



Kurskod: SKPM08

Termin: VT 2015

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*MSc Thesis*

*MSc in Strategic Public Relations*

*jointly delivered by the University of Stirling and Lund University*

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# Internal Communication as a Tool for Enhancing Employee Motivation

*Case Study of Roche Latvia*

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# Abstract

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## **Internal Communication as a Tool for Enhancing Employee Motivation: Case Study of Roche Latvia**

This dissertation examines the role of internal communication in enhancing employee motivation. As a role model – pharmaceutical company Roche Latvia was chosen.

Roche Latvia is one of the Top 3 leading pharmaceutical companies in Latvia (Roche, 2015), and is seen as the main and most important contributor in educating patients and doctors, as well investing research and donating to charities. The author set out to research whether company that is so socially active on the outside, and is perceived as respectable and trustful would also take such good care of its own employees.

To explore the role and interrelation of internal communication and employee, this dissertation analyses empirical data gather through 24 surveys and 3 in-depth interviews with Roche Latvia employees, as well academic literature about internal communication and employee motivation.

The information and data analysed during the interviews and surveys, provide answers to research questions, and helped to conclude that internal communication is vital part of the process for enhancing employee motivation, and that there are different channels and instruments of internal communication to do so.

*Keyword:* Internal communication, employee motivation, Roche

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**Total word count: 15 041**

# Introduction

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Thought out and targeted communication is a vital factor for a successful functioning of an organization. Prosperous internal communication contributes to business objectives in supporting mutual understanding between different departments (Wimmer & Dominick, 2010). Information flow through several management levels of company needs to be developed, as this aspect is one of the main corner stones for effective communication in organization. There are various definitions for what communication stands for, but nevertheless, today's leaders in business, government, and non-profit sector agree that communication is important, and even vital for the functioning on any kind of organization. Nowadays, it can be quite hard for medium and large enterprises to work effectively without a well-developed and sustained internal communication system (Cheney, Christensen, Zorn, & Ganesh, 2011).

Motivation is a combination of various factors that encourages people to perform certain actions. Without employee motivation, it cannot be expected that outstanding results and excellent work performance will be achieved (Martin, 2004).

Communication and motivation, as concepts go hand in hand. Effective internal communication needs to create an overall positive attitude towards the company and work - at the same time increase satisfaction, motivation and willingness to work. People deliver better results if they can communicate and fully trust each other (Smith & Mounter, 2005).

For pharmaceutical company Roche Latvia, it is important to enhance and promote employee motivation, in order to increase company's service quality, contribute to Roche Latvia development and growth, as well to receive greater return from employee's daily tasks.

**Thesis objective:** to explore internal communication, its meaning and importance in promoting and increasing employee motivation in Roche Latvia

To meet the thesis objective several **tasks** were set:

1. Explore theoretical approaches of organization's internal communication.
2. Explore the concept and theoretical approaches of motivation.
3. To research and analyse internal communication, its channels and tools in Roche Latvia.
4. Research the level of motivation for Roche Latvia employees, and the interaction of internal communication and employee motivation through surveys and in-depth interviews with three different level managers.
5. Make conclusions about the role of internal communication in promoting employee motivation in Roche Latvia.

**Research object:** Pharmaceutical company Roche Latvia.

**Research question:** Does internal communication advances employee motivation?

*Sub-question 1* – Is internal communication process planned?

*Sub-question 2* – What internal communication methods are used?

**Research methods:** To perfume the research and achieve the thesis objective, the author used following research methods:

- semi-structured interviews (three different level managers – general manager, business unit manager and product manager of Roche Latvia);
- survey (distributed to all employees of Roche Latvia).

The thesis consists of three main chapters. The first chapter deals with theoretical framework for the study, it captures concept of internal communication, employee motivation and the relation between these two concepts. The second chapter presents the chosen research methodology, and explains in detail the research approach and the used methods to gather empirical data, as well any previous research that is relevant for his study. In the third chapter, the author presents the case study- company Roche Latvia, its organizational structure, internal communication system, empirical data gather from the interviews and survey, as well the data analysis. As a result of analysis and research that has been completed, the author has prepared meaningful and relevant conclusions relating to advancing employee motivation through internal communication.

# 1. Theoretical framework

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The first part consist of three subsections – concept of internal communication, employee motivation and– the relation between these two concepts - the third subsection will provide a theoretical description of the importance of internal communication for motivating employees and how to promote employee motivation by using internal communication as a tool. This chapter presents the theoretical framework for the study.

## **1.1 Internal communication**

Communication is an important and defining feature of any organization, and subsequently internal communication exists in every organization and is an integral part of public relations. Assigning great attention directly to company's internal communication, can lead to increase in employees' dedication and improve overall work performance (Mumby, 2013).

Public Relations classic James E. Grunig (1992) writes that the communication aims to provide an understanding of information. Upon entry into the exchange of information and the use of symbols, we try to share information and to obtain its understanding. Symbols that create communication also are used, such as - gestures, facial expressions, tone of voice, posture. One of the goals of communication is to create some kind of attitude. A conversation between the manager and employee can help manager to understand employee's attitude towards work and the level of trust that the employee places within the manager.

People are in contact with each other on a daily basis, it is almost impossible to function without any kind of communication, and for this reason, at first glance it may seem that this process is very simple and self-evident to everybody. In fact, communication is a very complex field, as there are many reason for that - the dependence and authority, when communication is often subject to the organization's hierarchy; expert syndrome - often one of the parties prevail in certain information exchange, forcing the other party to feel



uncomfortable about the limited knowledge that it possesses; non-verbal communication - the signals sent by our body reveals our mood, such as irony or sarcasm; motives - often when people hide their true motives, which can make audience sceptical and, of course, also significant is the situation where the speaker and the listener sometimes perceive the same information in different ways, because we all interpret things differently (Dominick, 2012).

Dieter Herbst (2007) argues that internal communication is an essential part of each company, its main function is to transfer information. Internal communication within the company is not just a technical process for distributing information for the employees. Its central element is the people with their own emotions, attitudes and relationships. Therefore, internal communication should be looked at as something inspiring, something that generates involvement and mutual trust-building process. Information distribution is not enough. It is advised to reduce the "information distribution", and increase the time for working together, showing interest in colleagues and job tasks. Good internal communication does not necessarily require large expenditures. Engaging events in different groups, using non-formal type of communication can achieve more than just a simple introduction of new intranet system.

The first people to be responsible for how internal communication is developed and maintained are the board of the company, after them it is the middle level managers. Internal communication is an integral aspect of qualitative leadership, so it is necessary to speak about it during management meetings. Herbst (2007) argues that internal communication is an important and vital part of everyday life and it is necessary to talk about it in all company's meetings, discussions, in order to set and achieve a goal. Human resources and public relations professionals are experts in internal communication, and sometimes even coaches, instead of being the "communicators", even though in reality usually public relation professionals are the main communicators and trend setters for how internal communication within the organization should be developed (Herbst, 2007).

Communication is contact, where social - psychological approach is defined as direct or indirect interaction process, which aims to influence the partner's behaviour, emotions, attitudes and approach, as well the level of activity and performance (Herbst, 2007).

Any communication is an activity, it does not happen by itself, but is deliberately constructed. We communicate in the way we have been taught in the family, at school, at work, in the community, the country, the environment in which we are born and raised. The communication needs to be complete, understandable and unambiguous, efficient, reliable, timely and accessible, because successful internal communication can also form the external image of organization - its reputation. Organization's reputation is made of its brand, the product, but also from its employees (Simcic Bronn, 2010).

In every organization, it is important to show initiative to the employees in expressing their idea, concerns and suggestions. This can be considered as one of the most crucial steps for the managers to identify and understand any existing problems or worries, presented by the employees. The company's internal communication is extremely significant for employees to identify themselves with the organization's ideas and vision , subsequently leading to work done in accordance with the mission and strategic objectives of organization as well for maintain a constructive relationship within the organization.

Internal communication effectiveness can be measured not only by the exchange of information and satisfaction studies. However, the most important variable to measure is how well managers interact with their employees, how they understand the way their employees think and feel, what are their concerns and suggestions. Internal communication's central element is the people with their own emotions, attitudes and relationships (Drafke, 2008).

It is vital for the organization to inform its employees about any possible developments or changes concerning the company, so that subsequently the employees can fulfill all the obligations and expectations in accordance with the values and standing of the organization - so that actions of the organization and actions of the employees would be in sync (Drafke, 2008).

In terms of internal communication's tasks and functions, Joseph Dominick (2012) states that one of the tasks of internal communication is to help each employee to understand his/her role in the company, raising awareness of the organization's goals, values, standards and principles, so that employees can make decision by themselves that are in line with the corporate interests of the company.

Continuing the theme of internal communication tasks, few of the most important are:

- To inform employees about their work and their personal commitment to the welfare of the company's development;
- Gain trust of employees and create a feeling that the staff has an important role in the company's growth;
- Creating a loyal and responsible team;
- Meet employees' wishes to receive more information about the company's business;
- To inform about objectives, results, changes in leadership, management activities (Cutlip, Center, & Broom, 2005).

The presence of internal communication is vital to the success of the organization. In practice, internal communication is generally not appreciated enough, considering it only for the exchange of information within the company. Internal communication supports unity on the way to achieving the objectives of the organization, as well it constantly helps to evolve business environment. It should be considered as an essential aspect for the organization to accelerate cultural development and maintenance of its core values. Successful internal communication facilitates the achievement of business goals as it supports and enhances mutual understanding between the various departments (Wimmer & Dominick, 2010).

There could be many functions listed for internal communication, but according to Cutlip et al. (2005) internal communication has four functions:

- to advance the objectives;
- to coordinate the activities planned by the organization;
- to ensure the management of the organization with a scene that reflects the organization's internal processes;
- introduce employees with the company's internal culture.

### ***1.1.1 Types of internal communication***

Internal communication can be divided into formal and informal - internal communication can be formal (objective rules, the main directions of a pre-

planned information - meetings, informative material) and informal (talks, discussions, spontaneous meetings, rumours, etc.) (Wood, 1999).

Formal communication refers to company's management planned communicative activities and their implementation. Informal communication activities take place spontaneously, in parallel with the formal communication. Both the one and the other form a whole and are inseparable. Unfortunately, formal, scheduled communication only rarely satisfies the needs of employees (Smith & Mounter, 2005).

Formal communication within an organization according to Larkin and Larkin (1996) can be characterized by three main areas:

- Downward communication - the flow of information from managers to employees;
- The upward communication - the flow of information from employees to managers;
- Horizontal communication - the flow of information between departments.

The author believes that circulation of information in all levels of company need to be develop for the general corporate internal communication to be successful. Downward communication, each enterprise is self-evident, because the manger gives the orders and informs employees about what is happening and lists their duties. In contrast, upward communication may not seem so natural and easy to understand, but each manager should be aware that the acquisition of information by employees can play an important role for the company to function efficiently (Larkin & Larkin, 1996).

