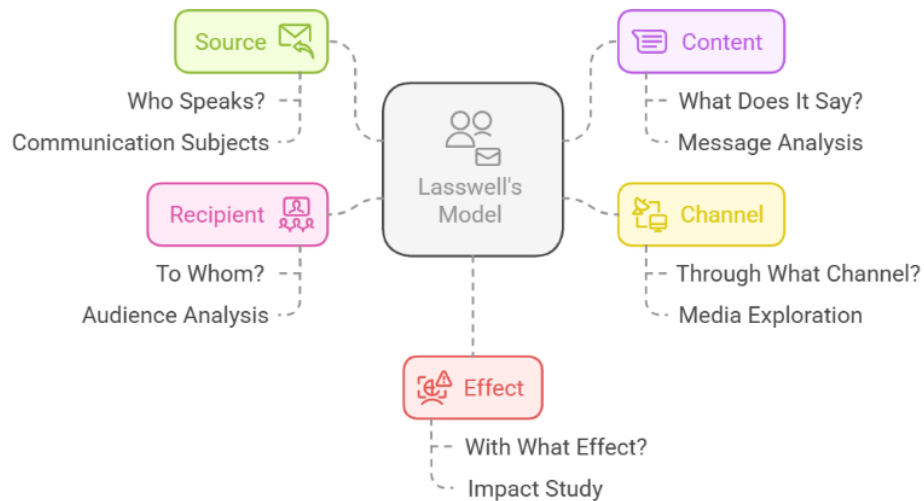


Fig.2.3. Lasswell's Model of Mass Communication

**Source: Created by the author based on the theoretical data of Lasswell's communication model**

Each component of this formula corresponds to a separate area of analysing the communicative process. The determination of the source, or 'Who speaks?', involves an examination of the subjects of communication, while the analysis of the content, or 'What does it say?', focuses on the characteristics of messages. The consideration of the channels of communication, or 'Through what channel?', explores the ways of transmitting information, including the media in the context of mass communication. The question, 'To whom?', involves an analysis of the audience and its characteristics, and 'With what effect?', or the study of the impact of the message and its effectiveness, is a key element of the analysis.

The primary advantage of Lasswell's model lies in its dual nature: on the one hand, it is a structured description of the communication process, and on the other hand, it serves as the basis for a comprehensive study of communicative interactions.

#### *Shannon-Weaver's communication model*

This model has provided researchers and practitioners with the opportunity to assess the quality of information transmission (Fig.2.4.) from source to recipient and to identify factors that affect communication characteristics.

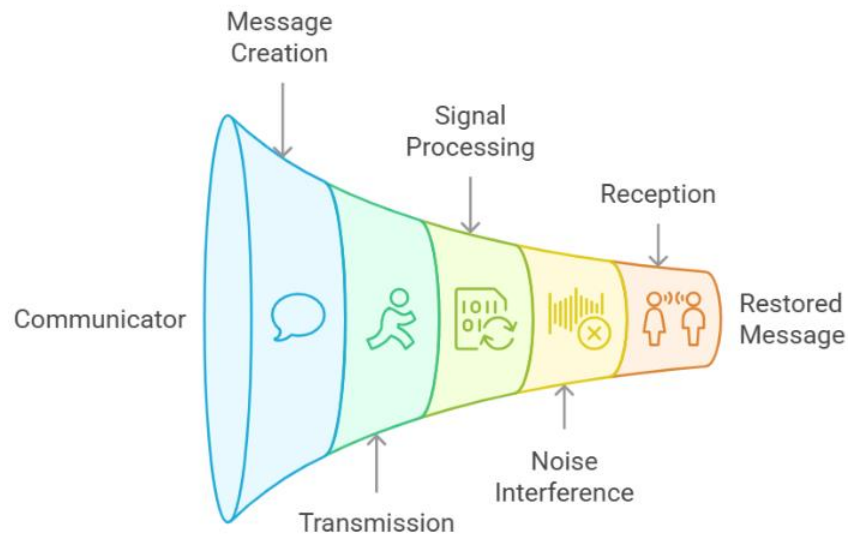


Fig.2.4. Communication Process Funnel

**Source: Created by the author based on the theoretical data of Shannon-Weaver's communication model**

The information and mathematical model were developed to separate noise, i.e., distortion or interference in a technical communication channel (redundancy of information signals), from useful information. The model does not consider the content of the transmitted data but rather focuses on its quantitative characteristics and the capacity of the communication channel. Shannon interpreted information as the opposite of entropy, i.e. as a reduction of uncertainty. Within this model, three key communication problems were identified (Fig.2.5.):

- Technical - the accuracy of communication signs.
- Semantic - the correspondence of the transmitted signs to the intended meaning.
- Effectiveness of communication - the degree to which the received information influences the addressee's behaviour in accordance with the source's intentions.

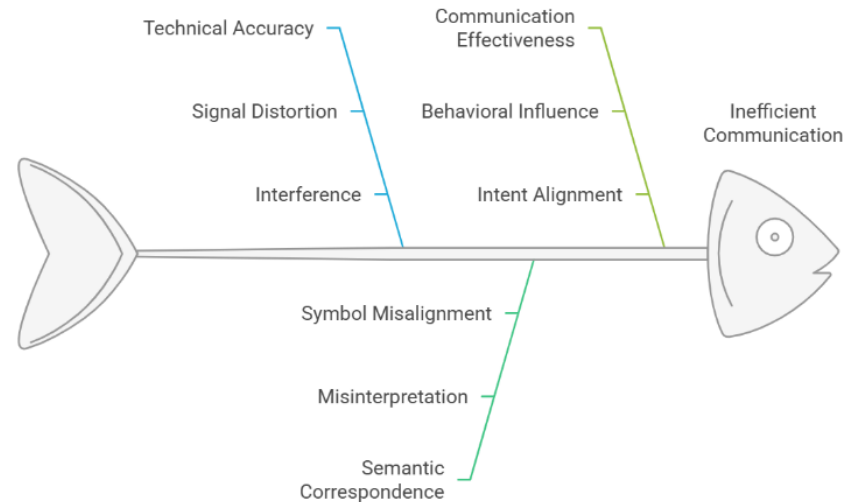


Fig.2.5. Analyzing Communication Efficiency Barriers

**Source: Created by the author based on the theoretical data of Shannon-Weaver's communication model**

This model is employed in a variety of technical communication systems, as it enables the assessment of the quality of information transmission and the identification of factors that affect the efficiency of the communication process, including the identification of its barriers.

Examples of the application of the model include mobile communications (Fig.2.6.), where interference may occur in the form of noise, signal loss, or delay, which affects the quality of communication. The use of an information and mathematical model allows the estimation of the level of distortion and the improvement of coding and error correction algorithms.

- ❖ Internet connection: Data transmission in networks is accompanied by delays, packet loss, and changes in channel capacity, and the Shannon model can be used to calculate the acceptable noise level and develop mechanisms to compensate for information loss (Smith, 2019).

- ❖ Satellite communications: Signals transmitted via satellites can be affected by atmospheric phenomena or technical interference, and the Shannon model can be used to

calculate the acceptable noise level and develop mechanisms to compensate for information loss (Jones et al., 2021).

❖ **Data encryption:** In the domain of cybersecurity, the Shannon model is employed to analyse the entropy of information, thereby enhancing the efficiency of encryption algorithms and safeguarding against loss or unauthorized access.

❖ In aviation and military systems, communication is of paramount importance. In mission-critical systems (e.g. navigation, drone control, radio communications), the accuracy of information transmission is critical. This model facilitates the development of reliable signal correction methods to minimize the effects of interference.

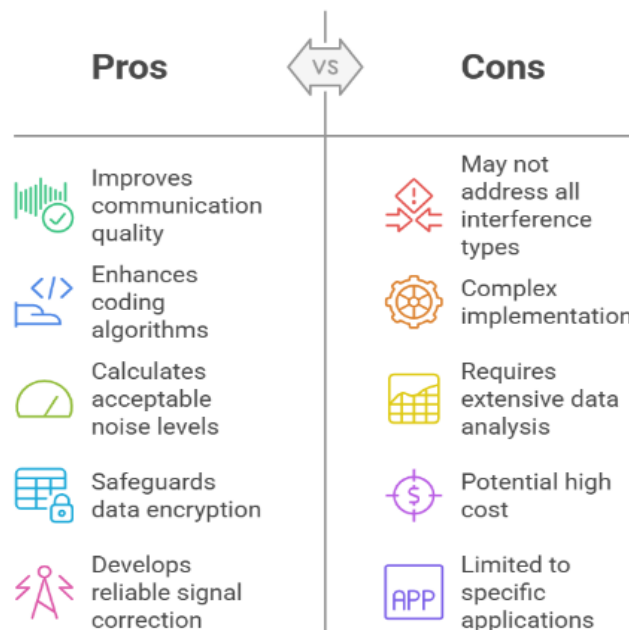


Fig.2.6. Applying the Shannon model

**Source: Created by the author based on the theoretical data of Shannon-Weaver's**

*SMCR*

The Aristotle model of communication posits that the speaker occupies a central role in driving the communication process. In contrast, the Berlo model of communication places significant emphasis on the emotional aspect of the message. The Berlo model is predicated on the SMCR model of communication (Fig.2.7.), which is represented by the acronym SMCR.

