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**IMPROVEMENT OF INTERNAL COMMUNICATION IN
PROJECT MANAGEMENT AT ORGANIZATION X**

Master's thesis

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INTRODUCTION

The relevance of the study lies in the fact that, given the geographical distribution and diversity of departments in an Organization X, there are no effective approaches and practical recommendations for improving internal communication in project teams. The main communication channels of employees in the company are the Kaiton system, Telegram and telephone conversations, which affect the occurrence of asymmetric communication. Tkalac Verčič and Špoljarić (2023) note the relationship between employee satisfaction and well-chosen communication channels. Lack of consistency in communication and delays in feedback reduce work efficiency, especially in remote work environments, as highlighted by Jakubiec (2019). The problem with communication in distributed project teams is the lack of research aimed at organizing communication, especially in clothing manufacturing organizations, which play a key role in the economy. Accordingly, the implementation of balanced communication strategies affects team cohesion, creating a supportive internal climate, and improving the overall effectiveness of projects in the organization.

Topic novelty. Previous research aimed at studying internal communication has mainly focused on the general project management sector, without examining industry specifics, for example in the context of apparel manufacturing. Authors such as Thesing et al. (2021) explored the differences in communication structures between traditional and agile projects, while Ley et al. (2017) showed that Scrum uses intensive and short communication cycles to maintain transparency. Hummel et al. (2013) and Afridi et al. (2023) defined internal communication as an opportunity to ensure flexibility and continuous improvement in agile teams., and Lee (2024) explored how digital tools support coordination in hybrid project environments.

At the same time, several authors have studied the impact of digitalization on the quality of internal communication. Lane et al. (2023) and Wuersch et al. (2024) analyzed corporate social networks and collaboration platforms, identifying the risks of information overload and channel fragmentation. Tkalac Verčič and Verčič (2025) formulated the concept of the “internal communication paradox”, showing that digital tools must be balanced with personal interaction in order to maintain employee trust and satisfaction. Other researchers, such as DeMaria (2016), Sergeeva (2018) and Grossman (2023), He identified feedback, communication monitoring, employee engagement, and long-term communication planning as key levers for improving internal communication in organizations, mainly in normal corporate or industrial settings.

At the moment, there is only a small amount of research on the relationship between internal communication in project management and productivity effectiveness in the clothing manufacturing sector. The authors Duangekanong et al. (2018) showed that the quality of communication affects the achievement of goals in textile enterprises, while Samsudin et al. (2017) identified the relationship between clear internal information flows and the successful implementation of total quality management in garment enterprises. However, these papers do not analyze distributed project teams, nor do they compare the requirements of Waterfall and Agile Scrum. In addition, the context of combining modern digital communication tools with existing production structures is not studied.

The topic of this thesis is new because it examines aspects that have not been sufficiently studied so far: internal communication in distributed project teams, within a single clothing manufacturing organization, as well as the role of modern digital technologies in choosing appropriate communication channels, the importance of feedback and tracking and recording information in a multi-office environment. The novelty of the research lies in the fact that it focuses on internal communication in the distributed teams of Organization X, an international organization with offices in Poland, Lithuania, and Belarus. The work is based on a theoretical study of project management methodologies with an empirical analysis of internal communication practices and tools used in the organization. The purpose of the work is to develop recommendations for optimizing communications in the apparel industry aimed at improving team interactions, employee motivation, and improving the effectiveness of projects that are currently out of the focus of scientific attention. In addition, the study examines the use of modern technologies in hybrid and remote work within the industry.

The problem question is how can internal communication processes in project management at Organization X be improved to enhance coordination, reduce rework and increase employee engagement in a distributed, multi-office structure?

The object of the research is internal communication in distributed and multifunctional project teams.

The subject is methods and tools for optimizing the communication process.

The aim of this study is to develop practical recommendations for improving internal communication in project management at Organization X.

The objectives of the research:

- 1) To analyze the theoretical foundations of internal communication and its principles.
- 2) To examine the specifics of internal communication in project teams operating under Waterfall and Agile Scrum methodologies.
- 3) To identify problem areas and difficulties that arise in the internal communication system.
- 4) To explore existing practices and tools aimed at improving and optimizing internal communication at enterprises in the apparel manufacturing industry.
- 5) To determine the role of modern technologies for improving the effectiveness of internal communication processes.
- 6) To conduct empirical research and develop recommendations for improving internal communication.

Research methods. The study uses a mixed approach that combines both theoretical and empirical research. On the theoretical level the study is based on a review and analysis of scientific literature related to internal communication, project management and communication issues. This stage helps to create a theoretical basis and identify key aspects of the effectiveness of internal communication and barriers to optimization. On the empirical level are using the combination of quantitative data (surveys) and qualitative data (semi-structured interviews with experts). This approach provides a detailed analysis of internal communication processes and the identification of their barriers to optimization and the development of an improvement strategy in the context of distributed project teams in Organization X.

The structure of master thesis consists of three parts, including: the theoretical part, based on an overview of the fundamental aspects and challenges of internal communication; the methodological part, which describes the applied research methods and its organization; as well as the practical part, which analyzes the research results and develops a model proposal to improve internal communication in Organization X.

THEORETICAL ASPECTS OF IMPROVEMENT OF INTERNAL COMMUNICATION IN PROJECT MANAGEMENT

1.1. The definition of communication and its key principles

To understand the problems that arise in the course of communication between people, and the impact it will have on the work of the whole group, and then the organization, it is needed to be understand what communication is, the differences between internal and external communication, and how it can be successfully managed and organized in project management in the future.

Communication acts as a multidimensional process that includes non-verbal and verbal elements, formal and informal communication, as well as the exchange of symbols in social and cultural contexts (Griffin, 2019, pp 41-42). Speaking about non-verbal and verbal elements, modern research draws attention to their interrelation in the communication process. Professor of Communications Judee K. Burgoon and her co-authors note that nonverbal signals not only complement, but also enrich verbal messages: "Nonverbal signals color the meanings of interpersonal relationships. Humans rely on facial, head, postural, and vocal signals to express relational messages" (Burgoon, Wang, Tong & Motyka, 2021, p.1).

These ideas are revealed in detail in their work and discover that successful team communication is impossible without effective integration of both verbal and non-verbal channels. The analysis of group and cross-group communication within the framework of the project shows that non-verbal behavior can both support and contradict verbal messages, as well as serve as an indicator of the status and degree of participation in the team (Burgoon et al., 2021, pp. 14-15).

L. Hawes (1973), in his work *Elements of a model for communication processes*, describes communication as a set of actions and reactions that occur between participants, under certain conditions (for example: a business meeting, cultural norms, physical features of the space, etc.) between the participants, where people's actions are read as a symbol, and thus saturated with meaning.