In academic literature you can also find formal communication divided into two levels - vertical and horizontal communication,

- Vertical communication takes place from top to bottom: the highest hierarchical levels report to lower level employees. At the same time there is a transmission of information in the opposite direction – from the lowest in the hierarchy - the highest;
- Horizontal communication is an important addition to the vertical communication. Horizontal communication takes place between equals (one level) personnel and organizations subdivisions (Wilcox & Cameron, 2006).

### ***1.1.2 Channels of internal communication***

Internal communication - it is the exchange of information between employees of the organization; their goal is to meet both the informant's and the recipient's needs. This information exchange is provided by internal communication channels and relationship between employees of the company. Successful internal communication's strategy is a very important tool for building successful internal communication channels (Mumby, 2013).

Internal communication's channels can be divided into several categories:

- By the type of communication - verbal and non-verbal communication channels;

- By the direction of information's transmission - vertical and horizontal communication channels (orders, instructions, briefings, meetings);

- By the type of contact with the communication partner - direct and indirect communication channels. Direct communication channel provides aural and / or visual information between sender and recipient. For example, meetings, phone calls, public speaking, it is based on direct contact with a partner. If during information's transmission, communication partner is absent, it becomes an indirect communication;

- By the form of communication - formal and informal communication channels. An example for formal communication channel - organization's decision-making procedures which foresees all the formal procedures. Informal communication channels are with free flow of information - management meetings with their subordinates in the workplace, employee conversations over lunch breaks, informal interpersonal communication outside of work, common events such as Christmas parties, sports games, bowling tournaments, etc. (Grunig, 1992).

Nowadays, there are a lot of different ways for sending information to employees and creating a relation for feedback. To be able to weigh in on which channels are the most effective to use, it is required to know what each of these communication channels includes.

For internal communication to succeed and be efficient, it is vital to choose the right and most suitable channels for information exchange process, to choose the channels that serves the organization in a practical and beneficial way.

There are several internal communication channels that are used in organizations –

- Corporate events;
- Meetings;
- Company newspaper;
- Electronic communication (e-mail, Skype, Facebook);
- Company TV;
- Phone and video conferences;
- Intranet (internal network);
- Debates, discussions (Farrant, 2003).

According to Cutlip et al. (2005), some of the most effective information transfer channels are those containing verbal communication. Information capture and utilization in terms of verbal communication is much more effective than written communication. First of all, face-to-face communication offers the information sender to create a reciprocal link with the information recipient.

Secondly, when manager needs to transfer negative information, written criticism can cause a stronger emotional reaction than expressing it verbally. Personal communication can soften the blow. Besides praise and compliments, expressed in person are much more impressive than if they are presented only in writing (Cutlip, Center, & Broom, 2005).

On the other hand, not all information can and should be presented in face-to-face communications, sometimes it should be done in writing. It all depends on what kind of information the communicator wants to pass and what are the set goals. Information that is urgent and vital for the company, should be provided and presented by the manager in person. For the transfer of information required for daily work, electronic communication channels are often used such as e-mail, intranet and telephone (Smith & Mounter, 2005; Cheney, 1999).

According to Veinberga (2004), company's internal communication channels can also be divided into primary and secondary channels. Primary internal communication channels - which contain face-to-face or verbal communication:

- Senior management announcements;
- Senior management meetings and lunch;

- Employees' forums;
- Team notices;
- Focus groups;
- Award schemes;
- Employee meetings.

Secondary internal communication channels - information is transferred through internal documentation or by other types of channels that do not provide face-to-face communications:

- E-mail;
- Internet;
- Employees' publications;
- Video and audio conferences;
- Surveys and questionnaires (Veinberga, 2004).

Before choosing any kind of communication channels, communication goals and tasks should be set. Table 1.1 shows the features and characteristics of organization's internal communication channels that should be taken into account when choosing the appropriate method depending on the communication goals and the target audience.

Table 1.1  
Characteristics of different communication channels (Veinberga, 2004, p. 25)

<b>Communication Channel</b>	<b>The ability to provide information</b>	<b>The ability of fact inclusion</b>
Face-to-face discussion	The highest	The lowest
Phone call	High	Low
E-mail	Average	Average
Letter	Average	Average
Formal written statement	Low	High
Brochure	Low	High
Formal numeral statement	The lowest	The highest

By analysing Table 1.1, it can be seen that face-to-face discussion possesses the highest ability to provide information, but the ability to present facts is lower, it could be explained by the stress experienced by employees, when they are talking to their supervisor. Phone call has a high availability to provide information, nevertheless facts incorporation rate is low, as while talking on

phone we do not have a sight of the person we are talking to, we are a little harder to comprehend and accept some information. But the information handed in a written way, possess a great ability to include facts, but on the other hand is not so successful in providing information, consequently the ideal way is to present written documentation during a face-to-face communication (Veinberga, 2004; Wood, 1999).

For choosing internal communication channels, it is required to look at the following phases of communication process:

- Sender formulates ideas, selects the information;
- The information is encoded and is in communication channel selection;
- Sender develops and delivers a message;
- Message is decoded and the information is perceived;
- Receiver interprets the message and creates an answer, the receiver shall reply to the sender (Farrant, 2003).

A wide range of communication channels increases the chance that the information will reach the recipient and will be correct and truthful. For example, if an employee did not understand what the information sender wanted to convey over e-mail, then the chance that she/he will understand it during a meeting or conference significantly increases, but if this does not help, then the information sender can personally contact the employee and use other information transfer channels (Mishra, Boyton, & Mishra, 2014).

To all of the above, it should be noted, that it is imperative to formulate communication objectives and goals, of course, they need to be achievable and realistic. And by the manner in which the set objectives and goals had been achieved, effectiveness of internal communication can be determined (Smith & Mounter, 2005).

### **Written communication**

Even in the era of new communication technologies, communication in print is still present as a channel for internal communication. Generally, the goal of these publications is to keep employees aware of the organization's business goals and objectives, they provide staff with information that can enable them to effectively perform their responsibilities, informing staff of company's and employees' individual achievements and successes, educating employees about



any updates regarding the organization (Smith & Mounter, 2005). Nevertheless, written communication should be followed up by a face-to-face communication to reach the total level of efficiency (Klein, 1996).

Several types of written communication can be distinguished:

- Notices and Newsletters

These channels can be considered as the key stones of written communication. They are mostly used for transmitting information rather quickly, as it is easier to put together a newsletter than a whole publication/newspaper (Smith & Mounter, 2005).

- Summaries and annual reports, employee surveys

Reports, summaries and surveys provide the opportunity to reflect and deepen the understanding on individual and organizational work within the company. These communication channels ensure a predictable, controlled daily work of organization (Farrant, 2003).

- The company's internal publications/newspapers

The content of company's newspaper tends to be a mix of more non-urgent company news and news concerning employee social life. Newspapers and publications can possess an informational and educational role in the way that management communicates with the employees. It can also introduce employees with each other, offer support and valuable information to the staff. In the creation of newspaper, employees should participate, as they know best how to meet the need for information about their jobs and the company (Wilcox & Cameron, 2006).

- "Info Express"

Flyers, which briefly inform employees about any events at work, such as upcoming deadline or significant decisions made, staff turnover, advertisements, accidents (Wilcox & Cameron, 2006).

- Notice boards

Notice boards are seen as one of the most primitive channels for formal internal communication. This is a useful communication channel for distributing information that requires to be seen longer than e-mail on the computer screen, but does not necessarily require face-to-face communication. The content of notice boards should be dynamic and frequently renewed and updated (Smith & Mounter, 2005).

Written communication is a form of communication that provides information expressed in written form (orders, reports, articles, letters, reports, descriptions, etc.) exchange (Farrant, 2003)..

### **Face-to-face communication**

Face-to-face communication can take in many different forms and ways - meetings, conferences or department employee negotiations, etc. Using personal communication, information can be provided directly, listen to the opposing ideas and to discuss them, as well as to take into account employees' feelings, emotions and body language. Employees can ask question that are important to them, manager can explain everything altogether and clarify misunderstandings (Quirke, 2008). If there is a possibility that the information may be distorted, it is accompanied by written information (Grunig, 1992).

According to Cutlip et al. (2005), several types of face-to-face communication can be distinguished:

- Conversations with employees

Conversations of personal nature between manager and employee are not interchangeable with anything else. This internal communication channel, provides possibility to instantly receive your partner's feedback, which undoubtedly makes these conversations completer and more productive.

- Discussions

Provides a valuable, direct and trustful exchange of views and information. In this process, very important are good improvisation skills, excellent knowledge of the discussion topics and the desire to listen to criticism and tricky questions.

- Meetings, presentations, small group discussion, seminars

During any kind of meetings, employees come together and have the opportunity to do both - to speak and to listen - a two-way communication. Such meetings take up a lot of direct labour hours, but in future perspective they are beneficial as they help to generate new ideas and consolidate the team (Cutlip, Center, & Broom, 2005).

In organizations, personal communication is very important – as such way of communication is the most appropriate way for discussing important and vital issues and questions (D'Aprix, 2009).

## **Electronic communication**

Since the decisions need to be made more and more quickly, the information has to flow even faster. With traditional communication channels such requirements are no longer enforceable. However, caution should be used in electronic communication, as it poses a danger to 'drown' its users in information. Therefore the need for a reasonable choice of data and facts is required, and at the same time, you need to carefully plan and manage the data flow, to not create an avalanche of information for the employees (Smith & Mounter, 2005).

Several types of electronic communication can be distinguished:

- Intranet

An intranet is a communication and working platform on which you can quickly transmit data in electronic format, text, images, etc. Intranet is the company's internal website. The goal of Intranet is to promote internal communication, the exchange of information in the company. In addition, it happens very rapidly and independent of location, time and staff hierarchies. To ensure data security, Intranet is not accessible from the outside and usually is strictly confidential (Smith & Mounter, 2005).

- E-mail

It is faster, less formal and more functional. Business correspondences e-mails should not be too informal, to become impolite. E-mails possess the benefit of transferring messages in fast and confidential way, and in that way it has become one of the most used internal communication channel at this moment (Farrant, 2003).

- Company's website

A form of communication, which needs to be regularly updated with the latest information in order to be sufficiently effective (Cutlip, Center, & Broom, 2005).

Establishment of internal communication also provides benefits for external communication such as a stronger external image - reputation, which can attract new business partners, employees (Simcic Bronn, 2010).

Electronic communication is an interaction between employees, and is carried out via computer network or wireless technologies such as instant messaging, e-mail, news groups, discussion web site / forums, blogs, and other digital media.

The Internet has become affordable and widely used source of information.. E-mail and websites are indirect methods of communication. The author believes that direct communication is more effective and provides greater contribution to the formation of internal communication in an organization, nevertheless e-mail still provides many practical and beneficial features.

