Research on Problems and Countermeasures in Enterprise Management Communication—Taking L Power Supply Company as an Example

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Abstract

Enterprise management communication is an important link that cannot be ignored in the construction and development of enterprises. Effective management communication in enterprises helps to build a harmonious enterprise, improve the efficiency of enterprise work, and give full play to the advantages of enterprise human resources. This paper uses interview and case analysis methods, taking L Power Supply Company as an example, to carry out field investigation and research on L Power Supply Company and conduct in-depth interviews with the staff of L Power Supply Company in combination with relevant theories. In this way, we can draw some problems in the process of management communication, and analyze these problems in depth and detail. Finally, it puts forward some scientific and reasonable measures and suggestions that can improve enterprise management communication. I hope it can provide some reference for relevant enterprises to build a relatively perfect management communication system, promote enterprises to improve their communication efficiency, and enable relevant enterprises to make steady progress.

Keywords

Enterprise, Management Communication, Communication System

1. Introduction

With the increasing competition in the global market, enterprises are facing unprecedented challenges of profound organizational structure reform. Management communication is a very important part of management activities. It is the dissemination and exchange of knowledge, culture, information, technology, etc. in order to achieve the established objectives of the enterprise. It is an indispensable link for the continuous progress and development of the enterprise, and an important factor for the exchange of information and technology, experience and lessons between the internal and external staff of the enterprise, and the realization of the company's business philosophy and established objectives. In this paper, case analysis and interview methods are used, and relevant theories of management communication are applied. Through the study of L Power Supply Company, practical problems that are easy to exist in the process of management communication are found out and in-depth research is carried out, and scientific and reasonable measures and suggestions are put forward. The establishment of a sound enterprise management communication system can effectively ensure that enterprise management communication plays a positive role in enterprise management activities, and can also provide some reference for similar management communication issues. It is of great theoretical and practical significance to enrich the management communication theory, promote the efficiency of enterprise communication, and build a perfect management communication sys-
2. Related concepts and theories

2.1 Concept of management communication

General organizational management communication can be defined as follows: in management, the process of sending, receiving and feedback meaningful information in various forms, contents and levels between two or more subjects (such as people or computers) in various ways or forms, both verbal and non-verbal, occurring inside and outside the organization, as well as the design, planning, implementation and evaluation of the process by individuals, groups and organizations, all activities to enhance the cohesion and vitality of the organization are organizational information communication (Ren Linlin & Li Ning, 2017).

The communication of organizational management can be understood from the following aspects.

First of all, organizational management communication is a bridge. Communication is a bridge and channel for members of organizations to promote sincere cooperation and interaction among individuals, between individuals and groups, within organizations, and between organizations through both verbal and non-verbal means.

Secondly, organizational management communication is expression. Everyone likes to talk and listen, so do the members of the organization. When you meet something happy, you should tell others and share it with them; In case of sadness or grievance, you need to tell and vent to others to strengthen the cohesion within the organization.

Organizational management communication is communication. In an organization, the communication among individuals, groups and organizations is interactive. When one party expresses an idea or tells a message, the other party responds with language, facial expression, nodding, shaking head, or listening. The interaction of communication can be simultaneous or diachronic. After hearing a message from you, the other party may not have published it at that time. One day, he called to talk about his ideas.

In addition, organizational management communication is still regulation. Communication within or between organizations, through information transmission, can enable individuals, groups, groups and other relevant organizations to obtain praise and incentives for their good actions, so as to maintain such actions, and can also enable individuals, groups, groups and other relevant organizations to change or even stop certain actions, so as to ensure the normal operation and development of the organization.

2.2 Relevant theories

2.2.1 Communication theory

In the process of continuous development of communication theory, some achievements of great significance for enterprise management communication have been produced, such as Walter Lipman's Public Opinion, Laswell's Structure and Function of Social Communication, and Hovland's Communication and Persuasion. Among them, Laswell clearly put forward the communication process and its five basic elements, namely, who? What? To whom? Through what channel? What effect? This is the famous Lasswell 5W model (Harold Laswell, 2013), which is very concise and clear, and is a classic model in the communication process model. Corresponding to this mode in enterprise management communication, there are three modes: the superior manager as the sender of information and the subordinate executive as the receiver of information; The communication mode in which the subordinate executive acts as the sender of information and the superior manager acts as the receiver of information; The communication mode between peers as the sender and receiver of information. These three communication modes use different communication channels, which will produce different communication effects. However, this model lacks the consideration of noise and other interference factors. In practice, we should fully consider the impact of noise and other interference factors on management communication and explore ways to reduce information interference.

