Internal Communication in a Global Change Project

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Abstract

Internal communication is the heart in all actions in every organization and plays a key role in a successful change project. Volvo Cars is a global company in an implementation phase of the change project "One Finance". The purpose of the change project is to standardize the financial processes which will change the organization structure in the financial departments. Since this is a global change project there are several factors that can affect the internal communication and can result in affecting the success of a change project.

The purpose of this thesis is to study the internal communication during a global change project and to analyze what factors are affecting the internal communication from a global perspective. The thesis will also include what impact internal communication has on the organization. The study will mainly be on the internal communication between the headquarter in Gothenburg and the developing financial department in America.

Collecting primary data in terms of semi-structure interviews has provided an understanding about Volvo Cars internal communication. Using electronic communication channels and cascade-communication model the organization has informed well about the concept and the purpose of the change. Some respondents are still requesting information about how they should work according to the change. Overall the acceptance of this change has created job-satisfaction and increased the engagement for employees, this can lead to business success.

All respondents agree that there are factors that affect the internal communication during this global change project. Organization culture, multi-cultured organizations, organization change, power structures and globalization are all affecting the internal communication in ways of how to communicate, the amount of internal communication, and the currents of the internal communication and can create misunderstandings.

The thesis is including an internal communication matrix that gives a clear overview of how different internal stakeholders are working with the internal communication at different levels within the organization. This is creating an effective internal commutation system.

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1 Introduction

Today organizations are always in motion and changing in some way (Poole & Van de Ven 2004). Organizations are changing both within the organization and when businesses become global. For a successful change, internal communication plays a key role during the change process (Rosendahl, Olaisen & Revang, 2014). Organization change across boarders requires internal communication in order to succeed. Globalization can affect the internal communication in different ways and end up in affecting the entire organization. Lack of information about why and how the change will affect the employees can create resistance and dissatisfaction (Spiker, Lesser, 1995).

Organizations are expanding and are becoming global, meaning that the employees are located at different place of the world (Zając, 2013). Due to globalization this can create barriers in the internal communication. Factors like organization cultures, time difference and diversity will affect the internal communication. This can end up affecting the profitability and efficiency in forma of time and money in the entire organization (Zając, 2013). This thesis will look how the internal communication can be affected by these barrier due to a global change project and what consequences this can have on the organization.

1.1 Purpose

The purpose of this thesis is to analyze how the internal communication is functioning during a global change project. This thesis will also include how different factors are affecting the internal communication from a global perspective and what impact the internal communication has on an organization.

1.2 Research question

The following main research question were formulate based on the purpose and introduction:

- How is the internal communication functioning in a global change project?

The thesis intends as well to answer two following sub-questions:

- What factors are affecting the internal communication from a global perspective?
- How can the internal communication affect the organization?

1.3 Delimitations

The change project will be implemented globally, this thesis will focus on the internal communication between headquarter in Gothenburg and the developing financial department in America.

2 Methodology

2.1 Scientific theory

The theoretical framework of this thesis is the foundation of the research that has been made and the groundwork for the analysis. A literature review was made when the purpose and research question where set.

The thesis includes secondary sources of data and is the basis for the theoretical framework. Secondary data is information that has already been collected by a scientist (Bryman & Bell 2011). In this thesis secondary data has been used as a way to save time, money and to get a higher quality of the data. At the same time it takes a while to get an understanding and convert the secondary data (Eriksson & Wiedersheim-Paul, 2004). By using this method there can be some limitations in the amount of relevant data (Bryman 2011) and in this thesis the available information has mostly been outdated data which can question the reliability of this thesis.

2.2 Quality research

The thesis is based on quality research which includes quality data instead of quantity data (Bryman, 2012). Quality research contains methods such as interviews, focus groups, observation and document analysis. Quality research gives, according to Strarrin & Svensson (1994), a subjective point of view instead of an objective point of view, and the purpose with this thesis is to get a subjective understanding in order to answer the research questions. This motivates our choice, instead of using a quantity research method. Collecting of primary data is increasing the reliability of this thesis.

According to Bryman (2012), the first step in using a quality method is to phrase one or several research questions regarding the purpose of the thesis. Selecting a relevant site and subject is the second step. In this thesis this step contained selecting the location and the participants that where relevant for the research. The third step is to collect relevant data and this was made based on interviews. Interpretation of data is the fourth step and in the following step the data is viewed in a conceptual and theoretical way where theoretical data was added in order to fulfil the purpose of the thesis. The last step contains the conclusions and findings from the quality research (Bryman 2008).

2.2.1 Semi structured interviews

The interviews are semi-structured that are based on opened question. An interview with open questions creates a possibility of interpretation during the interview (Bryman 2011). It can also be a limitation since there is no given standard for how an interview should be performed (Kvale och Brinkmann, 2009).

A semi-structured interview is based on an interview guide, containing open questions that allows supplementary questions when needed. This gives a flexible interview process and gives the respondent opportunities to explain their thoughts, ideas and visions (Bryman 2012).

For this thesis the semi structured interviews gives a deeper understanding of how the respondents perceive the internal communication during this change project. If the primary data was collected based on structured interviews this would limited the opportunities to create a deeper understanding (Bryman 2012). A structured interview method is not relevant for this thesis since the respondents are employees at different levels within the organization, with different experiences and different relations to the change project. To increase the

relevance and reliability semi structured interviews guide is used instead of structured interviews (Ejvegård, 2009). This creates a possibility to adjust the interview on the respondent. The interview guide where given to the respondents in advance, which gave them a chance to prepare for the interview (Bryman 2012. The interviews hasn't been transcribed which can affect the validity of this thesis because they never got a change to confirmed if the information was correctly understood (Eriksson & Wiedersheim-Paul, 2004). The semi structured interviews has been executed in both Sweden and America.

2.2.2 Phone interviews

The primary data of this thesis is in some extent based on phone interviews. The organization of this case study is an international company and the respondents were during this case study placed on different locations of the world. Phone interviews made it possible to save resources in terms of time and money (Bryman 2012), and this method was required in order to complete the thesis and will also increase the validity since phone interviews gave us the opportunity to interview respondents with the right relevance for the thesis (Kvale & Brinkmann, 2009).

2.3 Selections of respondents

The respondents have been selected based on their background, which is relevant for the research questions. Purposive sampling is the method that has been used in order to interview respondents with different levels of the internal communication during the change project. The respondents are employees with different rolls in the change project and are representing different types and levels of internal communication in the change project (Bryman & Bell 2011).

Purposive sampling gives the opportunity to strategically select respondent based on experience and relevance for the study (Bryman 2012). Choosing respondents out of convenience, based on the available respondents (Bryman 2008) primary data wouldn't be reflecting the internal communication and wouldn't meet the purpose of this thesis.

3 Conceptual framework

3.1 Background

3.1.1 Definition

The definition of internal communication can be described as the transaction between individuals and groups at different levels and specialized in different areas with the purpose to organize daily activities or redesign organizations. Communication within an organization is often reflected by the organizations norms, values and cultures (Dolphin 2005).

3.1.2 The Classical approach

The biggest theories in the Classical organization approach are Henry Fayol´s Theory "Classical management" propose that management is based on element like planning, commanding and controlling the organization (Golden, Pryor & Taneja, 2010). He also proposed theories of power structures and reward systems. Max Weber´s theory of Bureaucracy highlights the importance of organizational rules and the authority in bureaucratic functions (Capstone, 2013). The third big theory in the classical approach is Fredrik Taylor´s Theory of Scientific Management, who designed jobs thorough time and motion studies and the works should be done by the workers and the thinking and mental planning should be done by the managers. These three theories were created in the early 20th and the men creating them have been dead for more than 60 years. Even thou these classical theories can still be found in today's organizations in forms of standardization processes and rules of how things should be done (Miller 2003).