### **Summary**

Internal communication development within a company is a complex process that requires many different and divers ingredients, such as different communication channels and forms. The difficult part of this process is to create the reciprocal link between manager and employees, and within employees themselves. The information provided should be easily understandable and unambiguous, otherwise there is possibility for misunderstanding, rumour and conflict development. To prevent this, employees should have good communication skills, as well the internal communications system should be well developed and maintained (Cheney, Christensen, Zorn, & Ganesh, 2011).

Nowadays, there are a lot of various kinds and ways how to communicate within the company. There are direct and indirect internal communication channels, such as electronic communication, telephone, meetings, conversations. Manager is the one who has to choose the internal communication channels, that are the most effective for the organization. However, this will work at its best, if management informs employees, listens to their opinions, proposals and suggestions (Mishra, Boyton, & Mishra, 2014).

Businesses communication occurs both in writing and face-to-face, formally and informally. If it is necessary to determine which of these forms of communication - formal or informal - are more efficient, it would be a form of formal communication. In ideal scenario, the company should have both, but informal communication is not strictly controlled and monitored, but still can possess great beneficial factors – such as increase employee trust, motivation and level of engagement (Smith & Mounter, 2005).

For internal communications to be considered effective, the company's management and employees have to work in accordance with unified objectives and goals. And most importantly, employees need to be continuously informed about the various change processes that happen in the company (Farrant, 2003).

## **1.2. The concept of motivation**

Motivation is a combination of various factors that encourage people to perform certain actions. Without employee motivation, it cannot be expected that outstanding results and excellent work performance will be achieved (Martin, 2004). For motivation, as a factor to work - it is necessary to maintain it at all times, providing new stimulus continually.

Motivation is an incentive, a pay, a performance stimulation. According to several authors - there is only one way to impose people to do what you want them to do - there is a need to ensure that they want to do it. Motivation must come from the individual himself/herself (Babcock & Morse, 2002).

According to Timm and Peterson (2000) the purpose of motivation is to create a desire to stimulate the employee's efforts at the highest level, so that subsequently the employee by using his/her efforts would improve the performance of the organization and at the same time also meet his/her own needs and objectives, as performing meaningful job.

For the first time the word "motivation" was used by Arthur Schopenhauer, German philosopher, in an article written by him "On the Fourfold Root of the Principle of Sufficient Reason." After this term was introduced it became a counter- term a in psychology and sociology to explain causes and effects of human behaviour (Wicks, 2015 ). There have been many different researches performed and theories developed around motivation, some of the most famous are - Maslow's need – hierarchy theory by Abraham Maslow, Herzberger's two – factor theory by Frederick Herzberg and Goal setting theory of motivation by Edwin Locke.

Motivation is a dynamic process in which the use of psychological, social and economic, as well as the legal methods and tools, contributes to employee's and organization's goals. To motivate means to persuade employees to do their utmost to promote the organizations and group goals. People are the most valuable resource of the organization, but at the same time, they are the only resource that is able to act against the organization's objectives. That is the reason why enormous emphasis should be put on the importance for employee motivation so that consequently they would use their skills and experience for the benefit of the organization (Timm & Peterson, 2000).

Motivation theories are trying to explain the behavior of employees and direct it in the desired direction. Management success will always depend on the link between motivation theory and practice. As mentioned before, employees are a vital part of an organization, so a substantial effort should be implemented to use their energy for benefit of the organization (Armstrong, 2003).

As it can be seen, many authors have many different definitions of what is motivation and motivating. But the main idea remains the same - that motivation is necessary for each employee to do the job more efficiently and improve the company's operations and increase revenue (Kolonoski, 2011), as well enhance the level of satisfaction for themselves and life in general (Judge & Watanabe, 1993).

It is considered to be a great motivation factor, for the management to listen to ideas and suggestions that employees express (Miles, Patricks, & King, 1996). It is important for employees to feel that the workplace is interested in him/her as an individual, that his/her opinions and ideas are heard (Mayo, 1949).

There are several processes that can be listed as an outcomes of the influence that motivation as such posses:

1. The employees receive satisfaction about their job and daily tasks;
2. The company saves money, as the work can be done with a smaller number of employees;
3. Maintaining the necessary and loyal employees, as motivated person will not change job (Armstrong, 2003).

Management is responsible for providing the maximum care possible for the employees' sense of stability, thereby stimulating long-term motivation (Lu, 1999), which is quite challenging to maintain in nowadays ever-changing business environment.

From the above it can be concluded that motivated employee is also a self-satisfied employee, and will work with a greater passion and result return (Judge, Locke, & Durham, 1997), since the employee is convinced that his/her contribution to the company will be assessed and thanked for, and it should be done accordingly to their type of motivation - intrinsic or extrinsic.

### ***1.2.1. Types of motivation***

According to Richard M. Ryan and Edward L. Deci (2000), there could be two types of motivation distinguished – intrinsic and extrinsic.

Intrinsic motivation stands for a motivation that rises out from the action itself, the doer receives some kind of satisfaction from the act itself. Stimulators for this kind of motivation could be – feedback, recognition, trust, empowerment, and relationships (Deci E. , 1975). Intrinsic motivation can also be described as a behaviour that is completed for its own sake, rather than for getting something valuable and material in return. It is a type of motivation the is driven by force of enjoyment, an individual engages in a task to receive some moral satisfaction and gratification.

Pinder (2008) argues that even with employee's intrinsic motivation to perform tasks competently, for this kind of motivation to work utterly, an employee must feel free of pressures, such as rewards and admonition. For example, the unequal power distribution in the manager-employee work relationship may be stirring the employee's intrinsic motivation. When manager's feedback involves a comparison of the employee's competency with other members of staff, the effect on intrinsic motivation may be either positive or negative, depending on whether the feedback is constructive or inauspicious (Harackiewicz & Larson, 1986). When an employee interprets supervisor's feedback as controlling, the intrinsic motivation to perform the certain task well, may be weakened (Deci & Ryan, 1980). Gagné and Deci (2005) argue that to preserve intrinsic motivation, the employee must feel that he/she has some power, the possibility to act on his/her own, outside the control of other forces.

Extrinsic motivation, is type of motivation that is driven by some perceptible and tangible compensation or reward, it is kind of like doing something to get something valuable in return. Extrinsic motivation is related to salary, salary raise, financial benefits, and promotion. Extrinsic motivation is necessitated, according to Gagné and Deci (2005), when an employee finds the tasks monotonous and not interesting. In such cases, the employee's work performance and results are measured by the employee's perception of the association between behaviour and a desired outcome, such as tangible rewards (Vroom, 1964). Consequently, work performance is induced by the anticipation of rewards apart from the satisfaction of a job well done. Eisenberger, Rhoades and

Cameron (1999) debate that there is a positive relationship between employees' performance-reward expectancy and work activity interest. When extrinsic rewards are offered by the management level, it is considered that employees are motivated to work harder to earn those rewards (Mahaney & Lederer, 2006).

It is important for the organization to indulge both types of motivation for their employees – this would be the main road to a successful performance and outstanding results (Mackay, 2007).

In the author's view, both intrinsic and extrinsic way of reward for an employee has great value, as any of these two types of elements may stimulate and motivate employees to achieve better performance level, as well increase and enhance overall working conditions. Not always the most important thing to be considered is extrinsic reward, employees must learn to discern the pros of intrinsic reward system as well. It presents a lot of benefits to management level, as well employees themselves, and these benefits should be put to use.

A very important aspect for each individual and team as such, is that team members should be motivated to work, as employees influence each other with their thoughts, speeches and ideas, they possess very significant impact on each other's decisions, views and even values, and it is important to have the motivation to work not only in terms of monetary reward, but also in terms of intrinsic motivation (Clegg, 2000). And this is the part, where management can play a crucial role for generating and developing the basis for this intrinsic motivation for each employee as an individual, as well for teams working in the organization (Green-Demers, Pelletier, Stewart, & Gushue, 1998).

According to Ekvall (1996), management can create conditions that can help to stimulate certain aspects and perspectives of employees every day work life, in order to increase the creativity and innovation. Subsequently that can lead to increased employee motivation, especially the intrinsic type, as something like creativity is mainly generated by internal driving forces of human being (Ryan & Deci, 2000).

As stated by Dāvidsone (2008), motivation is a whole of individual psychological factors, or a set of motives, that can cause and develop a certain type of behaviour and give it direction, or even determine a behavioural goal. Motivation acts as an initiator for behaviour and thinking, which means that if we



understand human motivation, then we can specifically stimulate and encourage the desired behaviour and completion of specific objectives and targets.

All types of motivation, are a positive contribution to the employee's work performance, and company's effective functioning as a whole, each employee has his/her own reason why he/she works for the specific company, subsequently manager's task is to try and find out the reasons why their employees work at the company, so that they can enhance the overall performance of the company and boost productivity (Benner & Tushman, 2003).

The relationship between motivation and work performance affect an individual in various life situations and values. During the process of work the employee devotes himself/herself to the job, it is consuming employee's energy and time, consequently employees accept a job as a self-evident part of their life (Lu, 1999). Most importantly, the main relationship between motivation and results of the work are employees, who are satisfied with the work, go to work with joy and pleasure, receive satisfaction and recognition for doing their job. In return, good work stimulates overall satisfaction with yourself, work, and life in general (Jabri, 1992).

Employees who are fully engaged in work process, usually are characterized by the following features - high ethical principles, the need for professional development, the desire for progress and a tendency to engage in decision-making - such employees usually attract other with their enthusiasm and satisfaction (Pinder, 2008). By looking at people who are cheerful and happy with their work, employees will strive to work better for everyone, to get credit for their work and set higher goals to reach.

People have the ability and choice to manage their own motivation. So to motivate within the borders of an organization, means not only to look out for completion of the work tasks, reaching goals, and keeping people in the company, but also to taking care of people - creating a working environment that promotes satisfaction of other important needs that people have (Dāvidsone, 2008).

Each company whose goals are satisfied employees, good reputation, and company's productivity in a long term, motivational process should be systematized and well thought-out. If the employees will feel more motivated, they will have a more positive attitude towards work (Mackay, 2007).

Assigning and managing individual workload for employees is of great importance for managers (Jabri, 1992). An integral part of managers work is career planning for employees and also for himself/herself, goal setting for both the organization and yourself, setting work priorities, time management, delegation of power and tasks, preservation of positive atmosphere and conflict reduction, stress management (Gollwitzer, 1990). All this leads to the conclusion that the manager's personality is one of the most interesting social phenomena. Manager 's personality can play a crucial role in the choice of leadership style and organizational objectives.

The company has a key position in the motivation process. In order to obtain satisfaction and long-term interest in the job, you need to create new incentives to supplement the "old ones" - due to which the employee choose to work in the particular company and position (Forands, 2006).