3. Current situation of management communication of L Power Supply Company

L Power Supply Company, founded in April 1958, is the largest power supply enterprise under Gansu Electric Power Company of China. The headquarters of the company has set up 15 functional departments, 26 grass-roots units, and 4 enterprises related to agricultural power, with 2838 employees. The power supply area under the jurisdiction is about 18000 square kilometers, and there are more than 540000 customers. The electricity sales accounted for 39.48% of the total electricity sales of Gansu power grid. L Power Supply Company is a hub grid con-
necting Hexi, eastern Gansu and Qinghai regions in Gansu Province, China, and undertaking the hydro-thermal power exchange of Northwest Power Grid. After investigation and research, the current situation of enterprise internal management communication is not ideal. This paper takes the internal management communication of L Power Supply Company as the research object, and conducts a semi-open in-depth interview with the internal staff of L Power Supply Company through the field investigation of L Power Supply Company. The internal staff includes 2 senior managers, 4 middle managers and 8 grass-roots staff. Among them, senior managers are mainly responsible for making decisions on major internal issues of the company, middle-level managers are mainly responsible for the upload and release of the company's business and the management and implementation supervision of grass-roots staff, and grass-roots staff is mainly responsible for the implementation of the company's business. Through the field investigation and in-depth interview of L Power Supply Company, the author found that the problems in enterprise management communication have seriously reduced the cohesiveness of the enterprise, which makes the enterprise managers feel very anxious and helpless. Therefore, it is a very urgent and realistic need to put forward measures and suggestions in line with the development needs of enterprises through the application of the relevant theories of management communication, and establish a perfect enterprise management communication channel, which can make the management communication behavior of enterprises play a positive role in the operation process of enterprises.

4. Existing problems

The following main problems exist in the process of enterprise management communication:

(1) The sender lacks proper communication skills. As a part of young employees, managers, especially middle managers, do not improve their own communication skills, and do not master some appropriate communication skills. In the process of management and communication, they are easily affected by personal psychological activities. The knowledge, temperament, thought, emotion, experience and mentality of enterprise managers are quite different. These factors will cause information deviation in the process of enterprise management communication.

(2) Obstacles caused by different attitudes of recipients to information. Young employees have distinctive personalities and do not want to be bound by too much. Especially, the new employees are difficult to adapt to various strict management systems, lack the spirit of hard work and dedication, do not like to listen to management advice, are absent-minded and do not want to accept, and are self-righteous. Some staff at the grass-roots level only care about the information related to their interests, while they are indifferent to the macroscopic information such as the business philosophy and management objectives of the enterprise, which also leads to the failure of the staff at the grass-roots level to fully understand the information transmitted by the superior management personnel, resulting in information deviation, which makes the enterprise's objectives greatly discounted in the process of implementation.

(3) The organizational structure of the enterprise is unreasonable. In addition to the problems of the personnel themselves, the more important problem is the organizational structure of the enterprise. From the organizational structure of L Power Supply Company, it can be seen that there are too many horizontal management departments and overlapping responsibilities, resulting in the reduction of management efficiency of overstaffing; Its vertical management level is too many and personnel are too numerous, which easily leads to information distortion in the process of enterprise management communication, thus reducing work efficiency.

(4) The management of communication channels is weak. First, the channel of enterprise management communication is relatively single and lacks the necessary flexibility. In practice, there are more top-down communication, and less horizontal communication between departments and levels, especially the bottom-up communication is almost nonexistent, which makes the information transmission in the management activities of enterprises inflexible, thus seriously restricting the work efficiency of enterprises. Second, there is a lack of communication channels between various management levels, especially between the middle managers and the grass-roots employees. It is difficult to feed back the suggestions of the grass-roots executives to the middle managers, and the subjectivity of the grass-roots employees is very poor. Third, informal communication frequently occurs in enterprise management activities, which has caused serious negative effects on enterprise operation and management, and has seriously affected the normal management communication of enterprises.

(5) Enterprise management communication lacks institutional norms and constraints. Enterprise management
communication is an indispensable link in enterprise operation and management activities. We must abide by the institutional norms of enterprise management activities and use standardized enterprise systems to restrict the communication activities of all staff. Any enterprise that wants to become bigger and stronger must attach importance to the issue of system construction. According to the investigation and research of L Power Supply Company, communication barriers within departments are easy to appear in enterprises. Some enterprise staff ignores the work that belongs to their own departments but not their own positions, and lacks the spirit of teamwork. In terms of emergency management, enterprises lack the emergency plan and coordination system to deal with the crisis, which is very easy to expand the crisis due to lack of communication when the crisis occurs, and can not solve problems and contradictions in a timely manner.

5. Suggestions for improvement

In view of the problems that are easy to occur in the management and communication activities of enterprises, the author puts forward the following improvement measures:

(1) Actively cultivate a democratic corporate communication culture.
In the process of building enterprise management communication channels, if we want to make the communication between the members of the enterprise organization unblocked, we must cultivate a democratic and open enterprise management communication culture. It is possible to build an equal way of communication among the members of the enterprise organization, establish necessary incentive measures, etc., gradually create a fair and fair communication atmosphere among the members of the internal organization of the enterprise, continuously improve the sense of ownership and work responsibility of the members of the enterprise, and cultivate a democratic management communication culture.