3.1.3 The Human relations approach

The classical approach theories pay little attentions to the employees need and with needs to the human relations approach, during the mid-20th century. Abraham Maslow, Douglas McGregor and Frederick Herzberg where men who had a big impact on the organizations thinking(Shafritz, Ott & Jang, 2005). Maslow´s Hierarchy of needs theory is a theory of motivation. He proposes that the motivation can be found in physical needs and that these needs are arranged in hierarchy. Herzberg´s motivation- hygiene theory proposes the different aspects that affect job-satisfaction and job-dissatisfaction. The third theory, McGregor´s Theory X and Theory Y approach proposes that manager's behaviors effects the productive of employees (Miller 2003).

3.1.4 Communication in classical and human relations organizations

In terms of communication, the classical and the human relations approach have a different view of this (table 1) (Miller 2003, p 41). The communication in a classical approached organization is primarily top-down communication, task related, formal and written. In a human relations approached organization the communication is mostly face-to-face, horizontal and informal (Milller 2003).

Table 1. Communication in classical and human relations organizations (Miller 2003 p 41)

	Classical Approach	Human Relation Approach
Communication Content	Task	Task and social
Communication Direction	Vertical (Downward)	Vertical and horizontal
Communication Channel	Usually written	Often face to face
Communication Style	Formal	Informal

3.2 Models of Communication

3.2.1 Mathematical theory of communication

The mathematical theory of communication model (figure 1) (Shannon & Weaver, 1949. p. 3) was developed in 1940th by Shannons and Wevers and is a famous framework of how communication is used to transmit messengers (Fiske, J. & Olofsson, L. 1997). This model started with showing all the involving factors of a communication system.
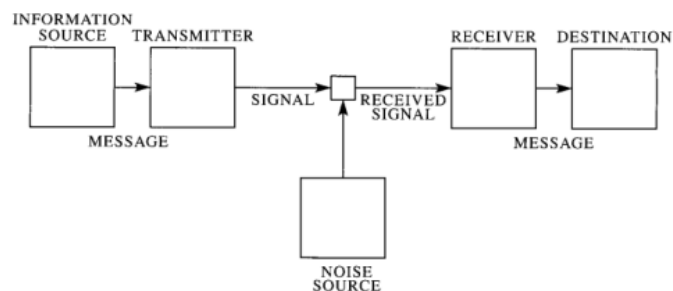
Figure 1 Mathematical theory of communication model (Shannon & Weaver, 1949. p. 3)

Figure 2 shows a typical concept that still is relevant for understanding the communication system. When the model was created the concept *Noise Source* was a more technical problem, today it has a deeper meaning and different factors that are linked to the organization can be seen as a noise source. The noise source is affecting the communication system negative and the content of the massage (Larsson 2014).

Larsson (2014) writers about a new model and has added more elements that is influencing the communication system. The new elements affecting the communications system is encoder, decoder, feedback-system, effects, individual elements and social environment century (Fiske & Olofsson 1997). These elements are a wider perspective of the communications system based on that it's possible to influent the system and that there is different elements affecting the system in god or bad terms (Larsson 2014).

3.2.2 The Schramm model

Communication is often linked to a linear process, where the sender has a more dominated role of the model. Wilbur Schramm has complemented the previse model with a more horizontal perspective (Larsson 2014).
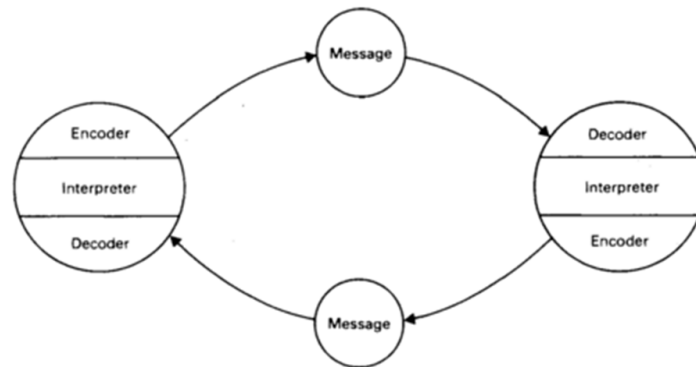
Figure 2. The Schramm model (Mcpuail & Windahl, 1993. p.19)

Figure 2 show a clear picture of a more circular point of view of the communication system and that there is possible for problem areas for the message to be revised and understand correctly (Mcpuail & Windahl 1993). This model is based on an idea of people need to socially cooperate to get the most out of the communication in the best possible way (Larsson 2014). The model is describing more into the interpersonal communication and are approaching that communication is endless and not only one-way direction of communication (Mcpuail & Windahl 1993).

3.2.3 Downward communication

Communication is related to downward, upward or horizontal forms (Harris & Nelson 2007). These forms could be analyzed as a one-way communication or two-way communication. Two-way communication always allows for questions or discussions and in most cases is seen as a more successful communication (Harris & Nelson 2007).

Downward communication starts by managers that are transforming information to employees. There are two types of downward communication, cascade- and sprinkle communication. Cascade communication is based on managers passing information downwards to the next level within the hierarchy. On every level the managers are briefly going through the information, and so on, until they reach the bottom. By communication through cascade the information will be less detailed the further down in the hierarchy (Zając 2013). Consequences of cascading are that the information could be changed, manipulated or withheld. The result of this is that the employees feel uncertainty of the safety of their job (Proctor & Doukakis 2003). The advantage is that employees will be open for receiving the message because of the less power distance. Using the sprinkle communication the information is passed directly from the top manager to all employees. The upward communication is based more likely on the employees informing manager's about a situation within the company (Zając 2013).

3.3 Communication channels

McLuhan claimed that "medium is the messages", the choice of communication channel is important to reach out maximum to the receiver and to have your message across. Who the massage is delivered will engage receivers in different ways and will affect the rate of communication (Marshall 1964).

There are different ways of communicating within an organization. Usually different channels are combining to create a more efficient way of communication. Examples of different types of channels are:

- 		*Print - and electronic channels:* includes newsletter, memos, annual reports and posters. Could also refer to new technologies e.g. email, intranets, blogs, video conferencing and electronic town hall meetings. Harris and Nelson claims that

telecommunication creates possibility for a more flexible work time and places, this has improved the productivity for organizations to have the opportunity for communicating from different places and time zones. This tends to motivate and also feel more in control if you have the flexibility witch lead to that the productivity also saves money for the organizations. The consequences are that there will be less face-to-face contact, which can make individuals feel more isolated form their organizations. The intranet is used to enhance employees and to have a more structure information system. It also connects employees and potential to bring employees together (Harris & Nelson 2007).

- *Face-to-Face channels:* includes speeches, group meetings and social events (Bruce 2007). Face-to-face, between managers and their staff, could be personally or in public. This is seen as the riches way of communication and most effective, because the receiver listens and at the same time is having a personal contact which activates more senses through the conversation. This is a good solution for resolve conflicts or for inform about major changes. By have the ability to listen when you communicate it will reduce misunderstandings, save time and build a stronger relationships (Manuela Cruz-Cunha, Gonçalves, Lopes, Miranda & Putnik, 2011).