In Hawes understanding, "symbols" are signs, words, gestures, and images through which people convey meanings to each other, and a symbol becomes a communication sign only when all

participants are able to read it in the same key; "When others recognize the patterns, they can share in the use of those symbols making possible human communication" (p. 15). If the symbol is not recognized by the participants, then any action is just a movement, without a communicative meaning.

Accordingly, saturation with meaning arises not only from what a person says or does, but from how this action fits into the system of symbols of a given culture, situation, or group. Communication according to Haws is the process of joint "recognition" of meanings through symbols, which makes simple behavior a meaningful action.

An example is when a manager sends a message in a general chat: "Colleagues, please read the document before lunch," and puts a flaming fire emoji at the end of the message. In this case, the fire symbol will be perceived by colleagues not as a picture, but as a general signal of urgency - in their work culture, this emoji means "urgent." If all team members are familiar with this emoji code, they will immediately adjust their tasks and plans to fulfill the manager's request. But if there is a new employee in the chat who is not yet used to corporate "symbols", he may not pay attention to the urgency, which will cause misunderstanding.

In his previous team, the manager highlighted urgent tasks in capital letters, bold, and underscores, and the fire emoji in messages meant "cool."

Depending on the habits of the working group, the professional environment, or even the corporate culture, it is important to clearly define the meaning of symbols, role relationships, rules of interaction, the meaning of contexts and goals - all these elements structure the overall communication system in the project.

In 1960, the American communications theorist David Berl proposed the SMCR communication model (Berlo's SMCR Mode), developed on the basis of the Shannon-Weaver model (1949).

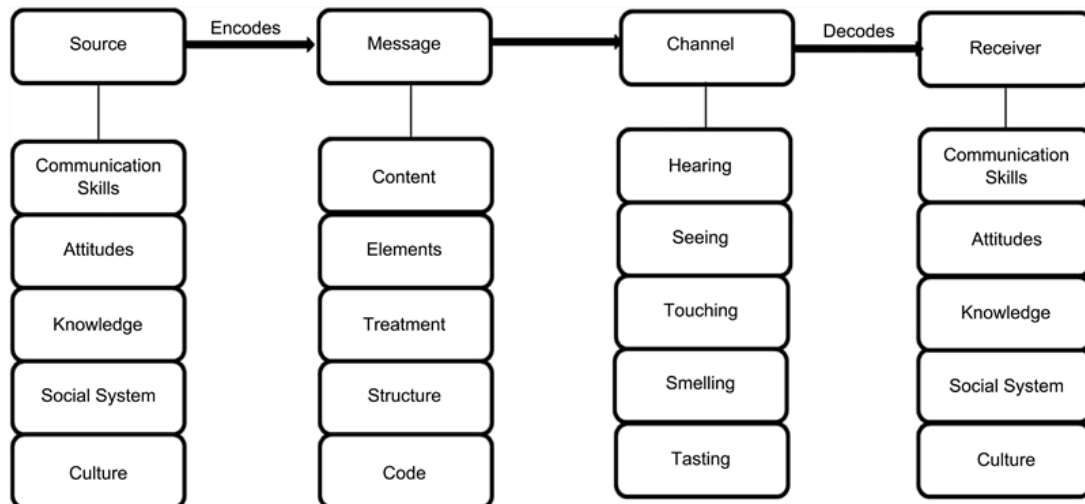


Figure 1. Berlo's SMCR Model (1960).

This model is subject to criticism due to the lack of feedback, communication barriers, linearity, and the fact that for communication, the source and recipient must be at the same socio-cultural level. But for a basic understanding of how and by what means communication is built, and how it can reach the addressee most effectively, this model can be applied.

The SMCR model stands for the basis of basic communication between people, and focuses on encoding and decoding messages. Encoding occurs at the moment, for example, when the sender forms his thoughts into words, and decoding is the “decoding” of the sent signal from the sender, understanding the meaning of the message (Janse, 2018).

The SMCR communication structure looks like this: Source - Message - Channel - Receiver (Berlo, 1960). Where:

- The Source is the sender of the message, the characteristics of the sender can be suitable for both the sender and the recipient.

The sender includes the presence of communication skills: speaking, reading, presentation, listening skills. The presence of the sender / recipient's attitude towards himself and the world around him, knowledge of the subject / topic of the message. Social systems: values, beliefs, place, situation, etc.

- affect the way a message is conveyed. Cultural background - a difference can significantly change the context of a message.

Returning to encoding and decoding information, a good communication skill is able to convey the sender's message more clearly and better. If the sender and recipient do not have enough communication skills, or have different cultural backgrounds, then the message may be “distorted” or misunderstood.

- A message is a message from the source to the sender.

A message can include verbal and non-verbal means of communication, namely, it can be formed using words, facial expressions, gestures, and other non-verbal signals. Verbal and non-verbal communication depend on cultural characteristics and play an important role in interpreting the meaning addressed to the recipient (Pressbooks, 2023) .

The factors influencing the message are its content, elements, that is, non-verbal components that are transmitted together with the message. As an example, smiling and holding out your hand when saying “I am very glad to meet you” demonstrates a combination of verbal (verbal) and non-verbal (gestures, facial expressions) components of a message - this is a classic way of conveying positive emotions and friendliness in communication. The message is also influenced by the manner of transmission, that is, how the message is transmitted to the recipient, the structure, and the code. The code implies a form of sending a message, it can be linguistic, textual, or in the form of a video, symbol, etc. Anything that converts meaning into a specific set of characters can be considered a code. The most obvious example of the code - traffic signs, which are used to convey traffic rules. The code is represented by graphic symbols, for example, a stop sign. The message is also influenced by its structure, namely the organization of the message, its composition and the sequence of presentation of the material. A well-structured message is better understood and assimilated.

- Channel. According to Berlo, a channel is a physical or technical medium through which the sender transmits a message to the recipient.

In mass communication and its other forms, technical means such as the Internet, telephone, etc. can be used as a channel, but in ordinary communication, channels are represented by five senses: sight, hearing, touch, smell, taste.

- Receiver. The person to whom the message from the sender is intended.

The effectiveness of Berlo communication is to ensure that the above factors and patterns of thinking are at approximately the same level as both the recipient and the sender. If their levels differ, the message may not get the desired effect. The recipient should also be a good listener to the other person. The factors influencing the recipient are similar to those of the sender: communication skills, attitudes, knowledge, social systems, and culture.