S (Source) - Source

M (Message) - Message

C (Channel) - Channel

R (Receiver) - Recipient

A closer look at each of the components is warranted.

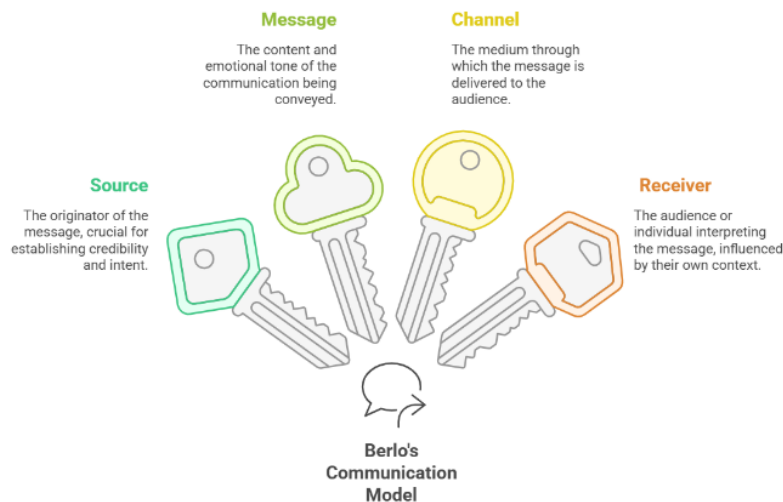


Fig.2.7. Exploring Berlo's Model

**Source: Created by the author based on the theoretical data of SMCR**

### S – Source (Sender)

The first element of the communication process is the source or the sender of the message. The source develops the message to be sent to the receiver before encoding it. The effectiveness of communication depends on the properties of a sender or a communicator:

#### *Communication Skills*

To guarantee the correct implementation of the following process, it is crucial to have good control of both verbal and non-verbal language. Some of the techniques include proper inflection, proper enunciation, the use of pauses, and the ability to read the audience's cues. Moreover, the speaker should make sure that his or her speech is not boring and that the information to be delivered is easily understood.

### *Attitude*

This paper views attitude as a behavioural tendency of an individual towards a certain object. It shows how the sender's attitude affects the communication process and how it can be enhanced to achieve the best results. In other words, it is argued that a positive attitude of the sender can improve the communication process while a negative one will only serve to hinder it. The ability to capture the audience and make them remember the message is dependent on the perception of the sender.

### *Knowledge*

In this case, knowledge is not just understood as formal education but as the understanding of the sender in general. To be able to convey information effectively one has to be able to organize and present correct information and be able to guess what questions may be asked and how to answer them.

### *Social System*

It is important to note that audience perception is greatly influenced by social factors such as culture and religion. Ignorance of the social context may give rise to breakdown of communication and misunderstanding.

### *Culture*

The cultural background of the audience significantly influences their reception of the message. The sender must be mindful of cultural norms, values, and traditions to ensure effective communication.

### **M – Message**

A message can be described as a chain of encoded verbal or non-verbal information that is passed from the sender to the recipient. The act of converting thoughts into communicable form is known as encoding. The key elements constituting a message are:

### *Content*

The message has the main idea or theme of the communication. It needs to be well-organized, relevant, and suitable for the specific communication situation.

## Elements

Effective communication is not confined to verbal. Facial expressions, gestures, stance, and body language play an important role in setting or altering the message meaning.

### *Treatment*

Treatment pertains to how a message is delivered. It is important for the sender to think about the right tone and style that are consistent with the type of message. For example, the tone and style for delivering a termination notice need to be firm and commanding, whereas a motivational speech demands a more engaging and inspirational tone.

### *Structure*

Messages should be ordered logically in order to achieve clarity and comprehension. A well-organized message ensures that the intention is communicated effectively.

### *Code*

Effective communication demands the appropriate utilization of language, gestures, and non-verbal signals. Its misuse can result in the deformation of the message, thus creating misunderstandings.

## **C – Channel**

The channel is the medium through which the information is transferred from the sender to the receiver. Communication channels depend on the five senses of humans:

- Hearing – Understanding spoken messages.
- Sight – Interpreting visual information, such as text, images, and body language.
- Touch – Significant within certain communicative situations, i.e., sign language.
- Sensory Modalities – Employed in certain domains, e.g., cooking and perfumery.

## **R – Receiver**

The receiver is the person who is decoding and interpreting the message sent. This process will only be successful based on the ability of the receiver to interpret and process the information. Important characteristics are:

- Communication Skills – The capacity to analyze and understand the message.
- Attitude – An open and positive attitude toward the interpretation of information.
- Knowledge – A familiarity with the topic that facilitates understanding.
- Social and Cultural Context – Common cultural and social structures can facilitate understanding [16].

### *Limitations of Berlo's Model*

Despite its structured approach, Berlo's communication model has certain limitations (Fig.2.8.). It assumes that effective communication requires a shared social and cultural background between the sender and receiver, which is not always feasible in real-world scenarios.

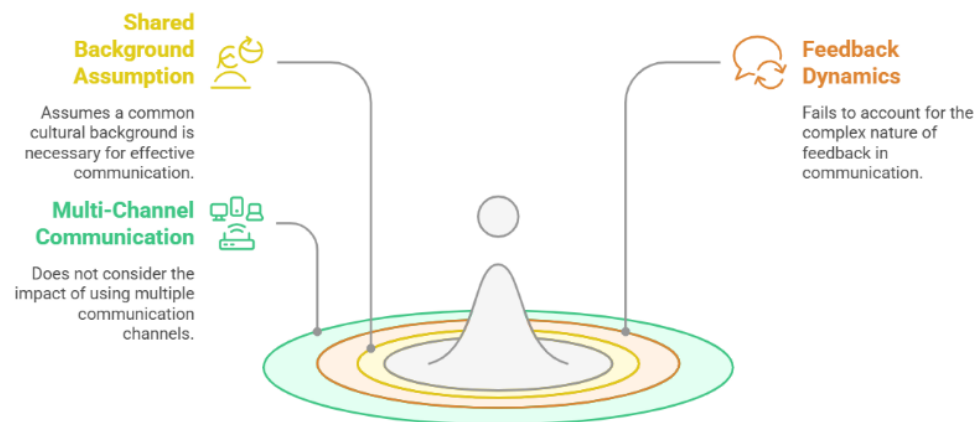


Fig.2.8. Limitations of Berlo's model

**Source: Created by the author based on the theoretical data of SMCR**

Additionally, the model does not fully account for the dynamic nature of feedback or the role of multi-channel communication in modern information exchange.

The second category is comprised of interactive communication models, which analyze two-way communication. This category includes the Osgood-Schramm, and Westley-McLean communication models.

### *The Osgood-Schramm communication models*

The Osgood-Schramm Circular Model of Communication is a theoretical model designed to explain the workings of mass communication. The model, developed by

American scholars Charles Osgood and Wilbur Schramm in the 1950s and 1960s, shows significant departure from traditional linear models, such as the Shannon-Weaver model.

*The principal features of the model*

The cyclical process is viewed as a process in movement where there is mutual movement with a role reversal in information transmission and receipt.

The response is sent back to the sender in a coherent and ongoing process. Encoding, decoding, and meaning: The key roles of the parties are the sender encoding messages, the receiver decoding them, and mutual understanding of what it means.