3.4 Internal communication matrix

Inefficiency in the workplace can be an effect of poor internal communication. In order to create effective internal communication distinctions needs to be outlined based on; who communicates, to whom, in what way, with what content and for what purpose.

This internal communication matrix is an approach to internal communication management that attempts to improve internal communication practice and assist in strategic managing to engage employees (Welch & Jackson, 2007).

The internal communication matrix contains a stakeholder perspective and Scholes defines internal communication as:

"The professional management of interactions between all those with an interest or 'a stake' in a particular organization" (Scholes 1997 p.18)

Internal communication is understood here as the strategic management of interactions and relationships between stakeholders at all levels within organizations. Freeman (1984) defines stakeholders as: "any group or individual who can affect or is affected by the achievement of the firm's objectives" (Freeman 1984, p. 25). Stakeholder theories encourage visualizing an organization in different groups with different stake. When applying this theory to the internal communication the result is different stakeholder groups at different levels in the organizations. All employees, strategic management, day-to-day management, work teams and project teams are stakeholders when it comes to the internal communication with in the organization. These group or individuals can all affect or be affected by the internal communication at different levels (Freeman 1984).

Internal communication management has a tendency to have a uni-dimension on the employees.

"Employees are too often treated as a single public" (L'Etang, 2005 p.522).

To counteract this, the internal communications matrix has identified dimensions of the internal communication; internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication. Important aspects of internal communication management are the participation in the communication, the direction of the communication and the content of the internal

communication. Looking at internal communication in these dimensions and aspects leads to distinctions based on; who communicates, to whom, in what way, with what content and for what purpose (Welch & Jackson, 2007).

Internal line management communication can be found in every organization where a manager answers to the chief executive officer as line management. Internal line management communication includes communication concerning employee's roles and their personal impact. Day-to-day management like access to resources, financial management and human resource management are activities where this type of communication can be found, using methods like target setting discussions and appraisal meetings. This type of communication has a two-way direction (Van Riel, 1995).

Internal team peer communication can involve employees and managers in a team, and can in this group setting be seen as an employee-to-employee communication. This type of communication can be found in team task discussion.

Internal project communication is involving colleagues working in a particular project and the communication is evolving around the project. The direction of the communication is mainly two-ways, between employees-to-employees or employees-to-managers. The purpose of this internal communication is to deliver communication specifically about project goals (Grunig & Dozier, 2003).

Internal corporate communication focuses on communication to all employees and clear, consistent and continues communication are important factors to create employee engagement (Saks, (2006). This type of internal communication is an important dimension in the organization. Internal corporate communication is reaching out to all internal stakeholders with the purpose to create commitment, belonging, awareness and understanding for changes and aims within the organization. This type of communication has mainly a one way-direction. Research shows that the ideal and the most successful internal communication is the two-way, face-to-face communication, even so, it´s unrealistic fore senior managers to discuss strategy, face-to-face, with all employees in most organizations (Grunig & Dozier, 2003). One way internal corporate communication is hard to avoid and strategically necessary for important messages. To ensure that the internal communication content meets the needs of the employees and that the internal corporate communication isn´t seen as communication overload, research needs to be made. Symmetrical communication exists when the content of the communication meets the employees need to know and not the managers need to tell (Grunig & Dozier, 2003). If the organization has symmetrical communication in all communication dimensions and also encourage upward communication they could get knowledge about what the employees want to know. The consequences of symmetrical communication would be avoiding the information overload and instead creating commitment, awareness and belonging within the organization (Grunig & Dozier, 2003).

The internal communication matrix broadens the approach to internal communications using a stakeholder approach. This multi-dimension stakeholder approach counteracts tendency of treating employees as "a single public" (L'Etang, 2005). The internal communication matrix is a tool for planning internal communication strategies as it shows how to pay attention to different stakeholder groups and the relation to the four dimensions. In strategic internal communication all dimensions needs to be considered and the internal communication matrix shows the concept, the goals and the content and thereby effectively utilized all resources and engaging employees (Welch & Jackson, 2007)

Table 2. Internal Communication Matrix (Welch & Jackson, 2007, p. 185)

Dimension	Level	Direction	Participants	Content
Internal Line Management communication				
Internal team peer				
Internal project peer				
Internal corporate communication				

3.5 Factors affecting the internal communication

Internal communication is the heart in all organizations and the key for organizations success (Rosendahl, Olaisen & Revang, 2014). The internal communication can be affected in different way with different consequences (Gillis 2011). This chapter contains factors that can affect the internal communication in a global change project

3.5.1 Organization change

Today organizations are always in motion, and change within an organization can be seen as the heart of growth (Poole & Van de Ven 2004). There is a difference between planning a change and implementing it, and in many cases the change fails (Richardson &Denton, 1996). An important factor in a successful change is the communication and one of the biggest reasons is the inability to communicate the right information at the right time, (Smeltzer 1991), which can contribute to rumors and negativity.
The internal communication in a change project can also be affected by providing an overload of information. A lot of available information that is being internally communicated through different channel has a risk of not being paid any attention to since it´s not the information that employees request (Welch & Jackson, 2007).

3.5.2 Multicultural organizations

Diversity within organization can affect the internal communicating in the way of how it´s receive based on different cultures and norms (Gillis 2011). The diversity of culture within an organization can be seen as interferes in the attempt to create mutual understanding. This is increasing the potential for misunderstandings (Halverson & Tirmizi, 2008).

3.5.3 Globalization

Internal communication is an important factor for businesses that are becoming global since it´s affecting the efficiency within the organization and in the end the profitability. Working in global projects means that members of the project is located at different places of the world, with different experiences, different time zones which can contribute to communication challenges that in the end will affect the profitability. One of the challenges is the misunderstandings that can appear in the internal communication in global projects. A way to

improve the internal communication from a global perspective is to educate the participants about the differences which can lead to higher quality and better productivity (Zając, 2013).

Today's technology opens the door for flexibility within the work, making it possible to work at different times and places. The consequence of this is the reducing amount of face-to-face contact. This can make individual feel isolated from the organization (Harris & Nelson, 2007).

The internal communication regarding a global project is effected by the time zones. The amount of internal communication is reducing as the difference in time zones are increasing. The global communication leads to a less effective business, due to the differences in time zones (Benediktsson & Brunn 2015).

3.5.4 Power structures

The internal communication is according to Smith (2008) influenced by the power structures within the organization. The communication within the organization can shift based on the power structures in the organization. The communication can have currents like vertical communication both upstream, downstream and horizontal communication. The traditional downstream communication is seen as a one way communication, from the hierarchy and down to the organization. The upstream communication is based on the hierarchies demand for feedback and dialogs. Horizontal communication is the communication the takes place on a day-to-day basis between co-workers (Larsson 1997).

3.5.5 Organization culture

Organization culture is created after experience and each organization has their own culture. Shaping and managing the organization culture is one of the most important challenges, according to some managers since it can create a competitive advantage for the organization. To create efficient business performance the organization needs to work with creating an organization sense for communication is order maintain the involvement of employees (Beamer 2008).

To create an effective system for internal communication one important component is to create the right atmosphere for communication. The atmosphere for communication refers to the way employers choose to communicate and how the communication will be received. To create effective internal communication the organization needs to ensure a culture of communication, vertical and horizontal across the organization and a balance between formal and informal communication (Adrian, 2000).

Fill (1995) wrights that only communication with the right message and the right delivery will be received in the intended way. The organizations that effectively can communication within other cultures and can address the importance of understanding other cultures will be organizations that success and can get a global advantage in the competitive market (Bhagat, 2012).