David Berlo's SCMR model is often used as an illustrative example of information transfer. In the context of the communication process, people unconsciously use this model, since it contains the fundamental elements of any communication that were listed above. The SCMR focuses on the characteristics of the sender and recipient, which is especially important for studying the impact of communication skills, attitudes, and cultural context on the quality of information transmission. This model helps to carry out the communication analysis process and identify problem areas:

- The influence of the sender's communication skills and attitudes on the quality of the message.
- Understanding the role of structure, code, and manner of transmission in the effectiveness of meaning transmission.
- To evaluate the impact of choosing a communication channel on the perception of information.
- To determine which of the factors: the discrepancy of knowledge, cultural and social systems between the participants, affect the deterioration of understanding and quality of interaction between the sender and recipient.

SCMR allows to find errors in the organization of communication and improve them in terms of the quality of the transmitted information and perception. However, modern communication theories point out that effective interaction is impossible without active feedback, a process that was not

mentioned in Berlo's model, but which allows participants in the communication process to exchange reactions and adjust their messages in real time. Feedback ensures adaptability and dynamism of communication, which is critical in the context of project management, where constant coordination and adjustment of actions are required.

Joslin and Müller (2016, pp. 18-20) note that communication in projects is not a simple linear process, but rather a dynamic and interactive exchange of information. An important element of this process is continuous feedback, which helps to coordinate the actions of the participants and achieve the goals of the project.

For a comprehensive understanding of the effectiveness of communication, it is important to take into account the key principles that ensure successful information exchange. The IJSDR (2023) study highlights the importance of the following principles, which collectively take the name 7C's of Communication:

- Clarity - the message must be accurate and understandable to the recipient so that ambiguity and misinterpretation can be avoided.
- Completeness - the message must be complete and complete in meaning, with all the necessary information for full understanding, taking into account the context and structuring.
- Conciseness - in communication, the main thoughts should be stated briefly and on the topic, without additional details.
- Correctness - the text of the message must be literate, both from the language and the factual point of view.
- Courtesy - respectful and ethical communication that promotes a positive climate and reduces conflict.
- Consideration - adapting the message to the recipient's level of knowledge, cultural background, and needs.
- Concreteness - using specific examples and facts to enhance persuasiveness and eliminate ambiguity.

Compliance with these principles is the basis for successful information exchange within the framework of project management. 7C's of Communication helps minimize misunderstandings,

strengthen trust between team members, and ensure more effective achievement of project goals. Following these principles helps structure communication so that each message is as understandable, valuable, and tailored to a specific audience as possible, which is especially important in a dynamic and complex project environment. The integrated application of 7C's contributes to the creation of a unified information space in which differences in perception and cultural affiliation are minimized, as well as cooperation and coherence among project participants are strengthened.

To summarize, communication in theoretical aspects acts as a multidimensional and complex process, depending on many factors that affect the quality of information transmitted between the sender and the recipient. For a high-quality exchange of information, all participants in communication must have a comparable level of understanding of the topic, context, and conditions of interaction in order to be able to respond promptly and adequately to received messages (Exploring Communication in the Real World, n.d.). Referring to 7C's Principles of Communication helps to build trusting communication between participants in the communication process and minimize misunderstandings. Also, to improve communication, the availability of feedback plays an important role, which allows you to build high-quality communication and improve the satisfaction of all participants.

1.2. The specifics of internal communication in the context of project management (Waterfall vs Agile scrum)

The aspect of communication lies not only in the process of information exchange itself, but also in who the main idea of the message is addressed to, how it is presented, and through which communication channels. In organizational communication, there is a division into internal and external communication, where the main difference between external and internal communications is the nature of the target audience and its information transmission channel.

External communication is understood as a set of actions based on which relationships with external stakeholders and the target audience are built in such a way as to establish and maintain contact. In external communication, it is important to create an attractive and positive image for potential customers, suppliers and stakeholders, to create loyalty and trust in the brand through high-quality

development and further implementation of communication strategies. External communication, unlike internal communication, sets itself the goal of exchanging information outside the organization in order to improve the perception of the brand by the masses and establish its brand in the market (Perales-Aguirre et al., 2023, pp. 262-263).

Internal communication acts as a complex process taking place at all levels of the organization. It covers all types of interactions, from interpersonal communication between colleagues and managers to meetings and meetings where management communicates with subordinates (Žemlickienė et al., 2022, pp.1-2). The main task of internal communication is not only to transfer work information, but also to manage relationships within the organization to inform all participants in the process, motivate employees and create meaning together (Tkalac Verčič et al., 2023, pp. 10-16).

Managers should use internal communication as a tool to strengthen the bonds between themselves and employees in order to increase their well-being, trust, and engagement. Managers should create a supportive environment that gives employees the opportunity to actively participate in internal communication, which in turn increases both personal satisfaction and organizational effectiveness (Storykit, 2023). To achieve these goals, managers must consciously approach the choice and use of communication channels so that they are appropriate to the specific situation. To help managers achieve these goals, internal communication needs to be given central attention (Tkalac Verčič et al., 2025, p. 1).

An example of good internal communication can be open meetings, ten-minute meetings where management and employees can freely express their opinions and be heard, as well as have the opportunity to discuss important work issues in a confidential setting. This approach to internal communication promotes employee engagement and satisfaction.

An example of poor internal communication can be the lack/insufficient support and motivation from management and the lack of open communication channels where employees are unable to express their opinions, which subsequently hinders the development of initiatives.

In project management, procedural models are mainly divided into two types: those based on clear planning, the traditional Waterfall model, and flexible Agile models such as Scrum and Kanban, which focus on a repetitive, test-oriented process.

Waterfall uses a cascading project management method, where the client clearly defines the project requirements and expected outcomes long before the implementation of the project. The process of the project is divided into consecutive, non-overlapping phases. In this type of sequential work, it is impossible to proceed to the next stage without fully completing the previous ones, the work is built gradually (Thesing, Feldmann, & Burchardt, 202, p. 747) .

During the use of the Waterfall model, project planning is carried out holistically, work packages are included in the overall plan, where deadlines, resources, responsibilities and each task are coordinated in a single system to create transparency and control from the beginning of the project to its end. Due to clear planning, structure, and precision in timing, the project can be guaranteed to be implemented within the established plan and goals.

The structure of work in the Waterfall model is due to the commitment to the original plan and its precise execution, which was previously agreed with the client. This plan provides predictability in the allocation of resources, stability, a clear and unchangeable structure that is relatively understandable to everyone, and documentation support at all stages of the project (Thesing et al., 2021).

In the Waterfall model, there are five phases that follow gradually after each one is completed (Rabaya, 2023; Henriquez & O'Toole, 2024):

1. Collection and analysis of requirements, in which all project requirements from the customer are collected and documented. This is the most important and responsible stage of the project.
2. Design, where the system architecture is created based on previously collected requirements.
3. Development - takes place in accordance with the project documentation.
4. Testing, where the product is checked for operability and compliance with specified requirements.