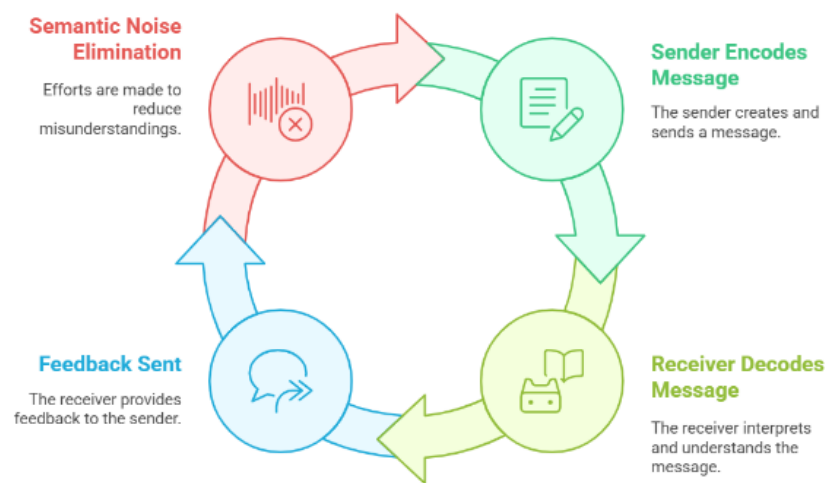


Fig. 2.9. Osgood-Schramm Communication Cycle

Source: Created by the author based on the theoretical data of the Osgood-Schramm communication model

Semantic noise: The system shows how there is a need to eliminate semantic noise via a feedback system, allowing a true understanding of the information. The Osgood-Schramm model describes communication as a process with distinct features where there is ongoing interaction among parties with mutual exchange and adjustment of actions based on feedback. The model deepens understanding among dynamics among parties in mass communication and emphasizes the role of collaborative efforts in allowing free dissemination of information.

*The main differences between the Osgood-Schramm communication model and linear models*

The Osgood-Schramm circular model is distinguished from traditional linear models, such as the Shannon-Weaver model, in several keyways (Fig. 2.10.).

Firstly, the circular model conceptualises communication as a two-way process, whereby participants periodically alternate between the roles of sender and receiver of information through a feedback mechanism. In contrast, linear models characterise communication as a unidirectional process devoid of feedback.

Secondly, the circular model incorporates feedback, which is absent in linear models. In a circular model, the recipient's response is fed back to the sender, thereby ensuring the process remains endless and dynamic. In linear models, the absence of feedback renders them static and single-momentary. (P & M, 2022)

Roles of participants: In a circular model, both parties are regarded as having equal rights to participate in the communication and can change their roles depending on the context of the situation. In linear models, the roles of the source and receiver are fixed and do not change during the process.

Efficiency of information transfer: The circular model facilitates more effective communication by adjusting messages according to the recipient's reaction, a possibility that is limited or non-existent in linear models due to the absence of feedback.

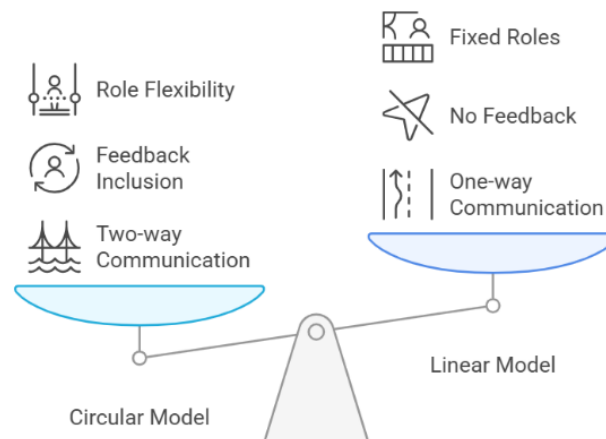


Fig. 2.10. Comparing Communication Models

Source: Created by the author based on the theoretical data of the Osgood-Schramm communication model

### *Westley and MacLean's Model of Communication*

The model advanced by Westley and McLean is a comprehensive structure integrating the mechanistic and interactionist elements based on other existing models. It distinguishes direct and indirect modes of communication and underlines the important role of mass media in meeting the information requirements of the audience.

The following elements are the key features of the Westley-McLean model:

- **Comprehensive structure:** The model involves a wide variety of communications, namely interpersonal and mass communications.
- **Object orientation:** People identify themselves with particular items in their environment in order to meet their needs or solve problems.

The structure is bounded by a person's limited perceptual abilities and therefore restricts the number of items that can be attended to. In addition, the structure includes a process of adjustment between the interacting entities to correct information or correct errors. The basic principles on which the structure is developed are described as follows: communication begins when a person perceives a need for information about a particular item; a person uses channels to obtain the necessary information about the identified item, either directly through contact with source A or indirectly through contact with available information.

Feedback facilitates the refinement of information and adjustment of actions by participants in the process (Fig. 2.11.).



Fig. 2.11. Information Processing in Communication

Source: Created by the author based on the theoretical data of the Westley-McLean model

### *The main types of communication according to the Westley-McLean model*

The Westley-McLean model outlines a variety of distinct categories with reference to communication.

Direct communication refers to a dialogue taking place among two people in a process where a conversation about a specified topic or matter occurs.

Indirect communication is achieved through the use of mass media or other intermediaries to transmit information from a source to a receiver. A good example of this is news being delivered through newspapers or television programs.

The model encompasses the flow of information among people (interpersonal communication) and the flow of information through mass media outlets (mass communication).

Therefore, the Westley-McLean model describes several communication types based on the level of participation among the parties and the presence of intermediaries in the process of information dissemination.



Fig. 2.12. Elements of the Communication System

Source: Created by the author based on the theoretical data of the Westley-McLean model

### *Examples of application of the Westley-Maclean model in modern communication*

The Westley-McLean model is a basic tenet in modern-day communication, particularly in situations where understanding the information needs of the recipients is crucial in addition to the efficient implementation of a feedback system. The model has been utilized in a wide variety of situations, such as in marketing communications, public relations (PR), and other uses. In marketing, the Westley-McLean model is a basic tenet in developing customer participation approaches considering clients' needs and responses in obtaining information about products and services. In organizational communication, the model is useful in developing efficient public relations approaches with a focus on capturing the attention of the targeted population and developing a mutual dialogue.

In teaching, the model is useful in developing teaching resources based on student interests, and in turn, encouraging student participation in the teaching process via a systematic system of giving and obtaining feedback. Finally, in media spaces such as contemporary social media, the basic ideas in the Westley-McLean model are utilized in order to advance interactivity and the efficient provision of users' opinions on information disseminated. In addition, in media spaces, the model helps in guiding the design of contents aimed at capturing the preferences of the targeted population while inviting participation via comments and other modes of participation with the publishers.

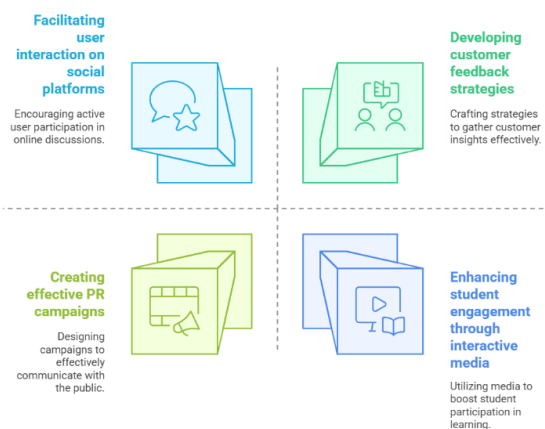


Fig. 2.13. Applications of the Westley-McLean model

Source: Created by the author based on the theoretical data of the Westley-McLean model

The third category, transactional models, illustrates two-way communication where the message becomes more complex as the communication event develops. These include Barnlund's transactional model of communication and Dens' spiral model of communication.

*Barnlund's Transactional Model of Communication*

Barnlund's Transactional Model of Communication (Fig.2.14.) is a theoretical approach to explaining interpersonal communication developed by David Kenneth Barnlund in 1970. Barnlund's Model stands apart from traditional models, such as the Shannon-Weaver, in describing communication not only as an ongoing, two-way flow but instead as two-way and concurrent, where individuals send and receive messages in parallel.

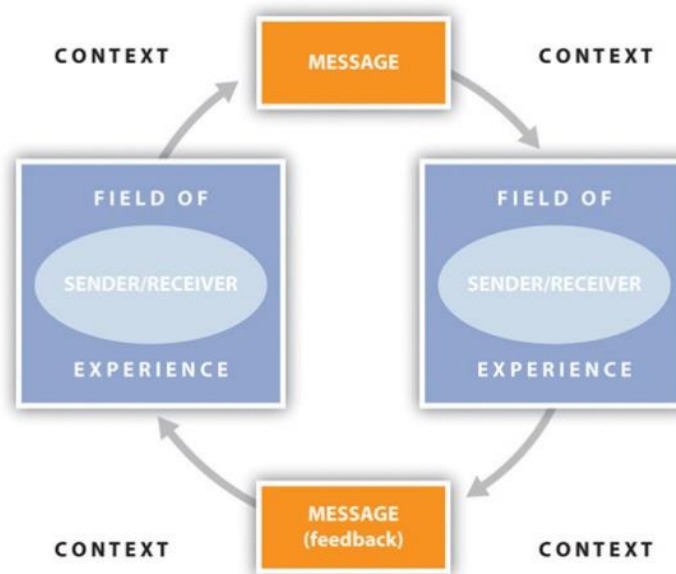


Fig. 2.14. Process of Barnlund's approach

Source: Created by the author based on the data (4.3: *Переосмислення спілкування* 2022)

Barnlund's approach is defined by receiving and sending messages in parallel. In such a communicative context, participants send and receive messages in parallel, thus establishing an interactive flow between individuals of equivalent status.