Management and classification of staff has a significant impact on company's performance. Highly skilled, loyal and motivated staff, by working can contribute to increase overall customer satisfaction, attract new clients, and thus increasing both company's turnover and profit. By contrast, non-professional and unmotivated employees do not present high-quality results or good performance (Mackay, 2007).

It is therefore very important not only to attract professional employees but also efficiently handle the organization of work, monitor performance and motivate your employees.

### **1.3 Relation between internal communication and employee motivation**

One of the ways to motivate employees through internal communication is to set new goals and objectives continuously. As well as take care of the fact that these objectives and goals should be achievable and realistic. This is necessary so that workers themselves could demonstrate their abilities, and skills (Gollwitzer, 1990). In this way, employees will be encouraged to achieve more and more not only company's goals, but also personal goals.

Cohesive corporate team building is one of the best ways to encourage employees to motivate themselves and each other. Cohesive team is characterized

by a common goal, which is known to all and is important, as well as clear rules and a set out plan to achieve the objectives, where each participant is aware of his/her responsibilities and contribution for reaching the established targets (Giorgi & Marsch, 1990). Cooperation is a prerequisite factor for achieving unified team.

So, as it has been found - motivation is persuasion through various incentives. People's motivational factor spectrum is very broad and complex, so the motivation should differ for each employee.

Practical application of motivation theories can appear, when choosing different types of motivation. By knowing each employee's individual characteristics - needs, interests, values, concerns, the preferred form of remuneration, wage-setting mechanism and other underlying motivation factors, an appropriate type of motivation has to be chosen (Timm & Peterson, 2000).

According to Pinder (2008), there could be distinguished several ways to motivate employees:

- More obligation and responsibility assigned to employees;
- Expression of recognition;
- Effective communication.

Recognition can be listed as one of the most effective elements that managers can possess for motivating employees. Expressing recognition provides an opportunity to reward employees for good work, but in contrast to monetary recognition, it mostly does not cost anything (Mackay, 2007). Recognition as an intrinsic incentive is recognized because of its values that goes hand in hand with the core human values:

- The need to fully co-operate with other people;
- The need to cope well with the work and enjoy the success;
- The need to obtain recognition from a superior about working with the best intentions and delivering best possible result (Martin, 2004).

Recognition is effective because, it can contribute in forming trust and loyalty to the company as such. Ways for expressing recognition can be very different – special, certificates, diplomas, badges, verbal recognition - publicly or privately, flowers, greeting cards, even memorization of the names of employees and their relatives is a remarkable way of expression, and all of this can contribute for effectively influencing the level of employee motivation (Mackay, 2007).

Communication is a very important aspect for the introduction of salary system in the organization, as often poor communication can lead to incomprehension and misunderstanding amongst employees about the fact how their salary is made. Manager should be aware of employees de-motivation risks arising from inadequately introduced salary system amongst employees of all levels. To avoid such errors, employees must be informed about all changes in the salary system and any related news (Farrant, 2003).

For motivation to work, the communication should be used as a motivational tool, employees should be informed in a timely manner about:

- The key elements of the salary system;
- The degree of transparency of salary;
- Fixed and variable percentage parts of the salary package;
- Conditions for increasing the salary;
- Qualification or structural change (Ešenvalde, 2004).

The most commonly used form of communication is the so-called formal communication, and with this kind of communication, company's management can communicate its official position. With this form of communication, information flows within the organization from top to bottom. Traditional types of formal communication:

- Joint meetings;
- Written statements: orders, decisions of the company's board;
- In-house newspaper;
- Intranet;
- Individual meetings with management (Wood, 1999).

In order to successfully manage the salary system, a way for monitoring informal communication amongst employees is required, in order to decrease the possibility of creation and spreading of negative and wrongful rumors. Also it is required to promote positive cooperation between teams and employees. Key role in handling of informal communication is to employees' direct supervisor, who can very strongly influence the specific department's atmosphere and staff's attitude towards changes and any kind of news (Lu, 1999).

When choosing specific communication techniques and tools for motivational purposes, several aspects according to Ešenvalde (2004) should be taken into account:

- Monetary bonuses are not the only determinants leading to employee motivation and satisfaction, it is often dominated by intrinsic elements;
- Aggressive criticism and rudeness is never helpful and only can lead to demotivation;
- Excessively close relationships with employees: risk for destruction of social roles and boundaries;
- Excessive use of electronic communication: employees feel neglected;
- Do not promise what cannot be executed (Ešenalde, 2004).

As it can be seen from this list, respect for the individual, management of adequate communication and legally correct and reasoned salary are some of the main tools at managers' disposal for increasing employee motivation and satisfaction, and in general enhance the performance of company.

Managers must be able to establish internal communication goals and objectives that would match their employees' interests and needs, this action can lead to an increased employee motivation (Mishra, Boyton, & Mishra, 2014). Subsequently, employee motivation can be affected by several internal communication tasks, such as managers informing employees about their work and personal welfare, gaining trust of employees, creating and establishing a feeling that employees have an important role in the company's existence and growth; creating a loyal and responsible team; informing about career opportunities, thus reducing employee turnover; meeting the employees' wishes and needs; receiving more information about the company's business objectives, results, changes in leadership, management activities (Cutlip, Center, & Broom, 2005).

Positive communication is a successful and encouraging tool to increase employee motivation. It should start with the fact that company's goals should be common and known, for both management and staff, as well it should be well explained what will be company's and employees' benefits if the set goals are reached (Cheney, Christensen, Zorn, & Ganesh, 2011). By implementing these processes, employees can be motivated to work more efficiently and make progress towards achieving particular objectives and targets.

Employees should be presented with an opportunity to participate and contribute in developing company's strategy and performance – by presenting ideas and suggestions to improve operational activities of the company. The fact

that employees are encouraged to express their views and suggestions, that someone hears them, and aspires to find a successful solution to the case, is a very motivating event (Orpen, 1997).

Managers should inspire their employees, state that problems can be resolved, generate confidence in company and create a desire to follow a leader, because good teamwork can help to implement and achieve the set goals. The team will possess an aim and motivation to reach company goals, and become a more comprehensive team (Mumby, 2013).

### **Summary**

Motivation is very important for company's successful operation. If the employees will feel motivated, it will not only advance the company's internal processes, but also improve the company's image. Happy and positive minded staff very largely is determined by the way the company is evaluated as a whole.

There are many different types of how to motivate employees. Management must be familiar with their employees, because by understanding your employees' wishes, knowing the specifics of their behavior, their knowledge of the value of life, can help to make the best choice for selecting motivational factors (Timm & Peterson, 2000).

In a view of world's current economic situation, extrinsic motivation is somewhat collapsed. Many business leaders have been forced to cancel bonuses, premiums etc. Therefore extrinsic motivation has to be accompanied by intrinsic motivation, which is closely linked with effective internal communications. But for intrinsic motivation to succeed, effective internal communication system is required (Cheney, Christensen, Zorn, & Ganesh, 2011).

Managers are responsible for given basis and generating intrinsic motivation from company's side (Mishra, Boyton, & Mishra, 2014). To do so different channels of internal communication can be used. For example, face-to-face expression of recognition, or an article in a company's in-house newspaper about the best employee of the month. The rapid development of electronic communication, presents a great opportunity for managers to use company's website and intranet, which can serve as a tool for uniting employees and leading them in a direction for reaching future goals - together as a team (Farrant, 2003).

## 2. Research Methodology

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The second part consists of five subsections – research design, data collection methods, ethical issues, limitations and previous research. In these subsections the specific approach and research paradigm is presented, it is explained what type of data collection methods the researcher is going to use during this study. The author also talks about limitations, previous research and possible ethical issues that need to be taken into consideration.

### **2.1 Research design**

This research is a single, exploratory case study, using interviews and surveys (Yin, 2009). A mixed methods research will be carried out; it will include qualitative and quantitative aspects. This could be considered in nature more as a qualitative study, where quantitative data is used to back up interpretation and facts provided by the research conducted in qualitative manner. Data collection methods that are chosen for this research would fall within the lines of action research - interviews and data analysis, in this specific case - surveys (Carey, 2009).

As the author is conducting by nature a qualitative research, the underlying paradigm that will help the author to look at the gather data is the interpretive paradigm. This position will facilitate the understanding on how reality around us is constructed through meanings and understandings developed socially and experientially (Guba & Lincoln, 1994).

Exploratory case study is chosen as research design, as it offers the possibility to conduct intensive investigation of a particular phenomena in a natural setting, in this case – an in-depth and detailed examination of internal communication and employee motivation in company - Roche Latvia. (Creswell, 2009). A single case study as an approach to research presents an opportunity to conduct a holistic exploration on how multiple aspects, connections and relationships come together and interact. This approach helps to advance an

understanding of how theory works in practice in a specific setting, in this case study – pharmaceutical company (Daymone & Holloway, 2011). In the research, it is vital to understand and know the perspective and opinion of the people involved – employees of Roche Latvia – a case study can help the research to achieve that, by understanding the research problem for the point of view of the people involved (Piekkari, 2009).

This particular case was selected mainly based on intrinsic interest – it is interesting and useful in way to the author, as she, herself, has worked as an research assistant in pharmaceutical trials, also with Roche Latvia, but she has never been an employee of Roche Latvia. Her tasks manly included data entering in specifically design software.

Roche Latvia is a very socially active and responsible pharmaceutical company. In Latvia, they are the most visible pharmaceutical company – they donate and support financially several charity organizations, as well numerous patient support organizations. Roche Latvia also invests in educating patients and doctors, support free screening and diagnostics sessions, develop social campaigns regarding several diseases and health problems (Roche Latvia, 2015). No other pharmaceutical company in Latvia is so socially responsible about its stakeholders.

Also, Roche Latvia would be an interesting case to study, to see whether a company that is so socially active and responsible on the outside, also takes such good care of its own employees and internal process in general. Choosing this company as a role model offered the research an opportunity to interview three different level managers, including general manager of Roche Latvia – as thanks to the contacts acquired during work as an research assistant helped to secure the interviews, and collaboration in general (Stake, 2005).

A particular aspect that every case study possesses is that it is bound by place and time, in this particular research place stands for the company that is being research - Roche Latvia, and time for the time period that this research has been carried out – two months – April and May (Creswell, 2009).



Table 1.2

<b>Timeline</b>	
April	Interviews with two employees (General Manager and Business Unit manager) of Roche Latvia, interview data transcribing and analysis; distribution of electronic surveys; collection and analysis of survey data.
May	Interview with an employee (Product manager) of Roche Latvia, interview data transcribing and analysis.

## **2.2 Methods – Interviews & Surveys**

One of the main strengths of case study approach is that the researcher can combine a range of different types of data, gather by numerous data collection methods (Daymone & Holloway, 2011). For this case study these methods are interviews and a survey, as these methods offer the possibility to gather that directly from the research subject – employees of Roche Latvia, they deliver the best insights and possibility to present participants opinions and views.