5. Implementation - deployment of the system at the customer and further support, discussion and updating of the system after implementation, if the project requires it.

In the Waterfall model, each work package is carefully compiled based on documentation and required outputs, there is a clear distribution of roles, transparency and clarity in communication (Adobe Business, 2025; Invensis Learning, 2025). A clear distribution of project roles and phases reduces the need for constant communication between project participants. The waterfall has formal communication channels that arise based on documentation to create a clear project management structure (Rabaya, 2023). For example, internal communication can be carried out through scheduled meetings, documentation, and reports.

But Waterfall communication is also strict, formal, and dependent on the completion of each stage of the project, and any error that occurs during the work process can stop the entire project process (Atlassian, n.d.).

To quickly resolve a problem, communication must be effective, timely, and clearly documented, reasoned, and documentation to minimize further losses due to the shutdown of the project at the stage of the problem (Invensis Learning, 2025).

The Agile project management philosophy is based on the manifesto created in 2001, which describes the 4 values of the methodology (Manifesto for Agile Software Development, 2001):

Table 1. Agile's values and explanation

Values of Agile methodology	Explanation
Individuals and interactions over processes and tools.	Recognizing the importance of tools and processes should not be at the expense of realizing that the most important thing is team cohesion and the ability to set up a process in such a way that there is an opportunity for cooperation, mutual understanding and effective communication. Without effective interaction within the team, the best tools and practices may not be effective.

Working software over comprehensive documentation.	Compared to Waterfall, where every step of the project must be documented (Rabaya, 2023), the value of Agile is more important to finalize the product than to document and describe the stage of completion. In Agile projects, only important and necessary aspects of the work are documented.
Customer collaboration over contract negotiation.	Agile pursues the idea of constant cooperation with the client, receiving feedback at every stage of product improvement, by showing intermediate versions of the product. In addition to discussing the terms of the contract, it is important to find out why and what exactly the customer wants from the product.
Responding to change over following a plan.	Unlike Waterfall, Agile is primarily flexible and adaptable to market conditions or customer requirements. The main thing is to build the process in such a way that, when conditions change, the project can continue its work thanks to a high-quality reconfiguration.

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In addition to the main values described above, there are 12 principles of flexible project management, where 5 of them determine how internal communication is built in the project:

1. Business people and developers must work together daily throughout the project.

The constant collaboration of developers within the team and with the client helps to get feedback to achieve joint goals and improve the product.

2. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

Each participant in the project should be motivated, thanks to a favorable environment and the necessary resources for work. Trust within the team promotes high-quality internal communication and interaction to achieve the objectives of the project.

3. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Personal, constant and high-quality communication contributes to a favorable atmosphere within the work team, a quick resolution of misunderstandings and a strengthening of team spirit.

4. The best architectures, requirements, and designs emerge from self-organizing teams.

Self-organized teams must make decisions together, which requires a high level of self-organization, internal communication, openness and coordination.

5. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

It is important to conduct regular job retrospectives, where the team collaboratively analyzes the effectiveness of their work and communication in order to adjust subsequent work to increase productivity and improve work interactions.

These principles consider internal communication in the project team as an integral part of the project's work, where a favorable environment for self-organization, collaboration and optimization should be built. The Agile methodology, which includes these principles, Scrum, helps automate the process of working on a project using an iterative and incremental approach. Scrum helps to adapt and manage changing requirements for a customer's project by communicating and improving interaction between developers, project team members, and project owners (Lei, Ganjeizadeh, Jayachandran, & Ozcan, 2017).

The three main principles of Scrum (Sassa, Almeida, Pereira, & Oliveira, 2023, p. 179): transparency, inspection, and adaptation. Where transparency helps to clearly define goals and helps to openly see the ongoing processes of working in a team for all its participants. Inspection, in turn, involves regular checks of the work process of the teams in order to eliminate potential problems in the early stages of the project. Adaptation refers to the implementation of adjustments in the course of work if there are deviations from standards or desired requirements. These three principles are important for learning from your experience, learning from your mistakes, correcting and adapting your activities to the dynamically changing conditions and environment of the project.

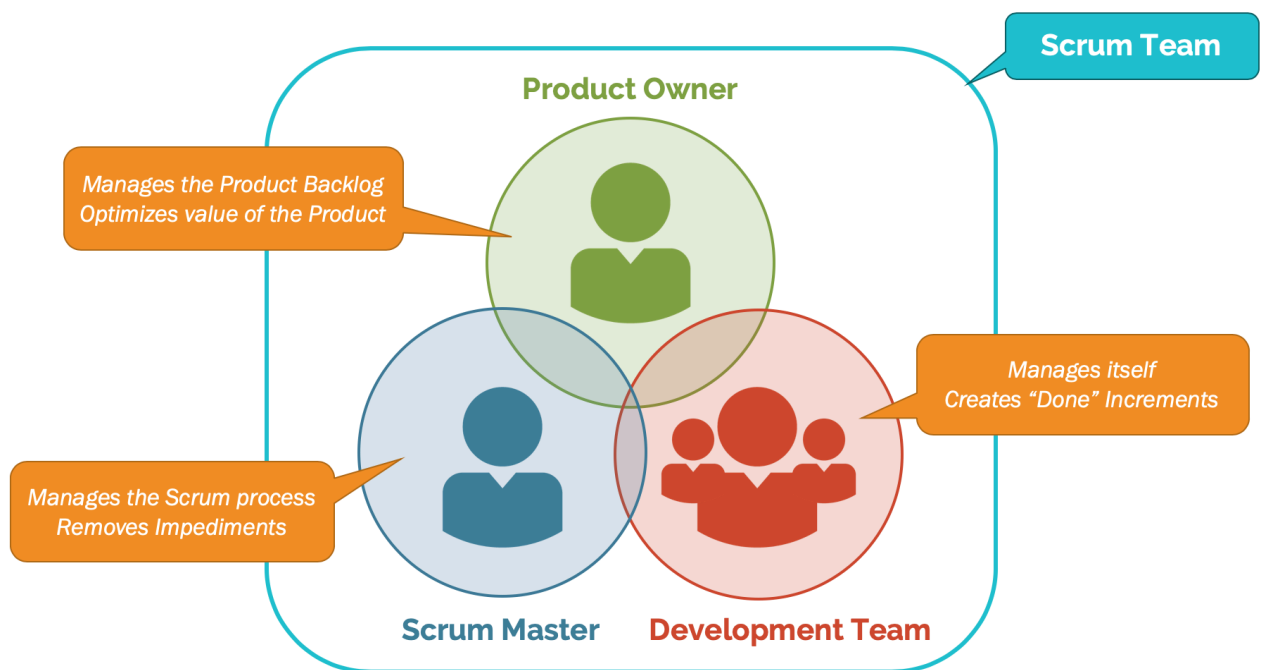


Figure 2. Illustration of Scrum Team (Doshi, 2017).