3.6 Factors affected by internal communication

Good internal communication is a necessary factor for an organization to contribute success, growth and existences. Internal commutation is a key factor and it's involved within the process of organizing, organizational structure, power and organizational culture. Therefor many theorists base their argument that a working system for internal communication is necessary for the organization to exist (Tourish & Hargie, 1993).

3.6.1 **Employees engagement**

Internal communication is an instrument for managers to engage the employees by communicating about a re-organization or a change. By constantly update and inform the employees it will establish that they easily can identify with their organization. This will lead to a more supportive attitude towards the organization and create a trust within the organization (Unzicker, Clow & Babakus 2000). The support from employees is an advantage in organization change or critical phases. (Hoover, 2005). As Hoover elaborates

"The most important element in maintaining employee´s engagement in a difficult situation is open, honest communication. Open communication allows leaders to demonstrate that they understand the problem and are prepared to lead the company through it"
(Hoover, 2005, p. 26).

When employees is committed and have trust it will create an emotional attachment for the organization and will only have the best interest of an organization (Jan A. de Ridder 2004). Internal communication is necessary to create an understanding and deeper knowledge of the company's goals, organizational strategic direction and customer needs. This is also important for a change process, the acceptance of goals will later on translate into actions. (Heide, Johansson, Simonsson & Clarén, 2005) These aspects will avoid resistance from the employees, misunderstandings, conflicts, spreading rumors and it will enhancing service quality. As Saadia Asif (2000) analysis that is reflecting about the outcome of good internal communication will have six categories linked to the subject: a sense of shared vision, job satisfaction, service focus, empowerment, commitment and loyalty (Saadia A, 2000).

3.6.2 **Organization change**

With a change the organization will be facing the problems with residence from the employees, often it's not the change it self that is the big issue, it's how the change is presented and managed. With a change it also includes uncertainty within an organization and a lot of anxiety from the employees. For an individual to accept a change they have to be adapt physical, intellectually and emotional. For that to happen people need to have an understanding about the change and be involved, that's why internal communications is a key factor for the process of change. It's a tool to explain and preparing employees, many mistakes regarding the change process can be linked directly to internal communication (Spiker & Lesser, 1995) (Rosendahl, Olaisen & Revang, 2014).

Resistance to change is all linked to different communication problems; fear of the unknown, lack of information and uncontrolled of the situation going on. If there is a working internal communication system, the resistance should be minimized. By not giving out clear and detailed information about how the change will affect the employees there is a risk they will feel that they will lose jobs, change career or feel plain misery with the change. This will all lead to no motivation and resistance from the employee (Proctor 2003).

3.6.3 **Organizational efficiency**

The recent mentioned affecting factors have an overall impact on the effectiveness of the organization. By considering having satisfied employees and to have successful change-process the organization will have a higher level of performance. This is linked to an increasing productivity and a higher quality of work (Phelps 1997). Communications is binding employees together and create collaboration, this will increase the productivity (Bharadwaj 2014). This will all lead to a contribution for business success (Phelps 1997). Satisfying employees is not only linked to the productivity of work but also help create more

cost efficient work force that creates better quality, external relationships and at the end protects the organizations reputation.

4 Empirical data

4.1 Volvo Cars[1]

Volvo Cars develops, produce and sells premium cars worldwide. They are leaders in innovation and safety, and their values are focusing on producing safety and quality cars in order to have global success. Volvo has been producing cars in Gothenburg since 1927. In 1999 Volvo went from belonging to Volvo Group to being part of Ford Motor Company. In 2010 Volvo Cars was purchased by Zhejiang Feely Holding of China and is still the owner today.

Volvo Cars is a global brand with manufacturing in Sweden, Belgium and China. Today they are under the construction phase of a new factory site in Berkeley Country, South Caroline, USA, and are planning to start the production in 2018. Volvo Cars has invested about 500 million dollar in the new factory that is capable of producing 100 000 new cars a year. This will provide 2000 new jobs, and this number is expected to increase in line with the production. The factory will be the global production home of all new S60 Sedan, which will be exported worldwide. On an annual basic, the plant is estimated to contribute around $4, 8 billion dollar in total economic output to the region.

As can be told from the history Volvo Cars has been doing a lot of organizational changes and are expanding globally. When they opened their factory in Chengdu, China, it gave them one of many experiences for handling similar projects as the new factory in South Caroline, USA. But every project are having different challenges and at the moment Volvo Cars is facing major challenges during the construction phase and the organization have regional, financial and cultural aspects to take into account. During this project, the finance function within Volvo Cars is also implementing a new organizations structure based on the change project "One Finance" that is concerning all financial employees at Volvo Cars globally.

4.2 "One Finance"

After the new ownership in 2010, new corporate strategy and goals where developed at Volvo Cars. The finance management team strongly believed they needed a change within finance in order to reach success. Referred to internal document the organization identified three changed themes: Act as a listed company, proud to be profitable and prepared for the future, these strategy targets will set a standard how the financial organizational will operate in the future. These three themes are centralized to create "One Finance" and sets new requirements and re-organizations for the employees. To manage "One Finance" transformation the organization would need to go through three phases; First phase was to inform all the leaders and managers so they could inform their departments. Second phase was to start up with the head office in Gothenburg Sweden; they reorganized the whole Finance department in Group Finance, Global Finance Operations and Business Control. Each part plays an important role in "One Finance" and success of Volvo Cars. Today in 2016 they are in the last phases to reach out globally with the change and start the implementation of "One Finance".

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[1] http://www.volvocars.com/us/about/our-company/south-carolina-factory

4.3 **Communication channels**

To inform the employees about the change and how it will affect them, the communicator and managers are using different communication channels. These channels are used to reach out to as many people as possible in a effectively way

- According to respondents in Sweden working with the change project, the main information about the change project is communicated thorough the management structure. This way they are working downstream with the information and every manager within the steering committee has the authority if they think the information in a meeting is relevant for the employees or not, but they have the responsibility to mediate to the department they are manger for. To control that the managers are authorizes the information form the meetings they are doing samples three times every month to be sure the communication system is working within the departments.

- Meetings with employees is referred as "town hall" meetings at Volvo Cars. This is meant for the employees and leaders to meet up and share information, it's a more open environment of communication where employees always can ask questions. It is recorded to share globally. There is also global meetings for the plan managers and finance employees to meet up in Gothenburg for everybody to take part of the information and bring it back to their factory and start communicate.

- Intranet is an important tool for the whole organization to easily take part of updates on what is happening with "One Finance" globally and locally, all information about the change, webcast from meetings and newsletters can be found on the intranet. Employees think there is a lot of information about the change and there is perfect for new employees to dig in to get more detailed information about "One Finance". But as mentioned the information overload take time to sort through.

- The communicator is sending out every month a newsletter globally for every department to take part of more information about the project. They are reminding employees why the change is important and the latest updates about the project. But they are also highlighting that they are a global organization by attribute different topics about the factory's worldwide. The issues with the newsletter are for people to actually read them. The interviewed respondents have not taking time to read all of them. But they have been helpful for new employees to get the vision and spirit of "One Finance".

4.4 **Internal communication matrix**

The five respondents have all been identified as internal stakeholders towards the internal communication in this global change project. The respondents are all affected by the change and the amount of information about the change. They have all a different level within the organization and can effect and are affected by the achievements of the communication.

The respondents are stakeholders at different levels within the organization and together they contain the levels of; all employees, strategic management, day-to-day management, work teams and project teams. These internal stakeholders comprise communication like internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication.