### *Data collection*

Two different data collection methods will be used in this study –interviews and surveys. These different methods are chosen in order decrease the level of misinterpretations and misunderstandings during the research, as well to receive a comprehensive results (Bloomberg & Volpe, 2008). Interviews fall within the lines of qualitative research, as the questionnaires fall within the lines of quantitative research.

### *Interviews*

The face-to-face interviews will be conducted with three different level managers of Roche Latvia – general manager, business unit manager and product manger. One of the main features of interview is that they present a possibility to develop an understating of the viewpoint of participant (Daymone & Holloway, 2011). In this study semi-structured interviews will be used, as during this kind of interviews, the participants are more likely to express their own subjective opinion as well their own personal experience that is related to the interview’s topic, but still there would be questions that would serve as guiding points for the conversation/discussion (Burton & Bartlett, 2009). The data collected during

interviews will provide information about how employees of Roche Latvia feel about internal communication, what do they think about it. Three different options will be provide from three different hierarchic levels – and this will deliver the researcher an unique insight about how internal communication works and does it devotes to advancing employee motivation. The acquired data would directly contribute to answering the research question. For information collecting during interview a combination of tape recording and notes will be used, as this is considered to be the most suitable and beneficial approach in social research interviews (Carey, 2009).

### *Survey*

Survey will be used in this research, since they are considered to be an effective tool for social research projects, as well it is the most convenient type for reaching larger audiences, like in this case – a company with 26 employees (Denscombe, 2010). Survey with 12 closed type questions will be used for this research. Closed type questions are more detailed themselves, as the participant can only choose a category for answer. Even though closed type questions are considered to be a quantitative approach for data gathering, it is still qualitative data is that is excecated from these particular survey – the quantitative aspect comes in as a practical tool for looking at qualitative data. The survey will be distributed to the respondents using online platform, such as surveymonkey.com. The survey will include general questions about how long do they work for the company, do they feel motivated, what motivates them, how do they value communication between employees, and communication between employees and management. The data gathered from survey would more contribute to restating and in way proof checking the data acquired during interview process (Denscombe, 2010).

### ***2.2.1 Sampling***

A homogeneous sampling type is chosen for this study, as there will be only one inclusion criteria applied to the participants– they need to be employees of Roche Latvia. As for interviews three different level managers will be chosen, in order to achieve more thorough and differential view on the topic (Daymone & Holloway, 2011).

### **2.3 Ethical issues**

Any research faces ethical issues, but qualitative research is even more insubstantial in this case, as it is examining and researching society, people and their natural environment, and in such cases consciousness of ethical issues should be increased (Orb, 2000). As the proposed research is qualitative, in that matter there are several ethical considerations to take into account (Bloomberg & Volpe, 2008) such as, privacy and anonymity - every participant of the research should be entitled to full privacy and anonymity throughout the process of research (Lichtman, 2013), in the proposed research this would occur when the interviews and surveys are carried out. Confidentiality would be an issue that the researcher does not distribute the information collected to the third parties (Lichtman, 2013), accordingly informed consent is the core ethical consideration that needs to be taken into account when conducting qualitative research (Bloomberg & Volpe, 2008). Informed consent is a written or oral agreement that informs the participant of the research about the nature of the study (Lichtman, 2013). In this particular study the informed consent would be distributed before the interview, when the participant arrives at the place for interview. For surveys, it would be mentioned in the introduction, stating that the data gathered through this survey might be used for the thesis writing, but in an anonymous mode – not referencing to any particular individual.

As all the data needed for the research would be collected, and data interpretation should be taken into account, that the research is obliged to manage the data collected in a reasonable, fair-minded and misunderstanding style, that would not lead to falsified conclusions (Lichtman, 2013). Nonetheless, it should be explained to the participants, how the information and final findings of the research will be published (Orb, 2000).

As conducting a qualitative research where interactions with people are involved, it is almost impossible to predict all ethical issues that can escalate within the process of the study, so it is advisable to report the incidents that occur and analyse them in order to try to avoid such mistakes in the future (Orb, 2000).

## **2.4 Limitations**

This study has some limitations, one of the main one would be that the sample size is rather small - one branch of a pharmaceutical company Roche. And this lead to limitations of data generalizability – it can only be drawn to this specific company – Roche Latvia, as culture, structures and the way of conduct is unique for every organization. However, the methods and approaches used in this study , could be applied to different professions and work places (Creswell, 2009).

Another limitation is that many of Roche Latvia in-house materials and some parts of the interviews are confidential and considered as commerce secret (Yin, 2009). So, when the author was reading materials concerning Roche Latvia, there were some documents that could not be used in this study, especially due to the reason of confidentiality. Also during interviews, there were some touch-points when the interviews would say that this is confidential and should not be disclosed to larger public.

Nevertheless, the results of this study will deliver some insight on how internal communication interacts with employee motivation, and provide some understanding about the topic.

## **2.5 Previous research**

There has been some research done on how internal communication between managers and their subordinates stimulates employee motivation regarding willingness to work and deliver excellent results (Lowenstein, 2006). In a study conducted by Pounsford (2007), it was found that informal communication and coaching led to increased employee engagement, as well as greater levels of trust in the organization and increased revenue due to greater customer satisfaction. Moreover, Chong (2007) by studying Singapore Airlines, discovered that using face-to-face communication channel between management and employees helped the airline deliver its brand promise to its customers through its employee – showing that communication can have vital role in the life of an company. Bjorklund (2001), presented her study on work motivation and its determinants and outcomes, by stating that willingness to work can be considered as a valid measure of work motivation.

## 3. Case study - Roche Latvia

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The third part consists of three subsections – description and structure of Roche Latvia, interviews with employees of Roche Latvia, and survey results. In these subsections, the author presents empirical data acquired through research.

### 3.1 Operating characteristics and structure of Roche Latvia

F.Hoffmann-La Roche Ltd. (Abbreviated - Roche) takes the leading position in the science focused healthcare industry, combining strong position in both the pharmaceutical and diagnostic field. Roche is the world's largest biotech company with truly special medicines in oncology, immunology, infectology, ophthalmology and neuroscience. Roche is also the world's leader in laboratory (in vitro) diagnosis and cancer diagnosis on the basis of tissue; as well they play an important role in diabetes care. Roche's personalized healthcare strategy aims at providing medicines and diagnostics, which help to significantly improve patients' health, quality of life and survival.

**Roche mission:** Doing now what patients need next.

Roche Latvia basic task is to promote innovative medicines for Latvian patients, inform doctors, pharmacists and state officials on the latest medicines and other news, keep up with developments in the market of medicines, and in general represent company's interests.

**Roche goal:** Their main goal is to achieve a long-term sustainable growth and deliver value to all their stakeholders. Maintain the leader position in the market.

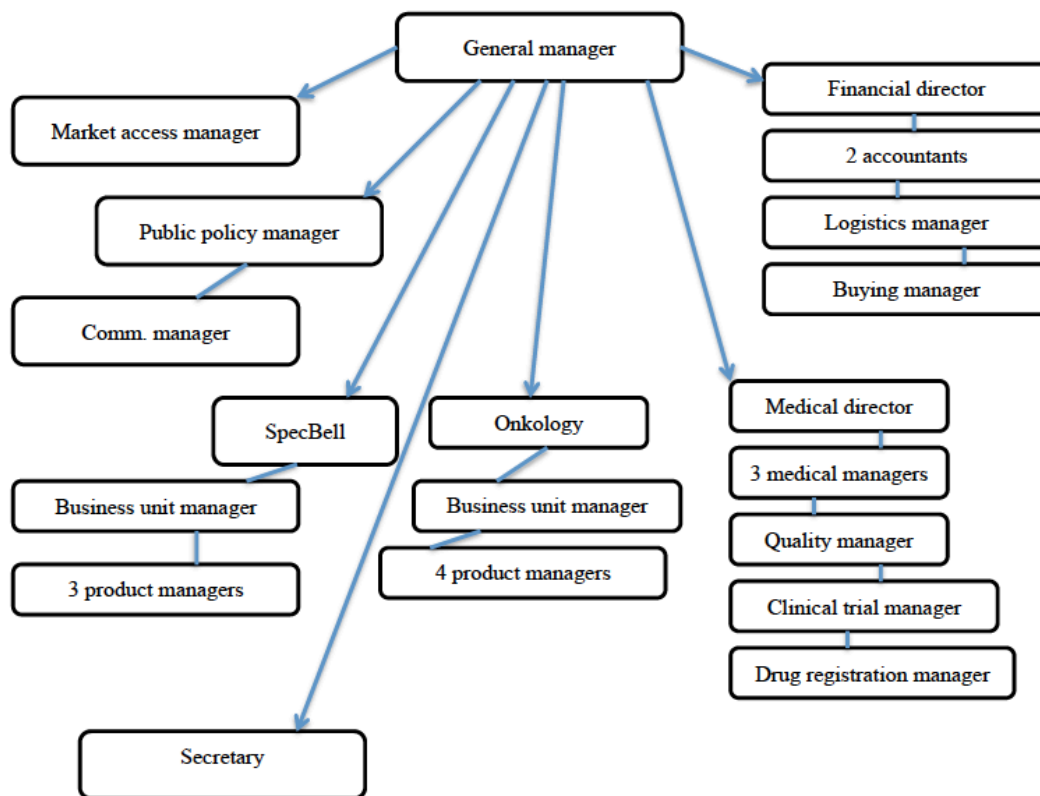
**Roche values:** Integrity, Passion, Courage.

These three values underline all actions and process taking place in Roche. Their whole strategy is build by taking these three values as basis (Roche Latvia, 2015).

The company's organizational structure is very important because it is one of the main factors that determine success of company. As for Roche Latvia, the structure is very detailed well thought through; every employee has a purpose and aim that he/she is working for. The organizational structure of Roche Latvia is shown in the Table 1.3.

Table 1.3

Roche Latvia organizational structure (table created by the author)



In general Roche Latvia has 26 employees: General manager – responsible for the overall functioning of the company; his secretary – office manager; three business unit managers that are in charge about their specific business units performance; 10 product managers that are working in three different business units; one market access manager; one public policy manager, one communications manager; one quality manager; one clinical trial manager and one drug registration manager. There also is a financial department with the director; two accountants; logistics manager and a buying manager.

Roche Latvia, as well as all other Roche branches, is operating under the common objectives of Roche. Roche Latvia is part of the strategy and plans - to

achieve common goals by actively using marketing, public relations and communications.

### **3.2 Interviews with Roche Latvia employees**

During the study, in-depth interviews were carried out with three different level managers of Roche Latvia – general manager Rauls Vēliņš, business unit manager Rets Renemanis and product manager Elīna Dzērve. The aim of the interviews was to learn how internal communication is integrated in Roche Latvia and does it contribute in advancing employee motivation.