In Scrum, a team consists of roles (Lei et al., 2017): Product Owner, Scrum Master, and Development Team. Scrum teams are characterized by self-organization and cross-functionality, which frees the work from micromanagement and allows project participants to independently control the project. The distribution of responsibilities in Scrum is clear and transparent:

- The Product Owner is working on the product requirements to further clarify them to their team.
- The Scrum Master manages and stimulates the work process, supports effective communication and interaction, and motivates to achieve common goals.

- The Development Team works in sprints (short iterations) for about four weeks, independently monitoring and working on the tasks set for this period, and during weekly sessions they share the results of their work, where the issues that arise are discussed and resolved before more serious problems arise.

During the completion of each sprint, the finished part of the product is given to the customer for feedback, and the team conducts a retrospective of their work to optimize workflows. Unlike the less flexible and hierarchical Waterfall, Scrum acts as a more flexible project management model, where cooperation, open role allocation and openness in internal communication allow for better performance in the face of constant change.

In comparison, Waterfall's internal communication is organized through documented, well-structured communication channels, where frequent communication among project participants is minimal and occurs when necessary. The roles of the project team members are distributed in advance according to the planned work, which makes it predictable, but does not allow them to be flexible and changeable in the process of identifying a problem (Thesing et al., 2021; Rabaya, 2023; Henriquez & O'Toole, 2024).

Table 2. Comparison of Agile and Waterfall Project Management Approaches

Aspect	Waterfall	Agile (Scrum)
Project structure	Sequential and linear; each phase must be completed before the next begins.	Iterative and incremental; work is divided into short sprints.
Flexibility	Low flexibility; changes are difficult to incorporate once the plan is set.	High flexibility; changes are easily implemented during development.
Planning	Detailed upfront planning focused on documentation and predefined goals.	Adaptive planning updated during the project based on feedback.
Communication style	Formal, structured, and mostly documented through reports and meetings.	Frequent, open, and collaborative communication among team members.
Team organization	Hierarchical, with clearly defined roles and responsibilities.	Self-organized, cross-functional teams with shared accountability.

Documentation	Comprehensive and mandatory at all stages.	Minimal, only essential documentation maintained.
Internal communication	Occurs primarily through formal channels—meetings, documentation.	Occurs daily through stand-ups, retrospectives, and direct collaboration.

Made by author

To summarize, the Agile approach and the Scrum framework, compared to Waterfall, have self-organized teams in project management. Where regular and personal communication is important, taking place through weekly meetings and final discussions of sprints. This approach helps to create a dynamic and adaptive environment where there is constant optimization of work processes and team efficiency growth through feedback and timely response to changes in project requirements (Lei et al., 2017; Sassa et al., 2023), which is unusual for the Waterfall approach. Despite the difference in approaches, the possibility of combining practices from one approach into another is not eliminated. To create an effective communication model, the specifics of the project, the specifics of interaction should be taken into account, and based on the analysis of the sphere, a choice should be made which communication methods Agile Scrum or Waterfall will be more effective in the process of internal communication.

1.3. Key challenges in internal communications in project management

Tkalac Verčič u Verčič (2025) in the article *The internal communication paradox: Balancing digital convenience with face-to-face satisfaction* emphasized that the effectiveness of an organization directly depends on how internal communication is built in. Strong internal communication promotes cohesion among project team members, encourages collaboration and increases productivity. For example, staff turnover in an organization may be affected by a problem in building internal communication. Satisfied employees are more likely to be positive about their work than those who face communication problems.

Internal communication is an essential tool for high-quality interaction between people within a project, but regardless of the scale of the project team or organization, the most common problems that affect the effectiveness of internal communication can be identified.:

- Lack of transparency and coherence (Jint, 2025).

The most common problem in project management. There is often a lack of transparency and consistency in top-down communication, which affects the effectiveness of the team.

Project managers, in order to minimize the occurrence of this problem, should openly, regularly and clearly inform about the project goals, strategies and difficulties, without excluding anyone from the team, in the information transmission chain. A favorable atmosphere for trust should be created, where important issues are not spared and can be jointly resolved (Nadkarni et al., 2021). The messages that are transmitted in internal communication must correspond to the external communications of the project and the actual actions.

- Interpersonal and intercultural communication barriers (Susanto, 2023, p. 40).

Organizations that are associated with the implementation of international projects, where a multicultural team encounters difficulties in internal communication, which are formed due to a different understanding of corporate norms and values, and therefore due to differences in cultural norms, all this can affect the misinterpretation of information, and lead to conflict situations during the performance of tasks. project (Spencer-Rodgers & McGovern, 2002). This problem affects the operational progress of the project and causes delays in completing tasks, in addition, there is a decrease in trust within the project team (Tkalac Verčič, Verčič, & Sriramesh, 2012, p. 225).

To reduce the impact of the problem of intercultural internal communication, it is important to train employees in effective communication methods, and focus on the development of intercultural competencies, to create a unified working environment where each participant, regardless of cultural affiliation to any country, will feel involved in a team in which there is a healthy atmosphere of respect and tolerance. The emphasis on creating a unified work environment for all participants contributes to the success of international projects in intercultural teams.

- Information Overload (Kashyap, 2023).

Excessive information flow affects the information overload of the project team if internal communication is poorly structured. This affects employees by the fact that when performing priority tasks, there is no opportunity to focus on performance and because of this, the productivity of the entire team decreases, there is a possibility of mistakes during work and conflicts. The decision-making process slows down, concentration decreases, which has a bad effect on the implementation of the project. To increase the efficiency of the team, it is necessary to optimize

communication processes by controlling the number of information channels and prioritizing messages.

- Lack of trust and motivation (Zawawi et al., 2023, p. 3).

In project management, the trust and motivation of employees plays an important role in building effective communication, influencing success in achieving the goals of the project. External and internal motivators contribute to improving performance within the project, effective task performance and strengthening team spirit (Nešić & Lalic, 2016, p. 30). Lack of motivation affects trust, worsens the interaction between the manager and employees, reduces the desire for an open exchange of opinions and ideas, which affects the effectiveness of the project.

- Lack of feedback (Verma & Mishra, 2024, pp. 218-219) .