The role of communicators: In this model, participants are called communicators, not senders or receivers. Both parties play both roles simultaneously, allowing them to adapt their communication as they interact.

Influence of context: Theoretical context consists of the social, relational, and cultural contexts that impact the communicative dynamics. The contexts have considerable influence on how communicators develop and interpret messages.

The model incorporates private and public signals to influence building messages, where public signals include external contexts, and private signals include personal views and individual insights.

While the system is free of any strict ranking regarding feedback, it provides ongoing interaction between participants, enabling them to modify their messages per their progress.

The Barnlund model is characterized by the following main types of signals (Fig.2.15).

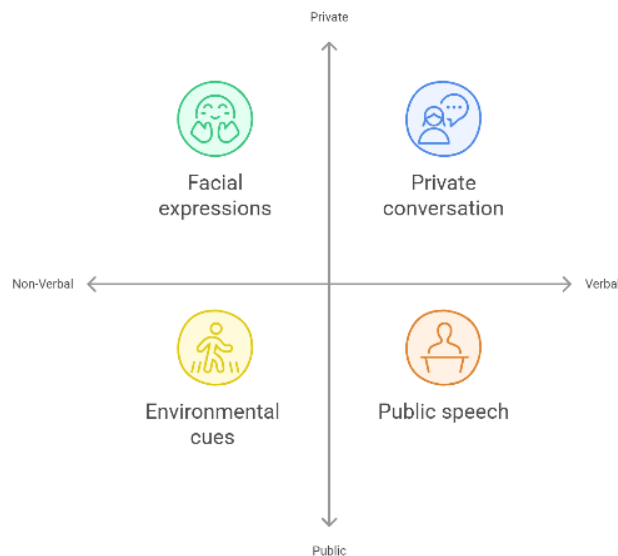


Fig. 2.15. Categorization of Communication Signals

Source: Created by the author based on the theoretical data of Barnlund's model

Barnlund's framework does classify types of signals by different criteria than those in theory on signals. Still, if signals in general, and in general in view of communication

and in particular in view of interpersonal communication, such signals may fall under several types depending on their nature and means taken in conveying their messages.

In interpersonal communication, signals can be:

- Verbal communication involves using oral vocabulary and word choice to transmit data.
- Non-verbal communication is a collection of expressions, gestures, postures, and several other involuntary signals through which messages pass on without using any words.
- Conversely, public cues consist of observable external signs in the environment, while private cues consist of participants' personal thoughts and feelings in the communicative situation.

Within the theory of signals, various types of signals are usually defined:

- Analogous (continuous in time and on a continuum of values)
- Discrete (characterized by distinct values and defined time intervals)
- Quantised (continuous in time and discrete over a set of values)
- Digital (discrete both in time and on a set of values).

Barnlund's model highlights individuals' collaborative interaction in the communicative process, where they're placed on an equal platform, exchanging sending, and receiving information, in contrast to dividing signals according to their physical characteristics or mode of conveyance [14].

#### *Dens' spiral model of communication*

The spiral approach, developed by French in 1963, is an improvement on previous cyclic models. The spiral approach attempts to overcome the limitations in both linear and circular models, where communication is viewed as a static loop. Contrary to this, in the spiral view of the communicative process, there is ongoing improvement, in which participants keep revisiting closed phases on a heightened level.

The main features of Spiral dance include:

**Developmental communication:** The structure highlights that progress in communication is made through re-examining and re-evaluating past accomplished goals from a higher platform. The structure makes possible continual improvement and fine-tuning in communication practices.

**Temporal elements as a basic consideration:** The spiral approach acknowledges time to be an integral factor in determining the content and structure of communication. Life experiences, age in chronology, education, and such factors have considerable influence on communicative behaviour.

The model does not rank feedback in accordance with their importance but instead presumes ongoing interaction between participants, through which participants can adapt their conversation in light of such interactions.

The Spiral Model illustrates the process of communication in relation to the lifespan of an individual, including life through to demise. The process of communication is shaped by countless life events and life transitions.

Dance's Spiral Model presents an in-depth view of how communication evolves (Fig. 2.16), describing it as ongoing and iterative and spanning a person's lifespan while accommodating constantly changing contexts and experiences of individuals.

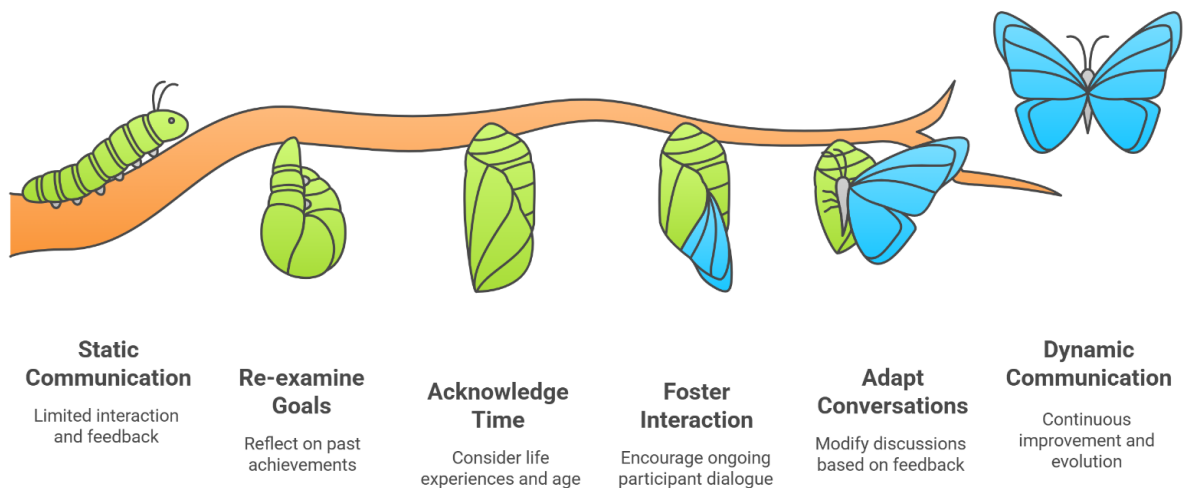


Fig. 2.16. Evolving Communication Process

Source: Created by the author based on the theoretical data of Dens' spiral model

The following examples illustrate the practical application of the Dens' spiral model in the context of communication.

The spiral approach advocated by Dans is somewhat unknown in the discipline of communication; nonetheless, its most prominent application is found in software development, where innovations were spearheaded by Barry Boehm. The technique is extensively practiced in the IT industry for the implementation of complex projects.

In the world of communication, the spiral model is employed in the creation and refinement of communication strategies in diverse disciplines, such as marketing, public relations, and education.

To illustrate this application, consider the following examples:

- Marketing initiatives: The spiral approach may also be employed in marketing initiative formulation, where the initiative passes through incremental phases of ongoing evaluation and planned improvement.

- Educational initiatives: In education in general and in education in particular, the spiral approach may be employed to structure curricula to progress through cyclic phases, in which phases of learning in subsequent iterations repeat but in progressively advanced forms.

- Within the context of public relations, the spiral model is employed as a means of building lasting bridges between an organization and audience through ongoing improvement and adaptability in communicating.

Nonetheless, the current literature is poor in concrete examples of application of the Densa spiral model in everyday communicative practices. The lack might result from the potential for lack of prominence in regard to reception and application under their official title.

## **2.2 Barriers To Communication in Workplaces and Organisational Constrains**

Effective communication is a core component of organizational success, enabling smooth information flow, effective decision-making, and greater collaboration between employees. However, there are several barriers that can hinder communication, leading to misunderstandings, decreased productivity, and workplace conflicts.

These barriers can be divided into psychological, organizational, socio-cultural, and semantic barriers, among other categories. Understanding these challenges and taking measures to overcome them is crucial to developing a setting that encourages effective communication in organizations.

### *Thinking Problems*

Psychological barriers occur because individuals perceive things from their own perspective, experience different feelings, and think in their own manner. Such barriers significantly influence people's perception and response to a message.

### *Personal Differences*

Individuals differ in their personality styles, social abilities, and emotions that influence what and how they perceive and comprehend information. Emotionally intelligent employees may be able to grasp information more easily whereas stress or anxiety may cause other individuals to distort or alter it.

### *Poor Listening and Speaking Skills*

Being unable to listen well or articulate ideas clearly may complicate communication. Selecting what to hear, making rapid decisions, and failing to articulate ideas clearly may lead to misunderstandings and reduced work efficiency.