The interviews took place outside of office, in order to increase the openness and comfortable atmosphere during the interviews. Each interview was conducted separately, and recorded using a phone built-in recorder. The interviews were exploratory and semi-structured, as the author had prepared some guideline questions to keep the conversation in the line with the topic - internal communication and employee motivation. The average interview time was 20 minutes. Each conversation was recorded, transcribed and analysed to understand how and what employees of Roche Latvia think about internal communication and motivation.

The data gather from the interviews is quite similar, with only minor differences that are mostly caused by the different hierarchy level of the managers interviewed. Further on the author will analyse the information retrieved from the interviews and also discuss the differences stated by the managers of Roche Latvia.

To start with – internal communication is in a good level in Roche Latvia. There are many ways how any employee can communicate with a colleague, and can always be reachable to each other. Both the knowledge and relationships of employees and invested work of information technology department, creates the basis for mutual cooperation. Core values of internal communication in Roche Latvia are simplicity, accountability, and openness.

For internal communication to be successful, as it is in Roche Latvia, it is important to have a two-way communication - between employees, and managers and their employees (Grunig, 1992).

Internal communication in Roche Latvia is maintained and developed by communications officer and general manager. Nevertheless, three interviewees express that internal communication is not something that is made up by one person, every employee takes part in it, and contributes something.

Periodic surveys are carried out on Roche Latvia internal communications and employee reachability, twice a year there are performance discussions, once a month a meeting about the work performance, reached results and future objectives is held. Every week, there are meetings for each business unit, but as described by business unit manager and product manager, in reality these meetings happen more often, as according to them meetings are the most effective way for transferring information and generating new ideas. It is clear that a lot of work is required not only from management but also from the employees, so that the internal communication system developed in Roche Latvia would maintain at the same success level.

Everyone can express his or her opinions and thoughts, ideas, and suggestions, which are recorded in every week's meetings. There are also individual meetings with the general manager, as explained by Mr. Vēliņš, these meetings directly contribute to employee intrinsic and also extrinsic motivation, as in these meetings general manager can discover the needs, ideas and wishes that the employee has and wants to fulfil. According to all three managers, meetings are the most effective internal communication tool, that delivers positive work results, as well exchange of information and being together at the same time, that enhances the sense of belonging to Roche Latvia. Employees are more active with the idea and plan generation, resulting in more proposals and business ideas.

To make each employee aware of their role in the company and the importance of communication and common goals – the work tasks and their execution is distributed accordingly between the employees. Everyone is responsible for the work processes and successful realisation. The daily tasks and mostly assigned during the business unit's meetings, where then the business unit managers present and explain the tasks that need to be done.

For internal communication to stay at the same level, general manager emphasis, that all employees need to have a positive mind-set. Although the employees are different, there should be progress made towards a common goal. As stated by business unit manager and product manager, every morning, general



manager tries to see all his employees and ask them “How is it going, what’s happening, what is new?”. At the end, there are always wishes for good and productive working day and in result mutually positive communication is generated. It is an integral part of every day office life - one of the steps in building internal positive atmosphere.

For Roche Latvia general manager, it is crucial to know how his employees are feeling, communication between employee and manager is a true two-way communication, as the interest of the general manager in his employees is true. By asking employee a question: "Why do you come to work?", general manager is helping employees to look at their role in the workplace from a different point of view. Responses from employees are quite diverse, but mostly positive – to accept new challenges, because of prestige, to gain more contacts, to prove himself/herself, to educate, to be a part of society, etc. By communicating with employees, general manager helps everyone to understand their needs and jointly advancing towards development of new objectives and goals.

General manager emphasizes that the channels mentioned above - employee surveys, performance interviews, the monthly results meetings, are mostly used under two incentives - involvement and compulsion. Involvement includes such forms of communication as relationships, active listening, engagement and development of shared awareness amongst employees. In turn, compulsion includes - initiation, demonstration, inspiration, use of imaginative and poetic language. Manager analyses, finds and applies the most appropriate communication tool and channel for each situation.

General manager and business unit manager take active parts in discussions, as well as are the initiators for new ideas and various reward generation, which is a good motivation for the employees, as in return they become more active in the work process and plan execution. Results of hard work are clearly visible - every employee sees his/her role in the team and is responsible for his/her ideas and suggestions to be presented and heard.

For Roche Latvia to explore employees' wishes, motivation and vision for goals, once a year, Roche Latvia organizes a “kick off” team building event, where educational and informational time is mixed with social and leisure time. In these event the management team has a great opportunity to interact with their employees in a more informal and relaxed atmosphere, they are able to get to

know each other better, find out something new and exiting. As for managers, they can later on develop and in away benefit on this information, as described by business unit manager – this information helps him to better understand the needs and wishes of his employees, subsequently leading to increased work performance and reached goals.

Both the product manager and the general manager/business unit manager safely and confidently talk about their loyalty and motivation for this work, and without a doubt all answered that the main reason for doing this job is that you actually get to help people. You can save lives, educate doctors, work in a nice and friendly collective, also the financial aspect is not forgotten. Each employee has his/her own motivation formula that promotes positive work results.

You cannot create internal communication and forget about it. This process needs to be improved and updated all the time accordingly to company's developments and progress. Goals and objectives, cannot be set once, they need to be achieved and new ones need to be provided for the employees. According to the general manager, employees need to be motivate all the time in both ways – intrinsically and extrinsically, as in his opinion both types of motivation are crucial for employee to succeed. Also, as stated by product manager – Elīna Dzērve, she can only agree that both aspects of motivation are important to her – she highly values the financial rearward that she receives for doing her job, but also it is vital for her to receive the gratification and satisfaction from helping other people.

Rets Renemanis, the business unit manager, express his opinion about that, it is important to introduce employees with the company's internal culture and core values, as it will help them feel more comfortable in their workplace and will consequently lead to increased performance levels and overall development.

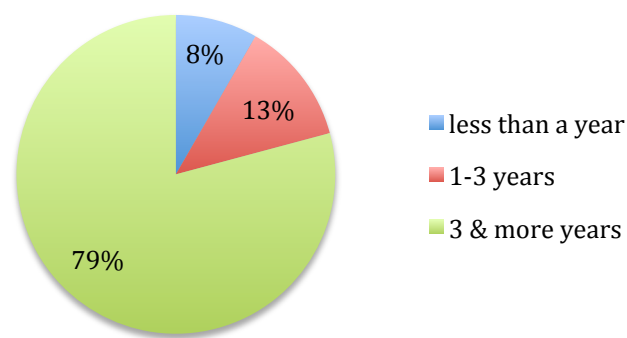
### **3.3 Survey about internal communication and employee motivation**

For the assessment of Roche Latvia employee motivation, and internal communication instruments promoting employee motivation, empirical research was conducted. Quantitative research method was used - survey. The survey consisted of 12 questions, and was distributed to all 26 employees of Roche

Latvia, 24 employees submitted completed survey. Survey was developed in Latvian language. The question and answers presented in this paper are translations made by the author. The purpose of the survey was to determine the importance and structure of internal communication and its channels in Roche Latvia, as well how they contribute to motivation employees, and do the employees of Roche Latvia fell motivated at all.

Answers to all 12 question of the survey are presented below. The author analysed the answers, saw and presented relations with the theory described in the theoretical framework chapter.

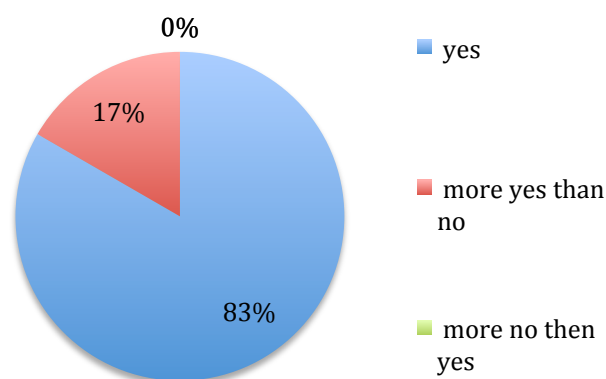
Graph 3.1. Respondents' answers to question: "How long do you work for Roche Latvia?"



Most of Roche Latvia employees have been working in the company more than three years. From the interview with general manager of Roche Latvia, the author found out that the average length of employment at this moment is around five years. This is a very good indicator and it can be seen that internal communication is in a high level of functionality, and it is the one of the main support and motivation channels for employees (Mackay, 2007). The minimal turnover of employees indicates that loyal employees are working in this company, so subsequently this leads to the fact that they are motivated and feel safe while working in Roche Latvia (Orpen, 1997). Interaction and the link from management to employees and from employees to management has enhanced communication development and a and developed collective willingness to work towards common goals of organization.

The author, based on existing facts, can conclude that the successful application of internal communication tools, allows anyone who works in the team, to explore themselves, their role in the team and also offers an opportunity to improve and develop. Motivation and affiliation to the environment in which employees work, contributes to achieving good results and employee motivation in the long term (Pinder, 2008).

Graph 3.2. Respondents' answers to question: “Do you feel that you belong to the company?”



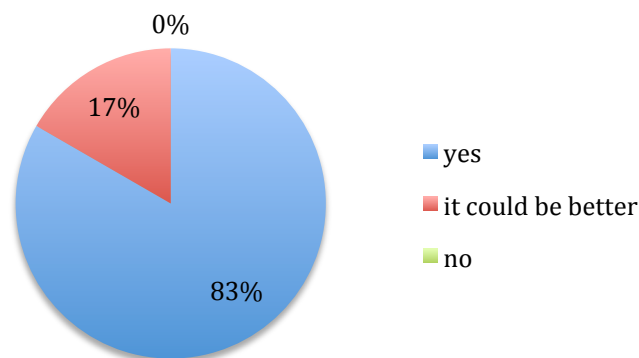
As shown in Graph 3.2, employees have responded that they mainly feel like they belong to the company, and it is a very positive indicator, because if the employees do not feel like a part of the company for which they work for, then most likely the work is not adequate and appropriate for them, as employee should feel that the/she belong to the company, and should feel free and able to develop (Cheney, 1999).

These answers actually reinforce the view expressed by the general manager of Roche Latvia, about employee feelings and belonging to the working environment. The responses received are proof that the manager is creating an environment where everyone has the opportunity to express, develop, communicate about issues that concern them. The possibility to reach colleagues and receive support from them, are considered amongst the most successful internal communication tools. It is possible that there are situations when some failure or misunderstandings happen, but the responses suggest that the team is

trying at their best to analyse each situation and find the error and correct it (Smith & Mounter, 2005).

The author believes that a functioning internal communication management needs to create an overall positive attitude towards the company and employee job, and at the same time also stimulate satisfaction, motivation and willingness to work. People work better, if they are aware of their work that has been done, that the work is valued and that they are aware of their importance for the company. This creates incentives and motivation to work and a sense of belonging (Timm & Peterson, 2000).