Lack of feedback or its untimeliness within the project team adversely affects the motivation and effectiveness of the team. The lack of a feedback culture can make employees feel unclear about what their supervisor requires in the context of their work. The efforts of the team, if they are not supported by any feedback, can affect staff turnover due to a lack of understanding of the value of the work that the team does. The lack of transparency in communication and discussions makes it difficult to build trust, complicates the development of the project and demotivates the team. Tagliabue et al. (2020, p. 844) confirm the importance of feedback to improve project performance and employee behavior. To improve the effectiveness of the project, the manager should manage and motivate the project with his feedback, and by building open and trusting relationships in internal communication, give employees the opportunity to give feedback in return.

During the research, Jakubiec (2019, p. 14) highlighted the lack of trust in the supervisor and colleagues, lack of information during work communication, information overload in various fields, lack of direct contacts between colleagues, lack or lack of Communication tools, gossip and contradictory data are the main obstacles in internal communication. Most of the problems can be solved with the help of soft management skills, such as negotiation and direct communication.

Important factors in the internal communication process are the level of communication skills of managers and employees, organizational structure, culture and climate, as well as relationships between colleagues. Participants in the Jakubiec (2019) research noted that direct conversations and

meetings with management are the most effective means of communication. The effectiveness of communication is determined by the manager's management style, the regularity of employee communication, collaboration between departments, the frequency of conflicts and organizational changes.

To summarize, effective management of internal communication in project teams is based on the combination of digital technologies with the possibility of live communication, which is confirmed by the paradox of internal communication (Tkalac Verčič & Verčič, 2025, pp. 5-6). The synthesis of online communication and personal communication helps to build trust, motivate employees and involve them in the project work process and make it effective. Eliminating communication issues such as lack of transparency, lack of feedback, motivation and trust, information overload, and cross-cultural barriers can help reduce staff turnover and contribute to the success of the project. Project managers should be able to create a flexible communication infrastructure, develop it as needed, and take into account the diversity of people and their needs in order to facilitate productive collaboration within the project team.

1.4. The Analysis of Internal Communication and Its Improvement Tools and Techniques in the Apparel Manufacturing Industry

Currently, there are no studies that have examined the improvement of internal communication in the clothing manufacturing sector, but there is a correlation between internal communication on the team's results and the fulfillment of the production organization's goals (Duangekanong, Jittawiriyankuoon, & Duangekanong, 2018, p. 13). Since the work process of a clothing manufacturing organization requires constant documentation, fulfillment of customer requirements, and tasks are discussed and presented to each employee in advance, the task is completed regardless of whether the employee is able to do it. Top-down communication affects the effective interaction between a manager and an employee, which can affect its effectiveness (Vesere, 2025), and based on these factors, the Apparel Manufacturing Industry's work model is more suitable for Waterfall.

Effective internal communication is an integral part of any organization, especially for the Apparel Manufacturing Industry, where communication is a multi-level process with a complex structure of interactions. Due to market standards, achieving the highest level of efficiency becomes even more difficult, subject to the continuous development of companies (Saraih, 2019).

In all types of enterprises, including clothing manufacturing, there is an abundance of variety of work operations and functional departments, which requires maintaining uninterrupted information transfer between departments and employees.

Communication is built through formal vertical and horizontal channels of information transmission, as well as through informal ways of exchange (Suthers, 2017), for example, discussing work tasks in an informal setting, which helps to form and strengthen communication between employees.

Regardless of the organization, to improve internal communication in any industry, there is an emphasis on the quality of information transmission, the use of appropriate channels, and meeting the needs of communication participants due to the abundance of functional departments. DeMaria (2016, pp.75-76) highlights the main characteristics for effective communication within an organization, which can be considered in the context of the Apparel Manufacturing Industry:

- High-quality and constant feedback.

The ability to create trusting conditions for the exchange of opinions between management or the manager and employees allows you to identify needs and influence adaptation to changes in production, effective problem solving in real time.

- Monitoring of internal communication.

Regular assessment and monitoring of all information transmission processes helps to identify where problems arise that affect the effectiveness of communication and reduce motivation. The control of information and channels helps to prevent potential problems due to the chaotic and unstructured flow of information.

- Employee engagement and motivation.

To develop corporate culture, engage employees, and strengthen team spirit, using creative approaches in combination with a variety of communication channels such as group discussions and problem solving, face-to-face conversations, and visual booths can significantly improve internal communication.

- Selection of relevant communication channels.

Accessibility and convenience of communicating and receiving information plays an important role in a production environment with a multi-level work process. It is important that information is received in a timely manner, since in the context of production, some aspects may affect the company itself, in the context of the image in front of customers.

- Adaptation of information and information format.

To build a work in a constantly changing environment, any information must be complete, with explanations, in order to improve the work and achieve the desired results. The format of the information can be adapted, from briefings, calls with managers to monthly video reports from management or meetings. In addition, consistent and effective communication helps to strengthen mutual understanding between employees, especially in an environment where personal interaction with senior management may be limited.

- Creating the ground for informal communication.

Oral negotiations, lunch discussions, corporate events and joint training contribute to improving the working atmosphere for multidisciplinary teams.

Consistent and high-quality communication within the manufacturing industry helps to improve mutual understanding between the participants in the workflow, which is very important in the absence or limited interaction with top management (Till, 2023). To improve internal communication, Sergeeva (2018, pp.51-52) suggests several methods that may be suitable for different industry organizations. For example, for the Apparel Manufacturing Industry, its methods for improving internal communication described in Table 3:

Table 3. Methods for Improving Internal Communication in the Apparel Manufacturing Industry

Method	Description
Business visualization.	Explaining complex production processes through simple diagrams for managers who lead clothing production projects. For example, a tutorial describing fabrics, application, and cut with visualization will help

	save managers time on clarifying information from the production or supervisor.
Cultural Mentoring.	It is especially important for multi-level apparel enterprises, for the formation of unity and a strong corporate culture. After the strategic sessions, management can introduce employees to the identified values and vision of the organization, or recall the company's philosophy to help employees understand the importance of communication.
Cross-departmental Communication.	Communication between departments can be carried out through: regular exchange of experience between departments; mini-trainings for managers from the production workshop or logistics; joint trainings at the request of each department; joint team building to improve the work of the enterprise. All this can help to build and synchronize the work process between the administrative, production and logistics departments.
Diary/Employee Feedback Notes.	To identify problem areas in the work of departments, keeping a Diary for employees can help management gain transparency in the work of departments, as well as react in time and neutralize potential conflict situations based on dissatisfaction with work or working conditions.

Coaching.	Short or long sessions to develop potentially successful employees for the company, improve their mental state, or conduct group sessions to motivate and accompany employees during their work. Supportive coaching sessions, for example, for managers or department heads, help reduce workload and make an open statement about the needs of the project.
Long-term Communication Plan.	Creating a communication plan is an essential part of improving the effectiveness of communication in organizations. The plan helps to regulate the channels of information transmission and ensures that only important and necessary information is received for each employee, regardless of his department.