(2) Create a harmonious and stable management and communication environment within the enterprise.
In the internal management and communication activities of the enterprise, we should actively create a benign two-way interaction mode and a harmonious and stable communication environment. In this management and communication environment, not only can the sender and receiver of communication communicate freely and equally, but also can create an open and fair communication atmosphere for both parties. The superior managers should resist the "one word", constantly improve their self-cultivation, be open-minded and not ashamed to ask questions, encourage and tolerate the suggestions of their subordinates, inspire them to emancipate their minds and innovate constantly. The lower level executives should also maintain their independent thinking on the basis of respecting the higher level managers and contribute their talents to the enterprise.

(3) Reform the organizational structure of enterprises and improve the management communication system
The unreasonable organizational structure of the enterprise will seriously affect the management and communication effect of the enterprise. It is necessary to reform the organizational structure of the enterprise, carry out the reform of the large department system, and merge the functional departments with overlapping responsibilities; Reduce the management level, flatten the management level, streamline the management and eliminate redundant personnel. This can effectively improve the efficiency of management communication, reduce the risk of information distortion, and gradually improve the management communication system.

(4) Improve the communication channel of enterprise management.
A variety of communication channels should be created in the enterprise management activities so that the enterprise management communication activities can be unblocked. On the basis of the existing management communication channels of the enterprise, we should continue to innovate and transform, delete some inefficient management communication channels, appropriately add some new and efficient management communication channels, make all communication channels complement and coordinate with each other, and give full play to the effectiveness of all communication channels. For example, establish a system for senior management to conduct field research at the grass-roots level, create an electronic suggestion mailbox for enterprise employees, and establish a communication platform such as a tea party for enterprise organization members.

(5) Formulate a targeted enterprise management communication mechanism.
The targeted working mechanism of enterprise management communication can promote the efficiency of enterprise management communication and achieve enterprise management objectives quickly and efficiently. From the current practice, most enterprises have great deficiencies in the management communication system, which has caused invisible obstacles to the realization of enterprise management objectives. Therefore, enterprises should formulate a clear and targeted management and communication mechanism based on the corresponding organiza-
tional structure. In terms of enterprise organization mechanism, enterprises should establish a special management and communication organization to be responsible for internal and external communication of enterprises. At the same time, assign special personnel to take charge of this work, which can effectively improve the professionalism and pertinence of enterprise management and communication. Strive to improve the important position of enterprise management communication in enterprise management activities in terms of management and communication rights and responsibilities. We should strictly divide the rights and responsibilities, establish the right of suggestion of relevant staff while making the rights and responsibilities clear, and make the right of suggestion become an institutionalized right of staff, so as to enhance the subject consciousness and responsibility consciousness of staff at all levels. In the aspect of management communication and supervision mechanism, establish the supervision, assessment and evaluation mechanism of the enterprise management communication system, and strengthen the supervision of the implementation of the enterprise management communication system. In the aspect of management communication incentive mechanism, a perfect enterprise management communication incentive mechanism can promote the enthusiasm of the staff of the enterprise, give full play to the potential of the staff and constantly strengthen the communication awareness of the staff. By establishing various incentive measures and systems for enterprise management communication, the creativity and initiative of enterprise managers and executives can be effectively improved.

6. Conclusion

To sum up, enterprise management communication activities are an important link that cannot be ignored in enterprise construction and development, and can play a very positive role in the sustainable development of enterprises. This paper uses case analysis and interview methods in combination with relevant theories, taking L Power Supply Company as an example, to analyze the problems existing in the internal management communication of L Power Supply Company. There are some problems in the enterprise management communication, such as the lack of proper communication skills of the sender, the obstacles caused by the different attitudes of the receiver to the information, the unreasonable organizational structure of the enterprise, the weak management of communication channels, and the lack of institutional norms and constraints in the enterprise management communication. Finally, some scientific and reasonable improvement measures are put forward, including actively cultivating a democratic enterprise communication culture, creating a harmonious and stable management and communication environment within the enterprise, reforming the enterprise organizational structure, improving the management and communication system, improving the enterprise management and communication channels, and formulating a targeted enterprise management and communication mechanism. It is hoped that the research in this paper can provide some reference and thinking for enterprise managers and staff, improve the efficiency of enterprise management communication, and constantly improve the enterprise management communication system. At the same time, it has attracted wide attention from the academic community and promoted the improvement and development of the relevant theories of enterprise management communication. There are still many deficiencies in this article, and I hope to improve it in the future.

References