Graph 3.3. Respondents' answers to question: "Are you satisfied with Roche Latvia internal communication?"



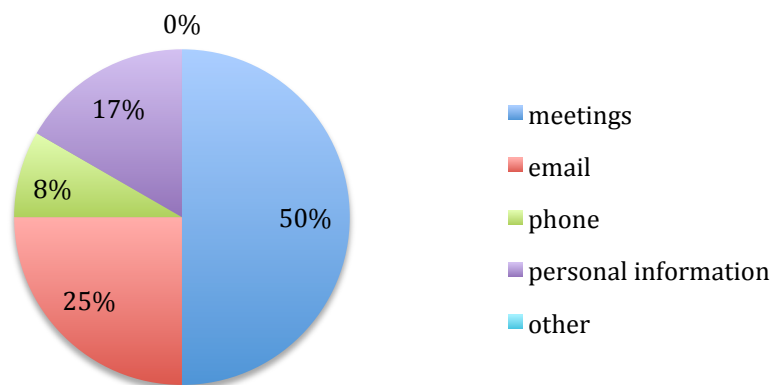
Most of the employees are with internal communication as it is in Roche Latvia. This shows that the internal communication in the company is successful. Information on updates and changes, distributed in a timely manner, is an integral part of internal communication of Roche Latvia. To be informed about what is happening in the work environment and the company is a fundamental variable for communication to succeed and for employees to be educated and up to date (Farrant, 2003).

Internal communication is organized in a way so that each employee feels the need to be regularly informed about innovations in the branch and the company as whole (Cutlip, Center, & Broom, 2005).

According to the author, internal communication has an impact on the organization's external image. Knowledgeable, satisfied and informed personnel in contact with customers create a positive external image of the organization, in

that way creating foundation for company's external reputation. Successful internal communication contributes to business objectives, creates a positive working atmosphere and development of employees (Simcic Bronn, 2010; Timm & Peterson, 2000).

Graph 3.4. Respondents' answers to question: "Which internal communication channels do you use for communication with your colleagues?"

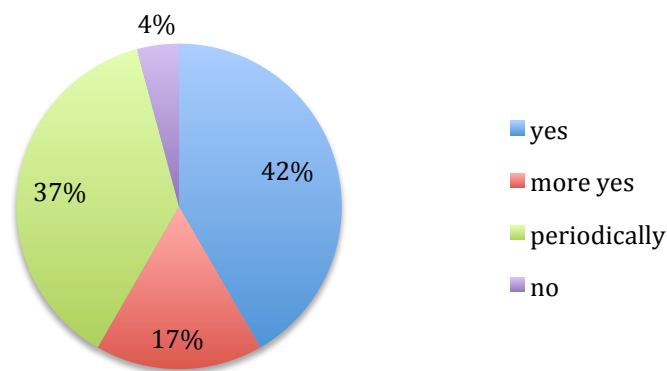


12 employees of Roche Latvia claim that meetings are the most effective way to convey information to everybody in a simultaneous manner. Staff meetings are part of everyday life, where a evaluation of previous day's jobs and task are discussed and the current daily plan is prepared. Meetings are the most effective way for staff's internal communication, it can bring positive work related results, as well exchanging information and being together at the same time, gives employees an opportunity to be more active with the idea and plan generation, that can result in more work proposals, tasks and objectives (Smith & Mounter, 2005).

Also, transfer of personal information is a part of everyday work. This communication channel is supported by four employees. According to the author, it provides immediate feedback. This type of communication has to happen on time when it does not interfere with daily work. E-mail as a channel of communication, plays an important role in employees daily work. Email is a large part of every organization's internal communication – as it can provide a possibility to deliver a message even if the person is not that actual workplace,

email can assist as a great follow up for a meeting, and in a way presenting information in a more structured way (Farrant, 2003). It all depends on what kind of information the communicator wants to pass and what is the purpose. For daily work purposes – transferring information, communicating – electronic resources are used such as email, intranet (Roche Latvia internal network) and phone (Wilcox & Cameron, 2006). But information about the company that is clearly significant should be delivered personally to employees by management of the company, and in Roche Latvia is this done in this particular way. If employees become aware of the significant changes in the company from sources that are not directly related to the company, it may adversely affect company’s image and internal atmosphere (Farrant, 2003; Quirke, 2008).

Graph 3.5. Respondents' answers to question: "Do you feel motivated?"



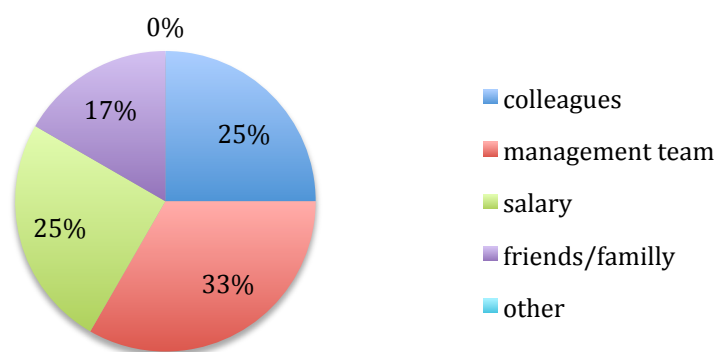
The graph above shows that the majority of employees have answered that they feel motivated. This is a good indicator, as everyone should feel motivated in their workplace to be able to carry out their daily tasks and duties efficiently. It is positive perspective that there are no employees that do not feel motivated, it displays that management has attributed sufficient amount of attention to the employees.

Prerequisite for effective inter-relation between management and employees – is management’s availability and openness to every employee’s proposal and suggestion. To encourage employees to develop and put forward proposals to ensure the efficiency of business activities, managers should promote the internal communication system and working environment atmosphere to staff information to be easily and without red tape, in addition, the head of such an

initiative should be assessed even if the proposal will not be taken into account (Dāvidsone, 2008; Orpen, 1997).

Successful internal communication cannot happen without the active participation of management, but also without the active involvement of employees in internal communication processes, it will not be successful (Herbst, 2007).

Graph 3.6. Respondents' answers to the survey question structure: "What motivates you?"



By analysing Graph 3.6 it is clear that the biggest motivator is Roche Latvia management team, it is positive, indicator, because when the employee is going to work, he/she expects a positive atmosphere both from colleagues and from the manager, it provides the employee extra motivation for further work and reaching organizational and individual goals (Timm & Peterson, 2000).

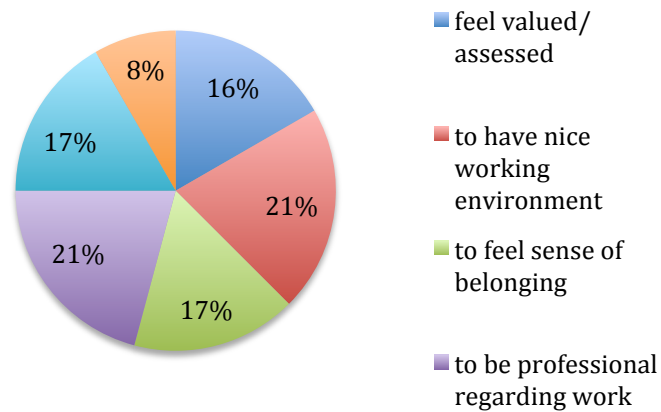
The management team should maintain the high level of effective information transfer, and needs to continue strengthening the collective spirit amongst Roche Latvia employees. The staff will become even more confident and motivated, which will provide for a stronger reciprocal link between the management team and employees, and subsequently enhance the working environment. The more employees know about their responsibilities and tasks and their purpose, the more qualitative execution of their work (Green-Demers, Pelletier, Stewart, & Gushue, 1998).

Positive is an indicator that presents colleagues as a motivational factor. So the environment in Roche Latvia is more motivating and inspiring, then competing. The author agrees that motivation at work needs to be composed of a



number of factors, as then consequently the internal communication is completer and more successful (Mackay, 2007).

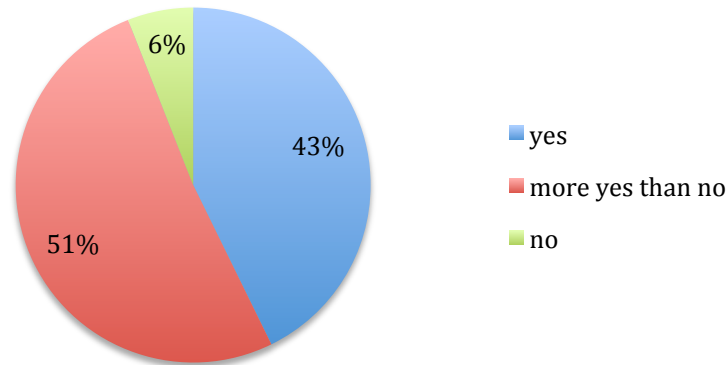
Graph 3.7. Respondents' answers to question: "What is the formula for successful work?"



As it can be seen in Graph 3.7 , employees of Roche Latvia are quite divers when it come to defining the formula of successful work. It is important for the employees to feel valued/assessed, to have nice working environment, to feel sense of belonging, to be professional regarding work. One of the corner stones for successful business is to have motivated employees (Kolonoski, 2011). Through different internal communication channels employee can feel and see the opportunities, that are offered by the management in order to work successfully and efficiently (Martin, 2004).

Enjoyable work is where there is pleasant atmosphere and friendly staff, there are no conflict situations. The author concludes that the positive attitude that prevails among employees is due to the internal communication, as in Roche Latvia it has a special role and is considered as a basic need for the company to operate successfully. Under the general manager's supervision, the team is working creatively and collectively. Of course, the employees themselves constitute relations in the work environment. Communication is a subtle mechanism that needs to me maintained and developed continuously (Smith & Mounter, 2005).

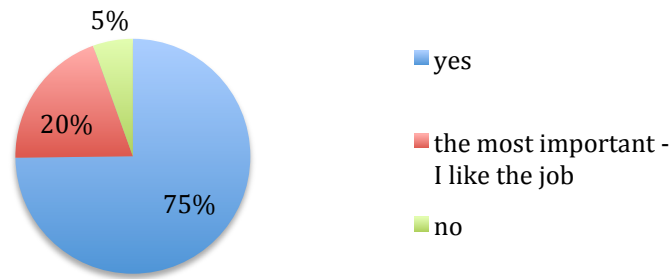
Graph 3.8. Respondents' answers to question: "Does the existing work (position) offers you opportunities for growth/development?"



By analysing Graph 3.8., it can be seen, that majority of employees felt that they have a space for development and opportunities to grow professionally. Employees that feel willing to work, manager need to motivate even more, it can be done by providing a variety of opportunities for growth, such as special seminars, courses, training and other activities (Clegg, 2000). The employees will be happy with the work specifics, their development, if they will feel the support of the management team. To explore employees' wishes, needs and suggestion, face-to-face discussion is an important communication channel. Employees feel appreciated and they want to grow and develop professionally (Farrant, 2003).