Made by author

Key components of the internal annual/quarterly communication plan (Grossman, 2023):

1. Assessment and characterization of the current state of the company's business environment, identifying problematic aspects that affect the implementation of an effective internal communication strategy.
2. Setting strategic organizational goals and objectives, and defining priorities in communication activities.
3. Identification and segmentation of employees, to create a whole image of the internal audience of the organization, to implement a successful communication strategy through the selection of the most effective approaches and tools of interaction.
4. Development and formulation of key theses and ideas reflecting the strategic goals, mission and intentions of the organization in an accessible and understandable form for employees.

5. Selection of suitable information transmission channels, development of tools and approaches to ensure the most effective achievement of the set communication goals.
6. Development of a detailed calendar plan, with a schedule, intervals and deadlines, for the implementation of a communicative program.
7. Formation of criteria for monitoring and tools for measuring the effectiveness and efficiency of the implementation of the internal communication plan, for subsequent review and improvement in order to increase the effectiveness of the plan.

In a study by Samsudin, Jalil and Ibrahim (2017) on the implementation of Total Quality Management, aimed at improving the performance of all organizational processes, the involvement of all levels of personnel, especially in the garment industry, plays an important role in achieving the success of the company. In addition, it was revealed that employees of manufacturing companies would like to receive clear information from managers, coverage of any problems of the organization and changes. Heads of all departments should hold discussion meetings to increase employee motivation (p. 3).

To summarize, high-quality and optimally structured internal communication in the clothing manufacturing sector is an essential tool for achieving the company's strategic goals. The introduction of such practices into the communication process as constant feedback, systematic monitoring of communication, employee motivation, adaptation of communication channels and open, understandable visualization of business processes contributes to employee engagement, reducing barriers and improving productivity. The specifics of the industry should be taken into account, for example, excessive messages about holidays, about news untold from the company's activities, can only distract and suspend the work process of employees. Proper and appropriate integration of formal and informal information transmission channels in the Apparel Manufacturing Industry helps to quickly coordinate the work of all departments and employees. Attention to the development of internal communications helps to increase productivity, operational adaptation and achieve long-term success of the organization.

1.5. The role of modern technologies in projects teams internal communication

As a result of digitalization, the spread of remote work formats and the active introduction of Agile approaches (Afridi, 2023; Wells, 2023; Li, 2024), internal communication in organizations has been

transformed over the past decade. The use of such methods of information transmission and exchange as messengers, video calls, online platforms and other tools (Wuersch, 2024; Lane et al., 2023) has become an integral part of the internal communication of modern companies for effective employee interaction and instant information exchange. These tools play a key role in building communication, sharing information and work data, and managing and coordinating tasks between project participants.

According to a study by Hummel, Rosenkranz, and Holten (2013), the quality of communication directly affects the effectiveness of project tasks, especially in Agile methodology. In the text, Agile development is presented as “a cooperative game of invention and communication” (p. 353). Modern technologies help to facilitate data exchange and make it operational and consistent, regardless of the time zone or geographical location.

To analyze the impact of modern means on internal communication in a project, it is necessary first to establish the differences between traditional and modern technologies in the organization of internal interaction and information exchange.

Lane, Leonardi, Contractor, and DeChurch (2023, pp. 29-30) identify e-mail, telephone conversations, and face-to-face meetings as traditional means of transmitting information. Modern tools are corporate social media platforms (Enterprise Social Media, ESM), which include services such as Microsoft Teams, Slack, Chatter and Basecamp. These platforms help employees exchange both text messages and make it possible to make voice or video calls, organize file sharing and get quick access to documents and exchange them. Modern technologies facilitate the operational work of project teams and effective collaboration in distributed environments (Lane et al., 2023, p. 2).

Research aimed at comparing traditional and modern means of internal communication demonstrates that new digital platforms are more often more effective in the context of increasing the productivity of project teams. Afridi (2023, pp. 11-12) notes that digital information exchange tools improve the alignment of tasks and project results, thanks to accelerated information transfer and coordinated coordination, especially given the ease of use of these platforms. According to Wuersch (2024, pp. 176-177), modern means of communication help minimize communication delays and increase transparency of processes, which is key for teams that work using Agile

methodology. Agile methodology, which can be considered using the example of Airbnb, relies on the speed of completing tasks, customer feedback, and continuous improvement of work processes (Khonko, 2025). To perform high-quality and fast work that addresses key customer needs and improves teamwork, Airbnb uses modern technologies such as:

- Jira is for transparency in understanding who is working on what during the sprint.
- Slack is used for communication between each department, for quick transfer of information.
- Confluence wiki is used to create a corporate information base where you can store documents, files, and reports in one place.
- GitHub platform for managing and storing application source code.

On the other hand, traditional communication tools can also be effective, especially in task contexts where senior managers need to be involved or in time-consuming projects where face-to-face meetings are necessary to provide a qualitative explanation of all the nuances of the work (Li, 2024, p. 17).

Depending on the work needs of the project team, the effectiveness of modern communication tools depends on their functionality. For example, access to chat history, video calls, and integration with project management systems like Jira make it easy and convenient to manage work tasks and track progress (Wuersch, 2024; Lane et al., 2023). In terms of Agile projects, such technological support is extremely effective and in demand, since project success depends on constant communication and prompt feedback (Hummel, Rosenkranz, & Holten, 2013, p. 317-318).

Afridi (2023) points out in its research that the introduction and active use of digital communication platforms increases employee engagement and productivity, especially in remote or hybrid employment, the most popular types of work at the moment. Wuersch (2024, p. 178) notes that modern tools create an inclusive communication environment that helps projects overcome geographical barriers. Despite the value of both modern and traditional methods, modern communication solutions are noted to be the most effective ways of conveying information to project teams, especially for flexible, fast, and international team projects. However, the company's success depends not only on the work process, but also on carefully selected channels of interaction within the project teams (Khonko, 2025).

For example, if the channels are unsuitable and unregulated, the effectiveness of employees can significantly decrease (Simas & Chaves, 2025, p. 349). Constant video conferencing with a large number of employees affects the focus on the main purpose of the meeting, and connectivity issues affecting the participation of all employees create a sense of disconnection (pp. 351-352). In addition, despite the variety of new technologies, about 33% of the respondents to the Simas & Chaves study (2025, p. 350) noted that they use unofficial communication methods such as WhatsApp, where the risk of losing important information is highest. The transition to informal communication platforms is associated with unsuitable current channels for transmitting information, limited access, or insufficient knowledge in understanding how to use a particular platform. Due to the lack of training, employees may resort to using familiar platforms, which can lead to information overload and reduced communication effectiveness.