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#### *Organizational Constraints*

Organizational structures and internal processes can create barriers to communication and decision-making.

#### *Hierarchy*

Many organizations have more than one hierarchical level, which can distort communications and information as it passes through multiple levels of authority. As messages reach lower levels of authority they may become misinterpreted, delayed, or lost [49].

#### *Absence of Feedback Mechanism*

Information may ultimately be misinterpreted due to inefficient feedback mechanisms, resulting in communicative ineffectiveness. Feedback loops are a more constructive process to clarify and foster mutual understanding.

#### *Socio-Cultural Differences and Limitations*

Cultural and social factors have a significant impact on communication in the workplace. Employees interpret messages differently depending on their backgrounds,

norms and values. Cultural variables, including languages, national values and religious beliefs, especially where employees from different cultural backgrounds are involved, may not be able to send and receive messages appropriately based on their cultural background.

#### *Ethical and Role-Based Differences*

In terms of communication, especially, there is typically an understanding of the obvious or expected behaviour as it relates to employees or managers and also to roles in hierarchy whilst working; how communication is done.

#### *Misunderstanding Messages*

Mismanagement using industry-specific terminology, jargon or informal language may lead to and could cause an unforeseeable misunderstanding when employees are not familiar with the taxonomic use of language.

#### *Inconsistent Communication Style*

When the communication style of the sender is inconsistent with the recipient's expectations this can further lead to miscommunication. For example, formal communication may not be interpreted in an informal environment and vice versa.

#### *Other Barriers to Communication*

Recognizing barriers that include economic, geographical and technological related issues are also a concern for effective communication in the organization.

#### *Economic and Geographical Issues*

Barriers can arise when resources are limited. Geographical distance is another barrier. For remote work types of arrangements issues of communication arise due to time delays and lack of access to required information.

#### *Issues with Communication Methods*

Barriers to effective communication are also related to the method used for communicating. Effective communication methods include: overloaded communication methods, the miscommunication between verbal and written communication methods, and inappropriate communication methods, which can further erode effectiveness.

## **2.3 Coping Strategies and Psychological Perspectives on Communication Barriers**

Psychologist Thomas Gordon has identified twelve types of communication barriers that impede effective communication and the perception of information. I'll outline the main barriers that are closely related to business communication below.

First, this is 'Filtering' - in this process, the narrator filters out the most necessary information in his opinion for better perception and to control the emotional reaction of the interlocutor. For example, when a vice-president of a company does not show negative sales results to senior management. As a result, senior management may draw incorrect conclusions about the company's performance, which in turn can lead to incorrect management decisions and, as a result, significant financial losses. In order to reduce the impact of filtering on the manager's mind, it is necessary to critically analyse the information provided by the sender.

The next is 'Selective Perception', which is a kind of selectivity of the human brain that occurs due to the adaptation of the psyche and brain to the environment. Due to selective attention, the manager may not notice certain elements that are not necessary aspects of the environment for rational functioning and fulfilment of his tasks, but may be extremely important for the person who makes the request. In corporate communication, this can look like making an incorrect request and, as a result, misinterpreting it, most often between different departments responsible for different types and areas of tasks. In this case, the employees' psyche undergoes cognitive and sensory adaptation to their activities: a financier - analytical brain, a marketer - intuitive.

Information overload - in today's digitised world, employees in companies communicate in many ways: emails, online conferences, notes, phone calls, text and voice messages, as well as conversations with our colleagues, which leads to an overload of different information, which as a result leads to a decrease in productivity. Greg

McKeown, in his book *Essentialism*, says: ‘Busyness does not equal productivity. More activity does not mean more achievement.’

Gossip in the workplace is a kind of ‘grapevine’, i.e. informal transmission of certain information about an organisation or its employees among colleagues. It is popular among colleagues who do not officially want to know additional information that is not regulated by the official management structure. As a result, it can spoil information by misinterpreting the content, processing it personally, and passing it on to several subsequent recipients. Semantics is a kind of company code. These are certain internal abbreviations that do not make sense to others, but in working communication, they simplify it for more efficient work. For example, PwC uses such semantic words as PwC - PricewaterhouseCoopers, ‘feedback’ - used in the context of Growth Mindset, ESG - Environmental, Social, and Governance, NLP - Natural Language Processing, TRS - Total Return Swap.

Gender differences in communication are present in many spectrums, due to the diversity of perception and provision of information, which is caused by the difference in the structure of thinking. Based on the psychological basis of psycholinguistic and communicative styles, men are more likely to be task-oriented and have a clear result, language and dialogue are more of a tool of influence and status than communication, which is why they are more likely to interrupt the interlocutor. Women, on the other hand, are more focused on process and relationships, and for them, speech is a way of building connections, which is why they are more likely to agree and support the interlocutor. In terms of non-verbal communication, women are more likely to use gestures of support: smiling, looking and nodding. For men - to keep a distance and subconsciously demonstrate dominance with their posture. Considering the impact on team and leadership effectiveness, women leaders prefer a transformational leadership style based on empathy, mentoring and shared goals, according to McKinsey & LeanIn: ‘Women managers are 50% more likely than men to provide feedback, support employee development and well-

being,' and men leaders are more likely to choose a transactional leadership style dominated by hierarchy, control and reward.

Differences in meaning between the sender and the receiver - interlocutors in business communication should say what they really mean, i.e. formulate questions or sentences in a structured and meaningful way and explain them and clearly choose their audience. For example, in the case of a job well done, a manager expresses gratitude, not to the management, but to the employees for a job well done.

When researching corporate communication in organisations, the following are some strategies that can help:

- Encouraging active listening: Encourage employees to listen empathetically and use active listening techniques.
- Clear and concise messages: Avoiding the use of jargon in important messages; use simple, clear language.
- Encourage feedback: Establishing a feedback mechanism for two-way communication and ensuring that messages are clear.
- Training in cultural sensitivity: Education on cultural diversity and inclusive communication processes within a diversity framework.
- Maximising organisational structures: Finding ways to reduce layers of management to optimise the flow of relevant information to employees.
- Optimised messaging channels: Choosing the right delivery method for your customer's context, audience and situation.

## CHAPTER 3. PwC SDC LVIV'S COMMUNICATION RESILIENCE IN A DYNAMIC CORPORATE ENVIRONMENT

### 3.1. General information about the PwC

#### *Overview of the company*

PricewaterhouseCoopers (PwC) is a prominent global professional services network that is based in London, United Kingdom. It operates within the professional services industry primarily as assurance, tax, and advisory services. PwC is one of the Big Four accounting firms: Deloitte, EY, KPMG, and it is the second-largest professional services network in the world (Bohne, 2024).

#### *History and development of the firm*

PwC was founded in September 1998 when Coopers & Lybrand and Price Waterhouse merged. This merger combined two of the largest professional services firms in the world that had distinct legacies in accounting, auditing, and consulting. PricewaterhouseCoopers (PwC) adopted the brand name PwC as they combined their histories of these logos and agreed to the formation of one global structure to better serve multijurisdictional clients with seamless delivery of assurance, tax, and consulting services.

The merger was a response to the continual push for globalisation, increasing demands from clients for total cross-border service, and the greater interest in developing markets. The formation of PwC came as the largest accounting firm in the world at the time, in both revenue and employees.

PwC has always conducted business as a forward-thinking organisation that could readily adapt to the changing marketplace and regulatory landscape. PricewaterhouseCoopers (PwC) is a prominent global professional services network that is based in London, United Kingdom. It operates within the professional services industry primarily as assurance, tax, and advisory services. PwC is one of the Big Four accounting

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PricewaterhouseCoopers (PwC): History and development of the firm

### *Foundation*

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PwC has always conducted business as a forward-thinking organisation that could readily adapt to the changing marketplace and regulatory landscape. The firm also emphasized innovation, investing heavily in digital transformation, technology consulting, and sustainability services over the following decades.

### *Coopers & Lybrand*

In 1854, William Cooper founded an accountancy practice at No. 13 George Street in London. It became Cooper Brothers seven years later when his three brothers joined.

In 1898, Robert H. Montgomery, William M. Lybrand, Adam A. Ross Jr., and his brother T. Edward Ross formed Lybrand, Ross Brothers and Montgomery in the United States.

In 1957, Cooper Brothers, along with Lybrand, Ross Brothers & Montgomery and a Canadian firm (McDonald, Currie and Co.), agreed to adopt the name Coopers & Lybrand in international practice. In 1973, the three member firms in the UK, US, and

Canada changed their names to Coopers & Lybrand. Then in 1980, Coopers & Lybrand expanded its expertise in insolvency substantially by acquiring Cork Gully, a leading firm in that field in the UK.