It is important to inform employees about the possible changes in the company, about development of the company, about its future plans, which are associated with both the overall strategy and employees - their career opportunities. Employees need to be informed about management team's work, and any decision-making processes and procedures (Herbst, 2007).

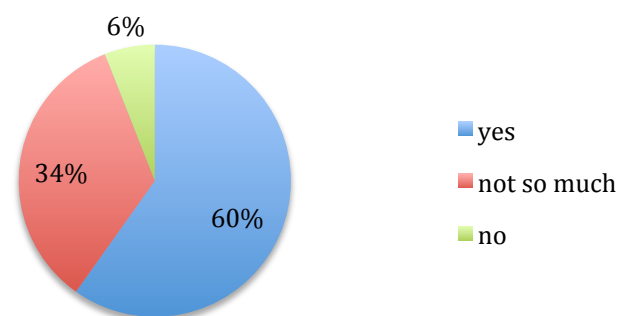
Graph 3.9. Respondents' answers to the survey question "Is salary important to you?"



It is clear that majority of people who work, find salary important, as it can also be seen in Graph 3.9. Employee works and wants to receive an appropriate salary. It is also good indicator that five employees of Roche Latvia have responded that for them it is essential to “like the job”. Employees come to work satisfied and receive appropriate salary their work.

Everyone has a lot of different needs. It is a measure that is different for everyone. Therefore, the salary system and extrinsic motivation as such, plays an important role in the life of each employee. Salary for the work, is a loyalty and motivation incentive increasing tool, but it cannot be said that it is one of the main instruments, each employee has its own individual scale of values (Frey, 1997; Kolonoski, 2011).

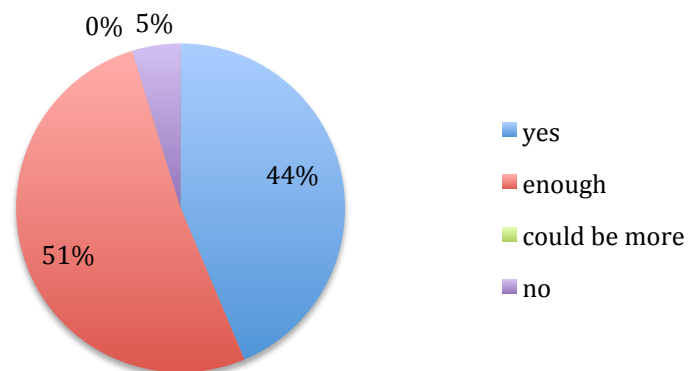
Graph 3.10. Respondents' answers to question: "Are you satisfied with your salary?"



Analysing Graph 3.10 , it can be seen, that the answers to the question whether employees are satisfied with their salaries are quite diverse. Fourteen employees are satisfied with their salary, eight employees say they not particularly satisfied with the salary, and two employees are not satisfied with their salary.

The received answers show that majority of the employees are satisfied with their salary. This is a good indicator, even though there are still eight employees that are not particularly satisfied with their salary. In this case there could be more communication from the manager about the salary system, explaining more in detail how the salary is made up, as this approach is seen to be quite effective in terms of acceptance of the salary (Kolonoski, 2011). It should also be remembered that salary is not only a material value, it also can provide emotions and overall life satisfaction (Judge & Watanabe, 1993).

Graph 3.11. Respondents' answers to question "Company's manager shows interest in every employee?"

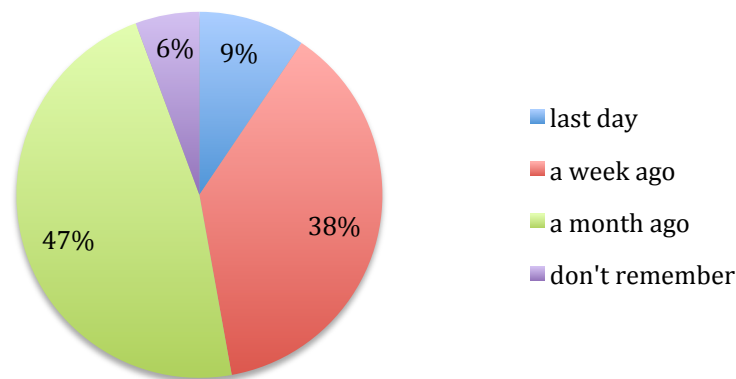


Staff of Roche Latvia, value their relationship with the general manager highly. It only proves that the manager has chosen the right type of communication. Employees have adopted this style of management. It is very good that there are no employees who think that the relationships with the manager are unscrupulous; it just proves that the manager has worked on developing successful internal communication, so that the employees would be able to work efficiently. As every internal communication tool – managers interest in employees - it has to be developed and perfected (Larkin & Larkin, 1996).

Effective internal communication's plan helps the company to create a positive and mutually respectful internal culture, improve employee's morale, increase their motivation and strengthen their loyalty to the company (Simcic Bronn, 2010). Good relations between employees and management can help to keep the best employees in the company. Manager's interests in employees will

not translate into a single whole, but it can be seen through every employee in various measurements.

Graph 3.12. Respondents' answers to question: "When did you receive the last commendation/compliment from management?"



Graph 3.12 shows that the majority of employees have received commendations about a month ago, it is a good indicator, as it shows that the employee receive some gratification, appreciation at least once a month, and this can lead to employees increased motivation to work, because he/she is valued and noticed (Ryan & Deci, 2000). But there are also some employees, who did not remember the last time when they received some commendation for the management team, it means that this is the motivation factor, where management can improve and in that way increase employee loyalty and motivation. Internal communication channel – employee survey - certainly can help to crystallize and find employees, for whom is it important that they get noticed and appreciated for the work that they have done (Farrant, 2003).

### **Summary**

The author concludes that in Roche Latvia there is a good relationship between management and employees. Employees are motivated, knowledgeable, professional in pharmaceutical field. They have a clear overall vision of Roche Latvia main objectives and employees are aware of the importance of self-devotion for reaching these objectives. A whole, unified team is the foundation for stability, new ideas and growth. The author saw that the correct and

appropriate task allocation to employees is a motivating factor, that increases the collective success of internal communication and this improvement and development gives employees confidence, security and willingness to engage in new projects. Every employee has the opportunity to present their ideas and suggestions during the weekly meetings or the individual meetings with the general manager or business unit manager. For internal communication and employees of Roche Latvia to develop further, each employee must be able to give and take, grow and develop, share and participate.

# Conclusions and implications

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Throughout the research, it was upheld, that internal communication advances employee motivation. The analysis presented in this study delivers answers to research question, as well the sub-questions.

The author reached several conclusions during the study. The author believes that Roche Latvia is successfully using internal communication tools to promote employee motivation. An implication - in order to promote employee motivation as far as possible, the manager must pay attention to company's important instrument - internal communication, so that the company's employees will feel how they are important in the full functioning of the company and will reap positive emotions to be able to carry out the set tasks with greater motivation and satisfaction.

Sub-questions "Is internal communication process planned?" and "What internal communication methods are used?" were answered during the interviews and analysis of the survey completed by Roche Latvia employees. For the first question, it was stated during the interview by the general manager, that their communication manager and he plan the process, together as team. From this, it can be concluded that planning the process of internal communication can greatly increase your chances of making internal communication system in the company effective and successful. The second sub-question was answered during both - interviews and survey, and it can be concluded that the meetings/face-to-face communication are the most effective and appreciated channels of internal communication, as they provide the possibility to interact during the communication, as well create the reciprocal link between the participants of the conversation. The meeting is the best way to share information and to be together at the same time, employees are more active with the idea and plan generation, resulting in more proposals.

It was confirmed, that for a business to be successful, it is not enough that the employees are professional - it is necessary for the employees to believe in the company which they work, to have a positive attitude towards company's

internal processes and working style, to believe in the same proposed product or service quality.

One of the aspects for a formation on of successful microclimate is the company's internal communication. Roche Latvia team is very united, friendly and responsive, no employee not refuse to help each other.

Proper delegation of tasks to employees is a motivating aspect that promotes collective success of internal communication and gives employees confidence, security and willingness to engage in new projects.

It can be concluded that efforts to build trust and motivation with employees through internal communication can provide benefits for both employees and the firm. Employees feel more engaged, build trust with their supervisor and the firm, enhance motivation for both aspects – intrinsic and extrinsic and are therefore more empowered to perform better and deliver outstanding results More effective internal communication can enhance this engagement.

### **Further research**

A further study of the interaction internal communication and employee motivation is crucial, and a larger group of companies should be included in the research.. Also, the relationship between work motivation and job performance is important to study further. New technology is creating new types of work and corporations, which also would be of great interest to study further. As social media becomes an increasingly important component of everyday communication, it will be critical to learn how to connect the two-way communication aspect of social media to listen, monitor and participate in conversations, monitor social networks, and use analytics to measure success.



# Appendices

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## *Appendix 1*

### **Interview questions - guiding points** (translated from Latvian by the author)

How long did you work for Roche Latvia?

How do you assess communication processes within Roche Latvia?

What kind of internal communication tools and methods are used in the company?

Which channels and tool of internal communication do you prefer?

Do you communicate with your supervisor/ manager?

While working in Roche Latvia, are you informed of the company's goals, mission?

What do you think is employee motivation? How do you use internal communication to stimulate it?

Do you feel motivated? Do you receive compliments, bonuses from management?

**Survey for Roche Latvia employees (translated from Latvian by the author)**

**1. How long do you work for Roche Latvia?**

- a) less than a year
- b) 1-3 years
- c) 3 & more years

**2. Do you feel that you belong to the company?**

- a) yes
- b) more yes than no
- c) more no then yes
- d) no

**3. Are you satisfied with Roche Latvia internal communication?**

- a) yes
- b) it could be better
- c) no

**4. Which internal communication channels do you use for communication with your colleagues?**

- a) meetings
- b) e-mail
- c) phone
- d) personal information

**5. Do you feel motivated?**

- a) yes
- b) more yes
- c) periodically
- d) no

**6. What motivates you?**

- a) colleagues
- b) management team
- c) salary
- d) family
- e) friends
- f) other

**7. What is the formula for successful work?**

- a) feel valued/assessed
- b) to have nice working environment
- c) to feel sense of belonging
- d) to be professional regarding work
- e) all the above
- f) other

**8. Does the existing work (position) offers you opportunities for growth/development?**

- a) yes
- b) more yes than no
- c) no

**9. Is salary important to you?**

- a) yes
- b) the most important – I like the job
- c) no

**10. Are you satisfied with your salary?**

- a) yes
- b) not so much
- c) no

**11. Company's manager shows interest in every employee?**

- a) yes
- b) enough
- c) could be more
- d) no

**12. When did you receive the last commendation/compliment from management?**

- a) last day
- b) a week ago
- c) a month ago
- d) don't remember

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