One respondent is responsible for the internal line manager communication, who is communicating the day-to-day management to employees in America during this change. The respondent feel that there has been sufficient amount of the information during this change and that the responded has been able to communicate the right amount and the right type of information to employees based on what the respondent received. The respondent feels that there are opportunities to give feedback in this two-way communication.

Two respondents are responsible for the internal team peer communication where the communication is between employees-to-employees. The respondent have the same picture about the purpose of the change and are of the opinion that there have been a lot of information about the change and less of how they should work with the change, making it hard for them to work according to the change in the current situation but at the same time hard to pay attention to all the available information.

One respondent is communicating about the project goals of this change project, which categorizes this type of communication as internal project communication. The change project "One Finance" is divided in clear phases, meaning that different parts of the organization are being affected at different times. This contributes to different amount of communication for the employees that are included in different phases of the change. The amount of information that is communicated is based on what phases the receivers of the information are in. The communication is two-way communication but since the change project is rolled out globally there is a less amount of face-to-face communication.

One of the respondents is representing the internal corporate communication and is communicating to all employees about the purpose of the change. The respondent feels that the communication is effected by how well the employees are absorbing the information. Some employees might not even read any information and just expect that they will notice the change if it´s important. A respondent from Sweden working with the corporate communication point out how it´s important to avoid too much information and to be clear and recurring. The respondent states:

> *"The information needs to be adjusted in the way that it´s clear and simple. The communication needs to be done in the right time to reduce rumors"*

The amount of internal communication and information is based on how the information can affect the organization value. This leads to reduced information in some parts of the information, which has led to some frustration. The organization deals with this frustration by informing about the reasons to this decision.
The communication is mainly made one-way, downwards communication but there has been some amount of feedback regarding the information about the change.

4.5 Affecting factors of internal communication

4.5.1 Organization change
Respondents working with this change project points out that during this organization change there is always the risk of information not being paid attention to. There is a lot of information available but it´s a challenge to motivate employees into take on the information and see how this will affect.

The ongoing organization change has limited the information for the effected parties since they are not in the right phase to be given information or because of the fact that there is no available information to give. This has in some parts of the organization created frustration, due to the lack of communication.

Some respondents feel that during this change project there is a lot of available information about "One Finance". This has been communicated through different communication channels but the big amount of information makes it hard to give it enough attention. Even if there has been communication about the change, respondents feel that there is still a lack of detailed information about how they should work according to "One Finance".

4.5.2 Multicultural organizations

There are different opinions between the respondent regarding how they feel that the internal communication is effected by the multicultural organization and diversity of culture within the organization. Some respondent haven´t experienced how the different culture is effecting the internal communication since they feel that the American and Swedish culture is working well together, professional in their work and that it´s not affecting the internal communication. A respondent in America states:

"The way that a messaged is phrased and perceived hasn't a cultural perspective"

An other respondent in America feel that the diversity within the organization is something that has an impact on the internal communication. The responds has experienced how one message can have a different meaning for different people based on different cultures. The respondent states:

"The phrase "Passion for cars" doesn't have the same meaning for an American and a Swede"

4.5.3 Globalization

The change project "One Finance" has the purpose to reach out globally creating a more effective and unified financial organization structure. One respondent working with the corporate communication explains their concerns:

"The challenge is to reach out globally and it´s harder for all employees to see how this change is effecting them and their work"

One other respondent working with the change project in Sweden points out that the purpose is to create solidarity but it´s hard to reach out to all parts of the organization and create a common understanding. The respondent states:

"It´s important with the internal communication in this change project to make everyone attentive to the change, why and when it´s happening and to inform who is affected. In this global company it´s important with the internal communication in order to make everyone understand the change, otherwise the organization doesn't reach it´s full potential"

Globalization is also affecting the internal communication in terms of distance and different time zones.

All respondents feel that the internal communication in this global project is affected by the different time zones since it limits the available hours to work together. Even if today's technical equipment makes it possible to work together in different parts of the world, the time difference limits the hours that they can work together. For the "One Finance" project the employees feel like the project is taking more time. According to one of the respondents the time zones are contributing to people partly working when they are not supposed to work, late nights and early mornings. The respondent in America states:

"It´s all about people's ability to work when they shouldn't have to work"

The variety and amount of different internal communication channels is affected by the globalization, which can limit the internal communication and create misunderstandings about the messages. One respondent in America explains how this limitation can affect the internal communication:

"When I have a question I can´t just pick up the phones, I might have to wait until the next day to be able to ask my question and then I might have to wait another day to get an answer"

The globalization in this change project contributes to a lack and limitation of personal face-to-face contact and is according to all of the respondents a big part for a successful change project. One respondent in America states:

"You can´t rely on written and digital communication, you need a variety in the communication channels and repeating the message".

There is a different opinion about the amount of face-to-face. Some respondents feels that there has been a sufficient amount of this type of communication, meanwhile some respondents feels the need for more opportunities for face-to-face communication in order to get bigger support during this change.

4.5.4 Power structures

The power structures in different countries affect the way to communicate the change project. In Sweden the hierarchy within the organization is very flat, which affects the communication currents. One respondent from Sweden states:

"Sweden is very special when it comes to the flat organization structure and in other countries power structures and hierarchy have a bigger impact in the communication. The internal communication needs to go through the management in order to be accepted"

One respondent fells that the American organization regarding the power structures doesn´t give room for questioning of information that has been received. Other respondents feel that the communication currents are affected by the power structures and that it´s different in each country.

4.5.5 Organizations culture

According to all the respondents the organization culture is effecting internal communication in some way. One respondent in America explains how each organization has their own culture and that the cultures differ in every organization. The respondent claims:

"It´s not good or bad, it´s just different"

Some of the respondents have been propped for these communication differences from studying different cultures in order to know how to act.

One respondent feels that it can affect the way you communicate with a leader or a manager, in some organization cultures you do as you have been told and in others the communication is more open for discussion. One respondent thinks that Scandinavia has a lot of two-ways communication and feels that it´s necessary in order to make sure that the organization knows what needs to be done. In other countries like France and Germany the respondent has experienced a culture of one-way line communication. One of the respondents in Sweden feels that the communication is changed based on the culture in order to be accepted. The respondent explaines:

"The communication is adjusted depending on which culture you act in"

How you choose to communicate is, according to one of the same respondent, effected by the organization culture. The respondent states:

"The culture within the organization should be to communicate with engagement and with the right mindset to the rest of the organization. By creating this type of communication atmosphere it´s easier to get people on board with the change and this can save a lot of time and money"

According to the respondent the culture communication within the organization can limit the change project, but it can also effect the communication and contribute to an effective change project. The same respondent claims:

"Poor quality of the internal communication can result in lost opportunities"

4.6 Affected factors of internal communication

4.6.1 Employees engagement

According to a respondent in Sweden working with the corporate communication Volvo Cars are using different strategies to engage their employees by motivating them. One strategy they are working with is to set frequently personal goals that should reflect on the company goals. This clarifies how the employees can contribute to the change process and therefor will increase engagement by having a two-way communication with leaders and employees.

One respondent from America mention in the interview that it seems that managers and employees in the headquarters has matured more into the change. The respondent feels there are a lot of unspoken expectations about how they should set up the new finance organization according to "One Finance" in America, even though they never received any information about how they should do it. An employee in America feels there is a lack of understanding and detailed information about how much the change is affecting the employees personally. Same respondent explain the situation:

"In the headquarters they have lived and breathe this change for 2 years"

One respondent also feels that the manager's point of view and vision is what is transformed to the employees in America. Managers have different agendas that have created a more uncertainty within the organization.