In 1990, in certain countries, including the UK, Coopers & Lybrand merged with Deloitte, Haskins & Sells to become Coopers & Lybrand Deloitte. In 1992, they reverted to Coopers & Lybrand.

The firm relocated from George Street to modern offices designed by Dennis Lennon & Partners at Plumtree Court in 1985 and later moved to new offices designed by Terry Farrell at Embankment Place in 1994.

#### *Price Waterhouse*

In 1849, Samuel Lowell Price founded an accountancy practice at No. 5 Gresham Street in London. In 1865, Price went into partnership with William Hopkins Holyland and Edwin Waterhouse at No. 13 Gresham Street. Holyland left shortly afterward to work independently, and the firm became known as Price, Waterhouse & Co. from 1874.

In 1890, Price Waterhouse opened an office in New York City, marking the beginning of its American expansion. The British firm opened an office in Liverpool in 1904, followed by other locations in the UK and globally. Each international office functioned as a separate partnership, creating a global network of affiliated firms rather than a single international entity.

The firm moved from Frederick's Place to Southwark Towers on London Bridge Street in 1975. The original partnership agreement signed by Price, Holyland, and Waterhouse was housed in the new offices.

In 1989, Price Waterhouse explored a merger with Arthur Andersen, but the deal failed due to conflicts of interest and differing corporate cultures.

#### *1998 to Present*

In 1998, Price Waterhouse and Coopers & Lybrand merged to create PricewaterhouseCoopers (with a lowercase "w" and camel case "C"). At that time, the Management Consulting Services (MCS) division was the largest and fastest-growing.

Following the Enron and WorldCom scandals, Arthur Andersen collapsed, taking the “Big Five” to “Big Four,” and leading to the Sarbanes–Oxley Act of 2002. This law established stringent limits on auditing above consulting services [29-34].

PwC Consulting began to operate independently while preparing for an acquisition or IPO by the middle of 2000. Initial discussions with Hewlett-Packard for an acquisition ended unsuccessfully. After the collapse of Arthur Andersen in 2001, Andersen's Hong Kong and Mainland China operations joined PwC.

In 2000, PwC acquired the largest SAP consulting partner in Canada, Omnilogic Systems. In May 2002, PwC spun out PwC Consulting, with plans for an IPO. In August 2002, PwC announced the sale of PwC Consulting, branded as “Monday” to IBM for approx. \$3.5 billion. The consulting unit became part of IBM Global Business Services.

PwC rebuilt its consulting practice through many acquisitions:

- Paragon Consulting Group and BearingPoint's commercial services (2009)
- Diamond Management & Technology Consultants (2010)
- PRTM (2011)
- Logan Tod & Co, Ant’s Eye View (2012)
- Booz & Company, which became Strategy& (2014)
- BGT Partners NSI DMCC (2016)

In January 2017, PwC became parties to a five-year contract with GE to provide global tax services that allowed for the transfer of more than 600 GE tax professionals to PwC. PwC was accepting bitcoin as consideration for advisory services in 2017, making it the largest firm in the Big Four to do so. In 2018, Veritas Capital acquired PwC's US public sector practice and rebranded it Guidehouse. PwC has served as the ballot counter for the Academy Awards dating back to 1935. Additionally, they have administered elections for the board of governors of AMPAS (Academy of Motion Picture Arts and Sciences), have prepared financial documents and have filed their taxes. In 2023, PwC purchased hardware design company Surfaceink. In May 2024, PwC became ChatGPT Enterprise's largest customer and began reselling OpenAI's services to large businesses.

### *PwC purpose*

PwC purpose is to build trust in society and solve important problems.

In an increasingly complex world, we help intricate systems function, adapt and evolve so they can deliver sustained outcomes for communities and society – whether they are capital markets, tax systems or the economic systems on which business and society depend.

"Business leaders know they cannot stand still. In PwC's 2024 Global CEO Survey, 45% of CEOs said their companies will not be viable in ten years if they do not change course. From the global move toward sustainability to the accelerating deployment of AI, transformative forces are shifting what it takes for companies to succeed. That's why, this year, PwC people in 149 countries have helped over 180,000 clients to reinvent how they create value and navigate change to build enduring success."

### *PwC's values*

When working with our clients and our colleagues to build trust in society and solve important problems, we:

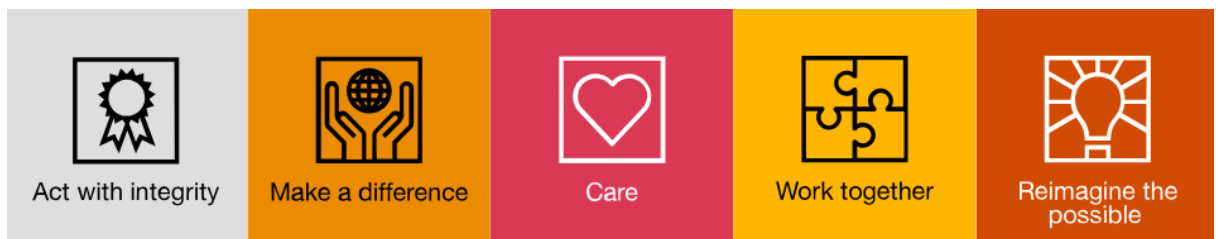


Fig. 3.1. PwC's values

Source: Created by PwC Global

### *Evolved PwC Professional*

Empowered by our Purpose and Values, we have evolved what it means to be a PwC Professional and the behaviours everyone at PwC is expected to demonstrate.



Fig. 3.2. PwC Professional

Source: [29-34]

Consistent with our goals and values, we have restated the definition of professionalism within our organization, describing the behaviour that we expect of each individual linked with our organization.

Effective leadership involves actions that support the development of trust and the generation of sustainable outcomes.

As Trusted Leaders, we:

It is necessary to publicize and understand the role of our organization in order to create an intense interest among potential employees concerning their membership with our organization.

Empowerment is the process of providing help and guidance, as well as encouraging collaborative work with other people.

Personal development and maturity are necessary for a person to be able to provide counsel and leadership for future activities.

Distinctive Outcomes are what result from our commitment to excellence and values, allowing us to apply our collective knowledge, work collaboratively, and create an inclusive environment in the pursuit of delivering value.

Introducing unique results, we:

- Champion - adhere to quality, integrity, and behavior towards inclusiveness.
- Implement commercially-focused techniques in our business to make us more efficient in general.
- Collaborate across and beyond PwC to deliver an excellent and distinct client experience.

*PwC Clients*

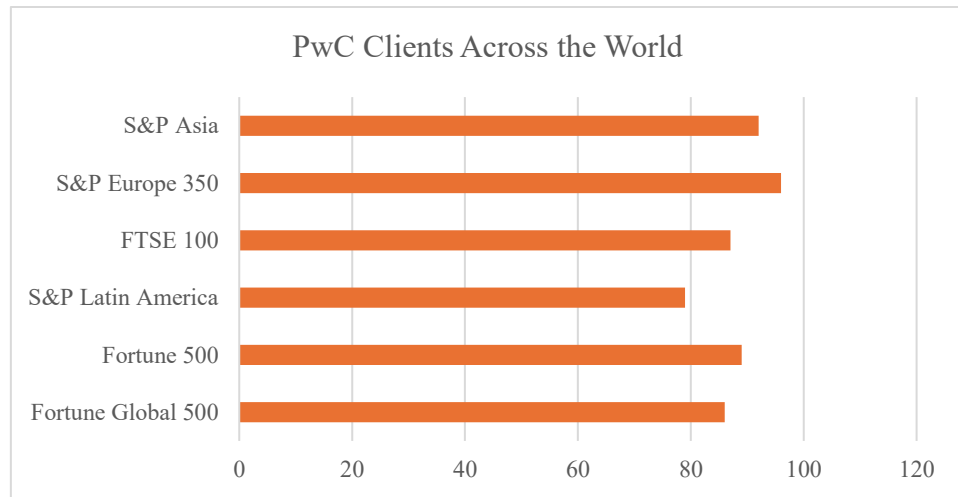


Fig. 3.3. PwC Clients Across the World

Source: Created by author based on [29-34]