On the other hand one respondent from America feels there is a well-structured feedback system within the organization, they have weekly meetings that gives a more open communication and opportunities for discussions. But the same respondents feel that the information partly stops at a higher level of the organization.

4.6.2 Organization change

The vision and the purpose of the change project is the same for all the respondent. Employees have access to a lot of information through the intranet and newsletters that have be given the same vision about the change project. But there are different opinions about when the project should been done. The managers from the headquarters say it's going to take many years for the implantation of "One Finance" to be done. The employees in America feels that the implementation and a working system must be done before the production of cars will start in 2018.

One respondents says that in order to get a successful change project it´s important to communicate the right mindset to get all people on board with the change. The organization is working with the internal communication through a detailed communication plan where there are several employees who are working with the internal communication. And by sending out information at the right time the organization are hoping to eliminate rumors about the project and create a good attitude towards this project. By not reaching out enough to the employees and miscommunications has led to misunderstandings and frustrations, and has affected the project by slowing down the process.

Introducing the organizational change there where mixed feelings about having "One Finance" implemented. Employees were reacting different to the change, they were feeling excited, afraid, showing resistance or passive towards the change. As mention before the organization is experience of organizational change and therefore could predict this type of reactions from their employees. Therefor the organization is working constantly with the issuing questions about answering *why* and *how* the change is affecting the employees, by using different communication channels this will answer these types of questions and minimize the negative behavior.

Two respondents feel that there has been lack of the detailed information about "One Finance" and how it should be applied in the new finance organization in America plant. One problem for the department in America is how they should manage the work that needs to be done today according to "One Finance".

4.6.1 Organizational efficiency

The project leader has encountered different problems with resistance from employees because of the change and the new organizational structure. This has taking time and energy from different managers to get everybody on the same page and understand why the change is necessary.

One respondent feels that a person needs to be "hit by the messages" at least three times to get the whole picture and the understanding. Overall the respondents in America have same vision about the "One Finance" concept, and they all feel it's a good idea.

But some respondents feel lack of communication from the headquarters because of still undefined roles in America. They have not been given information about how the financial process should be adjusted to "One Finance" and how the resources should be set up for the work America should be doing to and for the future. In today's situation one respondent has come to the conclusion that they will set up a traditional organization structure at the financial department.

5 Analysis

5.1 Communication channels

By communicating through the management structure the organization is based on downwards communication. According to Harris & Nelson (2007) the cascade communication this way the employees will be more opened for receiving the message when they have to listen to their own managers within the department. By having face-to-face communication and listen to the manager this will lead to minimized risks of conflicts and misunderstandings. This is a two-way communication, which allows questions and discussions (Harris & Nelson 2007). For this organizations this is a successful way of communication based on that the employees has a lot of questions about the change. The consequences of this type of communications are that the information will be less detailed the further downstream in the hierarchy. Also there is a possibility for the communication to be manipulated or withheld (Proctor & Doukakis 2003).

The organization is focusing on using printed- and electronic communication. They have put a lot of effort to update intranet and writing about the change in a newsletter. Because of the organization being international this is a good way of including and informing employees worldwide. The electronic communication creates more flexibility for the employees around the world to take part of the meetings and to watch the meetings afterwards (Harris & Nelson 2007). This gives the organization more opportunities to communicate and share information globally. At the end this contributes to that the employees become more productive and motivated. The consequences of watching a meeting through webcast afterwards is that the communication becomes on-way, and no room for spontaneous questions and discussions.
The organization is using intranet as a tool to inform employees about the change. According to Marshall (1964) having a well-structured intranet it will engage employees more about the change and potentially bring employees together when they know the same fact about the change.

5.2 Internal communication matrix

The organization is working well with the internal communication in different levels of the organization. This can counteract poor internal communication and create efficiency and employee's engagement in the organization. The internal stakeholder that has been identified is all effected and can affect the internal communication during this change project.
The organization is working with the internal communication in different dimension and levels during this change project, Internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication. Working with the internal communication from these different dimensions the communication can be distinguished in terms of who is communicating, in what way, with what content and with what purpose. This can, according to Welch Paul R. Jackson (2007), create efficient internal communication and working against the tendency of treating employees as "One single public". Table 3 shows the internal communication matrix for Volvo Cars.
The internal communication matrix can be used as a strategic management tool, working with the communication in a multidimensional perspective. All dimensions of internal communication, according to the internal communication matrix can be found in this change project. This shows that the organization is working with a unidimensional perspective of the internal communication, which can lead to a bigger engagement from the employees.

The internal line management feels that the information regarding the change project has been sufficient in the quality and quantity and enabling the respondent to pass along the information to employees, which according to the internal communication matrix is seen as effective internal communication. A consequence of the internal line management communication is that the cascades communication only gives the employees one view of the information that is passed along.

The two respondents that are responsible for the internal team peer communication have the same shared vision about the purpose of the change project and the respondent's feels that there has been a lot of information about the change but less about how they should work according to the change project. The respondents feels that some information has been hard to pay attention to, this can be a consequence of the information overload which can create less employee engagement according to Welch Paul R. Jackson (2007).

Internal project peer communication is represented by one of the respondents who is communication information based on the phases that each part of the organization is in. That means less information to some parts which according to Spiker and Lesser (1995) this can create rumors about the change. Since the change project is global the respondent is aware of the fact that this leads to less face-to-face communication which according to Grunig and Dozier (2003) is the ideal and most efficient method of internal communication.

Internal corporate communication is working with making the information that is communicated clear and simple, delivering information at the right time. The respondents feels that it´s hard to make sure that the available information is paid attention to. Today there are no routines in getting feedback. If the respondent would have a routine for collecting feedback regarding the amount and the content of the information that is communicated to the employees, symmetrical communication can be created. This can, according to Grunig and Dozier (2003), avoid the tendency of information overload and instead create commitment, awareness and belonging within the organization.

Table 3. Internal communication matrix

Dimension	Level	Direction	Participants	Content	Analyze
Internal Line Management communication	Line managers	Mainly two-way	Line managers-employees	Transform information from managers meetings, discussion, team briefings	Sufficient amount of information Opportunities for feedback Consequences of Cascade-communication
Internal team peer	Team Colleagues	Two-way	Employee – Employee	Team information, give feedback, team task discussion,	Well inform about the project Sharing same vision Lack of detailed information
Internal project peer	Project group colleagues	Two-way	Employee-Employee	Detail project information, goals	Limited information depending on the phase, can lead to frustration Lesser face-to-face communication
Internal corporate communication	Strategic managers	Mainly one-way	Strategic managers-all employees	Informing about the project; purpose, updates etc. Adjust information depending on the receiver	Concept of the change has been accepted No routine for employee awareness

5.3 Affecting factors of internal communication

5.3.1 Organization change

The internal communication in a change project is an important factor that can lead to a successful change project. The ability to communicate the right information at the right time is a significant part in a change project and respondent in the "One Finance" project feels that they have been communicated too much and too little information. Too much information can according to Welch & Jackson (2007) contribute to an "information overload" which leads to employees not paying any attention to the availed information, something that respondents feels that they have experienced. This can be a consequence of communicating information without knowing that type of information the employee's request.