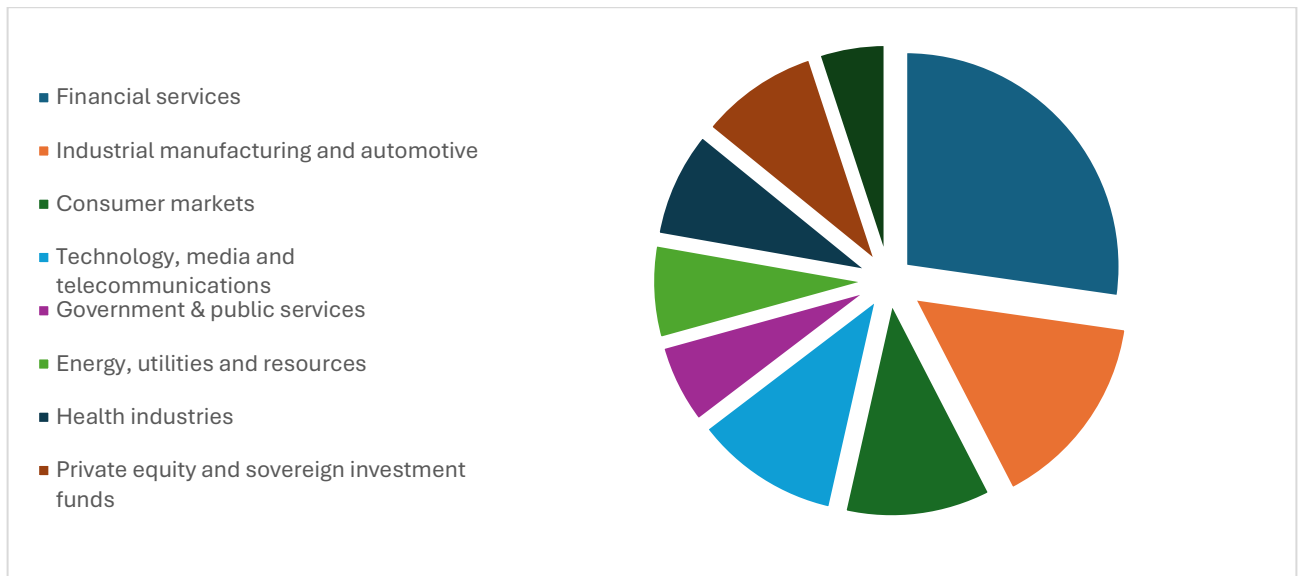


Fig. 3.4. PwC Clients by industry

Source: Created by the author based on revenue by Ultimate Holding Company

### *Industry and Services*

PwC provides a broad range of services, including:

- **Audit and Assurance** - In Assurance, we understand how business works from the inside. Our Assurance professionals ask the right questions, test assumptions and evaluate whether companies are reporting information that investors and others can rely on. Drawing upon our sharpened technical skills and extensive sector experience, we help our clients address the challenges of a rapidly changing environment and strengthen their businesses [29-34].

- **Tax advisory and international tax planning** - Our Advisory professionals help organisations of all shapes and sizes grow faster and work smarter by solving their most complex business issues, from strategy to implementation. Our clients might need help entering new markets, addressing the challenges created by organisational change, driving innovation within their organisation, or solving other complex issues [29-34]. **Tax and Legal** - In today's fast-changing world, we help businesses navigate complexity and risk by empowering them to make informed business decisions, while meeting their tax and other responsibilities. We design best-in-class integrated tax and legal strategies that empower business to move from complexity to execution [29-34].

- **Technology** - Technology continues to disrupt and redefine reality. In PwC we join what is best of technology with our unique skills, to support our customers from diverse industries and sectors in innovation and implementing change. Our clients can always count with us, if there are needed solutions in terms of cybersecurity through IT consulting or even software development [29-34].

As of 2024, PricewaterhouseCoopers (PwC) is approximated to have about 370,000 employees in its global network [29-34]. The company has operations in about 140 countries, a fact that highlights not only its expansive global footprint but also its strategic commitment to providing services on an international level. In the 2024 financial year, PwC achieved total revenues of almost US\$55.4 billion, thus cementing its position as a leading professional service firm in the world [29-34]. The geographical allocation of the

company's personnel is particularly substantial in key regions like the Americas, Asia, Western Europe, and the Middle East and Africa, reflecting its commitment to upholding a flexible and diversified organizational structure at the regional level.

### *Structure*

PwC is structured as a global network of member firms, each a separate legal entity due to local regulations. These member firms are connected through membership in PricewaterhouseCoopers International Limited, a private company limited by guarantee under English law [29-34]. The network operates under a multidisciplinary model, offering both traditional accounting services and legal services.

## **3.2. Analysis of Survey Results on Communication Practices at PWC SDC Lviv**

### *Respondent Group*

This study is based on a confidential online survey conducted among staff in PWC SDC Lviv. Most respondents were female professionals between 25 and 30 years old and included different positions ranging from Associates to Analysts, Developers, HR Specialists, Project Managers, and Coordinators. With regards to professional experience, most of the participants had been employed in the company for one month to five years' duration, reflective of an abundance of early through mid-career professionals in the sample.

The demographic profile of the participant group shows that they are highly involved in operational tasks and are thus in a good position to evaluate communication effectiveness within their teams on a day-to-day basis.

### *Evaluations of Communication Effectiveness*

How would you rate overall communication in your team?

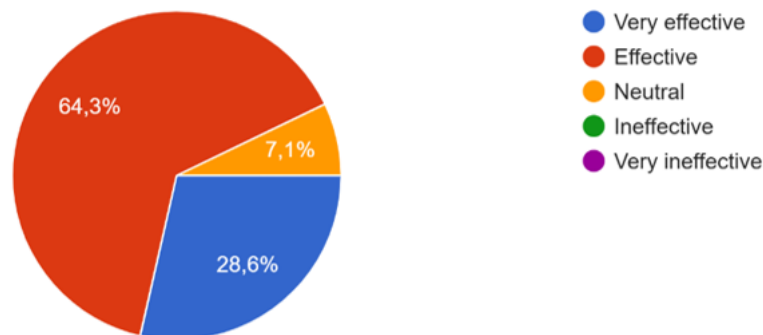


Fig. 3.5. “Overall communication in the team”

**Source: Created by the author based on the research**

One of the key characteristics of efficient work by any organisation is effective internal communication. In accordance with the survey structure, the staff members of PwC SDC Lviv were also requested to assess the general level of communication within teams. According to the findings, 64.3% of the interviewees evaluated communication as effective, and another 28.6% as very effective. This means that the workers are generally content with the interaction quality and information sharing in the team. 7.1% of the participants remain neutral, which may represent the occurrence of some communication problems or an indefinite position regarding the existing information sharing processes. It is notable that no one among the respondents provided communication an ineffective or very ineffective rating, which is a positive indicator of the overall level of mutual understanding and team cohesion. The questionnaire points to high levels of satisfaction with communication among employees of PwC SDC Lviv. However, even in the absence of negative assessments, it is required to give support to the sustainable development of internal communication through the implementation of preventive measures aimed at eliminating possible barriers and providing open, timely and mutually clear information exchange.

### *Preferred Channels and styles of Communication*

Which type of communication do you find most convenient for work-related tasks?



Fig. 3.6. “Preferred type of communication”

**Source: Created by the author based on the research**

Do you prefer synchronous (real-time) or asynchronous (delayed) communication?

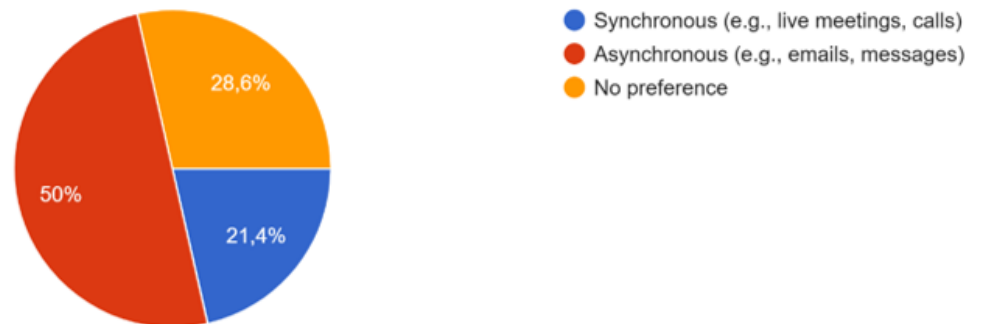


Fig. 3.7. “Preferred type of communication”

**Source: Created by the author based on the research**

Respondents noted they were using several communication channels at once. The most noted were Microsoft Teams, Email, and Video calls, reflecting a hybrid communication space that uses multiple digital tools that allow employees to exchange both synchronously and asynchronously. This concept fits with the current business practice of digital collaboration platforms becoming a core part of workflows. When asked to identify their most convenient mode of communication, a significant number of employees, 42.9%, selected written communication (e.g., email, chat), followed by those 35.7%, who preferred a Combination of written, verbal, and visual formats. This implies

that clarity, structure, and retrievability of messages are critical to the respondents. Furthermore, the dominant preference of 50% for asynchronous communication (e.g., email, messages) supports the notion that employees value the flexibility to respond on their own terms, especially relevant in a high-paced and multitasking professional environment. The results indicate that effective communication at PWC SDC Lviv is built upon a balance of tools and methods tailored to task complexity and urgency.