Some of the respondent feels that there has been a lack of communicated information about *how* the employees should work with the change and this could, according to Smeltzer (1991), create rumors about the change. The frustration that some parts of the organization feels, due to the lack of communicated information, can lead to negativity toward the change project.

5.3.2 Multicultural organizations

There are different opinions regarding how the multicultural organization is affecting the internal communication. Some respondents don't feel that the communicated message is affected by different culture which can indicate that there is a mutual understanding.

Some respondents has experienced that the internal communication is being impacted by the different cultures and this can create misunderstanding in the internal communication (Halverson &Tirmizi, 2008). This is, according to Gillis (2011), an effect of different cultures and norms.

5.3.3 Globalization

The purpose with the "One Finance" project is to create an efficient and united financial organization and respondents is pointing out how it can be difficult in this global project. In global projects the face-to-face communication is reducing in the amount, comparing to local projects. The consequence of this is that employees can feel isolated from the organization, which is a contradiction to the purpose of the "One Finance" project. Some respondents have pointed out that there has been sufficient amount of the face-to-face communication while there are other respondents that feel the need for more opportunities for face-to-face communication. This divided opinion can according to Harrison & Nelson (2007) lead to some parts of the organization feeling isolated from the change project based on the lack of information. This is contrary to the purpose of creating one unified financial organization.

Respondents points out how the internal communication is limited and how this is an effect of the different time zones. Respondent feel that the limited internal communication is slowing down the change project and according to Benediktsson & Brunn (2015) the effectiveness within the organization is affected by the global internal communication and also the amount, due to different time zones. Respondent´s feels that the internal communication is effected by the less hours they have to work together, due to the different time zones, which according to Benediktsson & Brunn (2015) is an effect of global communication.

The flexibility that today´s technology brings opens the possibility to work in a global project at different times and in different places. This flexibility is an opportunity to work in different

time zones but also requires the flexibility of the employees who feels the need to work when they are not supposed to work in order to be able to communicate in the different time zones.
A misunderstanding in the internal communication is something that is affected by the global internal communications. Respondent feels that there can be created misunderstandings when the variety of communication channels are smaller than in other cases and this can affect the quality and productivity during the change project.

5.3.4 Power structures

The power structures within the organization are affecting the internal communication in terms of communication current. This impacts the amount of feedback and dialog being communicated within the organization during this change project and that it varies based on the power structure you act in (Smith, 2008). Respondents feels that the internal communication is being effected by the power structures and this could contribute to different opportunities to give feedback and different amount of dialog during this change project. According to respondents the Swedish power structures includes horizontal communication, both up and down stream and this gives, according to Larsson (1997), a chance to give feedback. The American power structure is according to respondent affecting the commination in terms of the opportunities for questioning and is communicating in a downstream horizontal current, which can affect the amount of dialog.

5.3.5 Organizations culture

Being aware of the different organization cultures and understanding that they affect the way to communicate is something that all the respondents have knowledge about. By preparation and knowledge it can give the organization a competitive advantage in the global market and bring business success (Beamer 2008).
The respondents have knowledge of the fact that the internal communication needs to be adjusted based on where in the world you act, this can contribute to the organization sending out the right message in the right way and will be received in the intended way, which is a big factor for a successful communication.
Respondents feels that it´s important to create the right communication culture and to communicate engagement and involvement. This is, according to Bhagat and Beamer (2012), an important factor to create efficient system for internal communication and contributes to efficient business success.

5.4 Affected factors of internal communication

5.4.1 Employments engagement

Mention from the headquarters is the strategy Volvo Cars is using to engage employees are to set personal goals that reflect on the company goals and that there is a two-way communication between managers and employees. According to Heide, Johansson, Simonsson & Clarén (2005) by using communication as a tool to engage employees by reflecting their own goals to the company it will motivate the employees even more. This will lead to a more supportive attitude and build a trust when the company is in a change process or crises.
The employees in America feels a lack of information about the detailed structure plan how they should work with the change. One respondent from America feels there are unspoken expectations from the headquarters. Another respondent feels that there is lack of understanding of how much the change is affecting them personally as well. All these aspects are lack of communicating about detailed information, the employees is feeling a bit

uncertainty about their work. The miscommunication and lack of detailed information could lead to employees not feeling satisfied, staring to spread rumors and conflicts. There is a risk this will affect employee's engagement that will lead to affecting company goals, strategic and not fully supporting the change project (Saadia A, 2000).

One respondent from America is feeling there is no common agenda from different managers meetings. According to Proctor & Doukakis (2003) this is a typical consequence when organizations are using a cascading model for communication. By relying on managers that they will inform the information to their employees, their own vision of the meeting is what will be transformed to the employees. The information has been changed or manipulated into the manager´s perspective of the meetings. If the respondent would have seen a more common agenda between managers they would have more clarity and feel safer about the change process.

But according to the employees in America there is an open and honest communication system. There is room for feedback and discussions after meetings, as Hoover (2005) claims that open communication allows the managers to understand the problems and prepare the company through it.

5.4.2 **Organization change**

The project leader talks about how communication is a tool to convey the right mindset to get all employees consent and support of the change. By having a communication plan and a communicator the organization has structured to focus more on the soft parts to minimize the risk of having resistance about the change. These factors must be considered because often it isn't the change itself that is the issue, it's the information about the change and preparation facing a change. All the employees have understood the concept of the change project, the organization has used the internal communication through different communication channels to update and inform all the employees. According to Spiker & Lesser (1995) this will minimized the risk of having resistance about the change and involving the employees.

The project leader has felt there have been some misunderstandings about the change project that has led to a slowdown of the process. One example of misunderstandings and lack of internal communication is that the headquarters and America have different visions of when the project should be finalized. Another problem is that there has been lack of detailed information about the information regarding the setup of the new financial organization. Proctor (2003) mention that this aspect is linked to employees feeling uncontrolled of the situation and lack of information about the process, and regarding to the theorist there is a possibility that this cause resistance from the employees.

5.4.1 **Organizational efficiency**

The project leader has felt resistance from some employees and this has taken time and energy to get them on the same page. After analyzing the internal communication by interviewing respondents from America, it's clear that the employees have understood the concept of "One Finance", it's clear they have all understood *why* the change must be done and accepted the change. If everybody within the organization has an understanding for the change process and are working in the same direction, the organization will be working faster and more efficiently (Bharadwaj 2014). According to Phelps (1997) increasing satisfactions for the employees will also contribute to more efficiency, effectiveness itself for the company leads to earning time and money.

But lack of internal communication will affect the change process and the effectiveness of the change process. Volvo Cars has worked a lot with answering the question *why* they are doing a change. The employees in America felt a bit unsatisfied with the detailed information about

how they should work with the change. The result of not given this information is linked to lack of collaboration from the headquarters. By not collaborating and sharing detailed information Bharadwaj (2014) claims this could lead to unproductivity in the future.

6 Discussion

The purpose of the thesis has been fulfilled, the internal communication during a change project has been analysed and outlined the aspects that can affect and be affected by the internal communication. According to the internal communication matrix the communication at different levels has been analysed during the change project.

The case study is a global change project in a global company, because of recourses the thesis is limited in terms of only studying the American perspective were the change project is rolled out. To continue this research it would be relevant to collect data from other parts of the world that are involved in this change project. To have interviews with respondents from other levels within the organizational hierarchy and are affected by this change in other ways would be a way to continue this research.

This thesis is concerning the internal communication during a global change project, which makes it relevant and can be applied in other global companies. The result can concern several global companies since the internal communication has a key role in a successful change project, (Rosendahl, T., Olaisen, J. & Revang, O. 2014).

The affecting and affected aspects are relevant for other global companies. Internal communication is necessary for success, growth and existence and thereby organizations needs to be aware of how factors as; diversity in cultures, power structures, globalization and organisation culture is effecting internal communication. The internal communication can affect the profitability in an organization (Zając, J. 2013), making it relevant for global companies to consider these aspects.

Employees engagement and job satisfaction can be effected by the internal communication during a change project (Hoover, 2005) and thereby effecting the working environment. By taking into account the importance of internal communication, a sustainable working environment can be created. Making sure that employees understand the change and how they will be affected.

Improvements regarding the "One Finance" project would be to implement routines of making sure employees understand the change and how it will affect them. Today there are no standard routines in this process, which can be an implementation that could improve the awareness of this change. Today there is a lot of information available about "One Finance". Employee's feels that it´s hard to pay attention to all information. This can create information overload, which is inefficient internal communication (Welch & Jackson, 2007). Knowing what information the employees want to know and needs to know the internal communication could be more effective.

There is a lot of information available about the change project "One Finance" but less information about how the employees should work according to the change. This lack of detailed information is creating frustration and anxiety. The lack of detailed information is a conscious decision from the headquarters, since all parts of the organization shouldn´t get that type of information at the same time. Some parts of the organization are waiting for information and some parts of the organization is holding back on the information. This indicates that there is a lack in the internal communication system which can contribute to an inefficient change project. An improvement to this problem could be to communicate more information about *when* and *how* the organization should work according to " One Finance ".

The problem that has been identified that were outside the aim of this thesis is that we could see how individuals and personal relationships could affect the internal communication during this change project. This was an aspect that was not the aim of this project since the purpose was to identify aspects that can affect the internal communication from a global perspective.

The thesis includes sustainable development from both an economical and human perspective. Working with internal communication system can improve the employee's satisfaction which can contribute to social sustainability. Social sustainability has a connection to economical sustainability. Employees satisfaction can contribute to increasing productivity and results in economical sustainability.

7 Conclusions

To answer the main research question the interviews were conducted at Volvo Cars in Sweden and America. The conclusions is based on the answers from the interviews and result from the conceptual framework chapter.

How is the internal communication functioning in a global change project?

The organization is working with different types of communication channels to reach out globally about the change project. One way to reach out globally is through electronic communication which has created an efficient way of internal communication. Manly the organization is using cascade-communication. This contributes to face-to-face communication and is the riches way of communication. The consequences of this model are that there will be less detailed information in each step of the hierarchy and there is also a risk for the information to be manipulated. To clarify how the organization is working with the internal communication the internal communication matrix has given an overview of how they work with the internal communication in different levels of the organization during this change. Internal stakeholder to the internal communication has been identified who all represent different types of internal communication which is a way to create effective internal communication. From an internal communication matrix perspective the conclusion is that the organization has an effective internal communication system.

The two following sub-questions were as well conduced with interviews at Volvo Cars and linked to theoretical framework.

What factors are affecting the internal communication from a global perspective?

In this global change project there are factors that can affect the internal communication. Factor like; organization culture, multi-cultured organizations, organization change, power structures and globalization are all effecting the internal communication in different ways. These factors affect the communication in term of how to communicate, affecting the amount of internal communication, affect the pace of the internal communication, the currents of the internal communication and can create misunderstandings in the internal communication.

How can the internal communication affect the organization?

By having an open communication system this has increased employees engagement regarding the change project. Overall the employees feel they have been well informed about the concept of the change and this has created an acceptance from the employees. But the lack of detailed information of how they should work with change has created frustration and misunderstandings, in the future this could lead to unproductivity. Overall these factors are related to the effectiveness within the organization. The employees has accepted the change project and everybody has an understanding for the project this will lead to efficiencies, result in earning time and money.

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Appendix

Appendix 1

Interview Guide Internal Corporate Communication

Introduction questions
- Tell us about yourself, what is your role and profession in the organization? What are your assignments?
  Describe the current project, "One Finance"?
- What is the purpose with this change project?
- Which phase is the project in today?
- When do you consider this process to be finalized?
- For your role in this project describe why internal communication is important?
- How is the organization working with internal communication systems?

Communication Channels
- What internal communication channels are you using within your work?
- When do you think the internal communication is functioning well?
- Can you give examples of when you experienced internal communication problems? How did it affect your work?
- How do you think the internal communication can improve?
- During this project, what challenges with the internal communication do you predict?
- What do you consider is effective internal communication?

Internal Communication Factors
- What do you consider are factors that can affect the internal communication during this project?
- How do you think global/multicultural factors have an impact on the internal communication in this project?
- How do you adjust the communication based on the receiver?
- Why is internal communication important for this project?

Appendix 2

Interview Guide: Internal Project Communication

Introduction Questions
- Tell us about yourself, what is your role and profession in the organization?
- What are your assignments?
- What is your role in this project ("One Finance")?
- Describe the current project, "One Finance"?
  What is the purpose with this change project?
- Which phase is the project in today?
- When do you consider this process to be finalized?

- Why is internal communication important for this project?

Communication Channels
- What internal communication channels are you using within the project?
- Can you give examples of when you experienced internal communication problems? How did it affect your work?
- During this project, what challenges with the internal communication do you predict?
- How do you think the internal communication can improve?

Internal Communication Factors
- What do you consider are factors that can affect the internal communication during this project?
- Have you experience factors like organizations culture, power structures and culture differences having an impact on the internal communication? If so, in what way?
- How do you consider the globalization being an impact on the internal communication in this project?
- What factors regarding internal communication do you consider is important for a successful change project?

Appendix 3

Interview Guide: Internal Team Communication

Introduction Questions
- Tell us about yourself, what is your role and profession in the organization? What are your assignments?
- What is your role in this project ("One Finance")?
- Describe the current project, "One Finance"?
- What is the purpose with this change project?
- In what way is this change affecting you?
- Which phase is the project in today?
- When do you consider this process to be finalized?

Communication Channels
- How do you receive information about this project?
- Do you feel there are any opportunities to give feedback during this project? If so, how has it been received?
- During this change process what do you consider about the quantity and quality of the internal communication and the information?
- When do you think the internal communication is functioning well?
- Can you give examples of when you experienced internal communication problems? How did it affect your work?

Internal Communication Factors
- What do you consider are factors that can affect the internal communication during this project?
- Have you experience factors like organizations culture, power structures and culture differences having an impact on the internal communication? If so, in what way?
- How do you consider the globalization being an impact on the internal communication in this project?
- What factors regarding internal communication do you consider is important for a successful change project?

Appendix 4

Interview Guide: Internal Line Management

Introduction Questions
- Tell us about yourself
- What is your role and profession in the organization? What are your assignments?
- What is your role in this project ("One Finance")?
- Describe the current project, "One Finance"?
- What is the purpose with this change project, in what way is this change affecting you? Which phase is the project in today?
- When do you consider this process to be finalized?

- Why is internal communication important for this project?

Communication Channels
- From your position how is the communication and feedback streaming?
- Can you give examples of when you experienced internal communication problems? How did it affect your work?
  How do you think the internal communication can improve?
- During this change process what do you consider about the quantity and quality of information about "One Finance"?
- Based on the information you have received do you feel prepared for the change and give further information to your employees?

Internal Communication Factors
- Have you experience factors like organizations culture:, power structures and culture differences having an impact on the internal communication? If so, in what way?
- How do you consider the globalization being an impact on the internal communication in this project?

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