#### *Identified Challenges to Effective Communication*

A careful review of the barriers listed reveals many repeating issues:

A considerable percentage, 21.4%, cited a lack of feedback as a key obstacle, highlighting the importance of improving bidirectional communication and better responsiveness on the part of management.

Vague instructions – 42.9%, commonly cited by quotation with a specific mention of inconsistency in work performance and delayed project outcomes.

Information overload – 35.7%, particularly among those in technical or cross-functional roles, suggesting a need for information filtration and prioritization.

Inadequate listening skills – 28.6%, which hinder teamwork and common understanding.

Language differences and hierarchical structures explain 21.4% and 7.1%, respectively; although less frequent, these variables reflect potential issues regarding inclusion and leadership.

Technical barriers form 21.4%, identified as hindrances to smooth communication channels, especially when work is carried out in non-traditional or virtual environments.

The results show that communication inefficiencies are affected by both interpersonal factors (like listening and clarity) and structural conditions (like tool constraints and feedback mechanisms).

#### *Impact on Occupational and Task Efficacy*

The participants were asked to consider how communication barriers affect their work. The most common issues included:

- Delays in task completion
- Misunderstandings in task assignments
- Increased frustration and demotivation
- Decreased quality of outcomes.
- Technical operations deficiencies (e.g., software failures)

The findings of this study validate the theoretical assumption that communication is a core driver of both productivity and psychological well-being in the workplace. In some cases, communication breakdowns have necessitated the redoing of tasks or a mismatch in collaborative work efforts—outcomes that are very costly in terms of time, employee morale, and overall quality.

#### *Communication Training and Its Expected Efficacy*

Several participants noted a lack of communication training; however, individuals who received such training primarily reported positive results as to its impact. Most of these individuals agreed on the notion that the training had "some effect" or was "significantly helpful." This would indicate that focused communication training on active listening, systemic feedback, and message clarity could help significantly increase productivity in the workplace.

Additionally, participants emphasized the importance of informal learning methods like analyzing the composition of good emails and having group discussions to recognize the impact of internal modeling and corporate culture on communication competencies.

#### *Communication and Employees' Participation Environment*

A large number of the respondents indicated feeling "comfort" or "usual comfort" in discussing their issues and perspectives in the organization. This finding reflects existing psychological safety and confidence in team interactions. Qualitative responses to questions of the ideal communication environment identified the following attributes:

- Open and non-judgmental atmosphere
- Up-to-date and transparent information.
- Active listening from all team members

- There are expectations and mutual respect.
- Availability of documentation and shared tools

Their appreciation of the importance of communication, coupled with their capacity to make suggestions on how it could be improved, is reflected in their qualitative feedback.

#### *Willingness to Participate in Enhancement*

In reply to the last question about their willingness to participate in activities to promote communication, including workshops and training sessions, a considerable percentage of respondents gave positive answers or showed interest. This finding indicates the presence of a positive organizational culture and a climate conducive to the development of formal communication skills.

#### *Results*

The respondents agreed that communication in the PWC SDC Lviv is relatively good; however, systemic and interpersonal barriers also exist. These barriers also impact on task performance, inter-team communication and job satisfaction overall. The research strongly shows the urgent need for more training, better pedagogical (incl. mentoring and coaching) practices, written feedback, and a greater commitment to the development of inclusive and punctual communication.

In addition, the high level of engagement shown by participants and their stated desire to attend future professional development activities suggest that communication practices are not fixed but instead reveal receptivity to improvement and organizational support.

## CONCLUSION

The present undergraduate thesis is focused on exploring effective communication within a corporate context, with a specific look at the inner communication processes within the PwC Service Delivery Center (SDC) in Lviv, a Ukrainian organization that operates within an international professional services model created by PricewaterhouseCoopers. The main purpose of this research is to assess today's communication model utilized by the organization, determine major barriers to effective information dissemination, and present data-driven recommendations for organizational communication improvement.

The theoretical portion of this research involves an extensive review of available scholarly literature relevant to organizational practices, organizational behavior, and communication theory. In a detailed analysis, a strong assessment is made of both traditional and modern communication models, including examples such as the Shannon-Weaver model, Aristotle's rhetorical model, Lasswell's model, Berlo's SMCR model, and the Osgood-Schramm circular model. These models explain message transmission mechanisms, the reception process related to feedback, cases of semantic distortion, and the impact of contextual and cultural factors within organizational environments. In addition, the theoretical portion categorizes communication into horizontal and vertical modalities while also explaining major psychological, semantic, structural, and socio-cultural barriers that affect organizational effectiveness.

The empirical foundation for this research is established through a qualitative case analysis, enhanced by quantitative data collected via an anonymous survey distributed among staff at PwC SDC Lviv. The purpose of the questionnaire, based on a series of statements, was to measure perceptions of effective communication, the channels used, presentation skills (such as emails and Microsoft Teams, video conferencing), the quantity and quality of comments, along with issues that require attention through routine

communication. The findings indicate that, while a majority of respondents rated the communication landscape positively, several issues still persist.

The most reported flaws are as follows:

- Ambiguous task-related instructions.
- Lack or delay of managerial input.
- Information glut caused by technological oversaturation.
- Language barriers and hierarchies.
- Technological hurdles that impact remote or hybrid work arrangements.

The inadequate communication was shown to directly impact work performance, collaboration among departmental groups, employee motivation, and overall work quality. Despite this, many participants expressed a willingness to engage in training programs aimed at improving communication, reflecting the recognized importance of personal growth in this area. Furthermore, comments emphasized the necessity for a culture of psychological safety and open feedback, highlighting the critical role of management in fostering open and transparent communication practices.

The current research provides several pragmatic recommendations, which include:

- Implementing organized processes for feedback at every level of the organizational hierarchy
- Standardization of internal communication policy and practice;
- Institution of systematic training programs, including competencies like active listening, intercultural communication, and facilitation of cooperation using digital tools and resources.
- Facilitating a wider adoption of technological software for greater convenience for synchronous and asynchronous communication.

Enabling employee participation in collaborative work toward communication standard development and performance review execution.

In conclusion, the findings of this study posit that effective communication is an essential tactic for the effective operation of large multinational corporations. In firms

such as PwC SDC Lviv, with issues of scale, labour division, and diversity, communication is viewed not so much as an organizational tool but as an essential driver of business effectiveness, employee engagement, and organizational flexibility. The ideas outlined within this research are relevant to theoretical knowledge and application in communication strategy, presenting a model for other organizations anywhere in the world seeking to evaluate and improve their internal communication processes.

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# Appendixes

**Appendix A****EFFECTIVE COMMUNICATION IN THE WORKPLACE  
– PWC SDC LVIV**

## 1. Age\*

- 18-24
- 25-30
- 31-45
- 46 and more

## 2. Gender\*

- Female
- Male
- Other

## 3. What is your current position or department within PWC SDC Lviv?

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4. How long have you been working at PWC SDC Lviv?

- Less than 1 year
- 1-2 years
- 3-5 years
- More than 5 years

## 5. How would you rate overall communication in your team?

- Very effective
- Effective
- Neutral
- Ineffective
- Very ineffective

6. How often do communication issues occur in your workplace?

- Very often
- Often
- Sometimes
- Rarely
- Never

7. What communication channels do you use most frequently at work? (*Select all that apply*)

- Email
- Phone calls
- Microsoft Teams
- Video calls
- Face-to-face conversations
- Company intranet / bulletin boards
- Others

8. Which type of communication do you find most convenient for work-related tasks?

- Written (e.g., emails, chat)
- Verbal (e.g., meetings, phone calls)
- Visual (e.g., presentations, infographics)
- A combination of the above

9. Do you prefer synchronous (real-time) or asynchronous (delayed) communication?

- Synchronous (e.g., live meetings, calls)
- Asynchronous (e.g., emails, messages)
- No preference

10. What are the main barriers to effective communication in your team? (*Select up to 3*)
- Language differences
  - Lack of feedback
  - Poor listening skills
  - Information overload
  - Unclear instructions
  - Technical issues
  - Hierarchical structure
  - Other
11. How do communication issues impact your work performance?
- 
12. Have you received any training related to communication skills at work?
- Yes
  - No
13. If yes, did the training improve your communication effectiveness?
- Yes, significantly
  - Yes, to some extent
  - No noticeable difference
  - Not applicable
14. In your opinion, what improves communication in the workplace the most?
- 
15. Do you feel comfortable expressing your ideas or concerns in your team?
- Always
  - Often
  - Sometimes
  - Rarely

- Never

16. How would you describe your ideal communication environment at work?

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17. Would you be interested in future communication improvement initiatives (e.g., workshops, team sessions)?

- Yes
- No
- Maybe