To summarize, for effective communication in the context of digitalization, it is necessary to create centralized and clearly regulated channels of information transmission, regularly train employees and inform them about new approaches in the work of project teams. A systematic approach to managing communication channels, updating them and using them competently helps project teams increase productivity and efficiency, and create corporate integrity in the context of constant changes in the digital environment (Khonko, 2025; Simas & Chaves, 2025). The integration of both traditional and modern communication channels can facilitate the communication process and improve its effectiveness. Careful selection of communication channels affects how effective the project team will be.

2. RESEARCH METHODOLOGY

2.1. Research Methods and Organisation

Research Design. The Master's research uses a mixed approach that combines qualitative and quantitative data for a comprehensive and complete analysis of internal communication in distributed project teams operating in the apparel manufacturing industry. The object of the research is internal communication in distributed and multifunctional teams, and the subject is methods and tools for optimizing communication processes. The mixed approach in this study allows us to identify common trends in internal communication among employees through a survey, and preliminary qualitative semi-structured interviews were used to develop and refine the questionnaire for a deep contextual presentation.

Case organization. The empirical study is based on the example of one organization, Company X, an international enterprise with offices located in Lithuania, Poland and Belarus. The company's production, logistics, and administrative support processes are managed by distributed project teams in different countries. The geographical distribution and, at the same time, the multistructure of departments allows us to consider this organization as an actual example for studying internal communication. Communication is carried out through the Kaiton system, Telegram messenger and phone calls, which corresponds to the practical tools of internal interaction discussed in the theoretical part.

Sampling and data collection.

The survey sample included 73 employees of Organization X from all key divisions and offices of the company. The minimal sample size - 59 was determined using the **Formula 2**, where the confidence level is 95% and the margin of error is 5%, which allows to obtain reliable descriptive data on the organization's staff. To conduct semi-structured interviews, a targeted sample is used with the criteria: work experience of at least two years, leadership or coordinating position, and representativeness of one of the offices in Lithuania, Poland or Belarus.

Preliminary qualitative interviews were used to identify key topics of internal communication in Organization X, as well as to develop and refine questions for a quantitative survey.

The quantitative survey is conducted online via Google Forms and distributed through an HR manager in a general chat and a personal invitation via messages to participate in the survey. High-quality interviews were conducted remotely via videoconference and in person.

Survey instrumentation. The questionnaire for quantitative research consists of 23 questions grouped into 8 blocks and after demographical questions:

- Block 1. Understanding roles and transparency (principle of clarity and alignment).
- Block 2. Communication channels (structured channel use principle).
- Block 3. Information fixation (traceability principle).
- Block 4. Feedback and engagement (two-way communication principle).
- Block 5. Interoffice interaction (principle of integration and culture).
- Block 6. Efficiency and automation (principle of operational excellence).
- Block 7. Motivation and corporate culture (engagement principle).
- Block 8. Agreement statements.
- Demographical questions.

The survey includes different types of questions and scales:

Likert-type (ordinal) items: Q1, Q2, Q5, Q6, Q7, Q9, Q10, Q11, Q13, Q16, Q18.

Nominal items: Q4, Q8, Q14, Q17, Q19, Q20, Q21, Q22.

Ratio-scale questions: Q3, Q15.

Open-ended question: Q12, Q23.

Where three questions are for demographic information (gender, work experience, department affiliation), and the remaining questions relate to understanding the clarity of roles, communication channels, feedback culture, inter-office collaboration, the use of digital tools, and the perceived impact of internal communication on motivation and effectiveness.

Interview instrument. As part of the qualitative research, a tool consisting of 10 semi-structured questions (ANNEX 1) addressed to managers and coordinators is used. The questions help to highlight aspects of internal communication in distributed teams:

- Current internal communication practices among project teams and in the organization as a whole;
- Which communication channels are most often used (Telegram, Kaiton and others) and their effectiveness;

- Typical barriers to communication, existing misunderstandings and conflict situations, as well as their impact on work processes and the emotional state of employees;
- Differences in communication practices between offices in Vilnius, Warsaw and Minsk and between divisions, as well as possible ways to create effective communication between offices;
- Possible steps to improve communication processes, introduce new tools, and better support project work and employee motivation.

The semi-structured interview format helps to build on pre-defined thematic blocks, while maintaining flexibility for clarifying questions and clarifying important details.

Data analysis. The responses received through Google Forms during quantitative research will be exported to Google Sheets for further processing. Descriptive statistical methods, such as frequencies and percentages of nominal variables, averages, and standard deviations of Likert-scales, will help summarize employees' perceptions of internal communication processes. With sufficient data, cross-tabulation is possible to identify differences and relationships between subgroups, for example, offices (Lithuania, Poland, Belarus), for a deeper understanding of the studied internal communication processes in distributed teams. Qualitative data will be transcribed verbatim using the method of qualitative content analysis using an integrated approach: initially, categories are formed according to the theoretical basis (communication channels, feedback, information overload), and further expanded taking into account the identified patterns in the collected data. The final categories will set the structure for presenting results and proposals to improve communication in the Organization X.

Validity and reliability. To ensure content and face validity, the questions used for qualitative and quantitative research were developed based on the theoretical framework described in chapter 1, as well as data from previous research in the field of internal communication, feedback, and employee engagement. The draft versions of the interview questions were checked by the supervisor and HR manager of the Organization. Their adjustment has helped to improve the wording and adapt to the company's specifics. In quantitative analysis, after data collection, the internal consistency of the Likert scales will be assessed using the reliability coefficient (Cronbach's alpha). The issues reducing the indicator will be reviewed. For qualitative analysis, reliability is achieved through the process of coding and comparing results with theory.

Research ethics. The research is organized in compliance with the principles of academic ethics of the of Mykolas Romeris University, which imply respect for honesty, respect for human dignity, personal responsibility of the researcher and confidentiality of data. The participation of the respondents is completely voluntary. Before completing the online survey, participants confirm their informed consent by setting an appropriate mark and thereby agreeing to participate and process anonymous responses for scientific purposes. Personal information that can help identify a person (name, contacts, etc.) is not requested to ensure anonymity and personal data protection. Access to the source data is limited by the researcher, all files are stored in a secure format. Upon request, summary data will be provided for the HR manager and other stakeholders, without specifying individual respondents, in order to exclude employee identification. Participants are informed in advance about the research objectives and the right to opt out. The questionnaire does not use sensitive or malicious topics. The results will be provided impartially and used only to improve internal communication processes in the project management of Organization X, in accordance with the principles of academic integrity and social responsibility.

2.2. The key characteristics of research organization

This master's thesis uses a mixed type of research, which includes a logical transition from qualitative to quantitative research in order to fully understand the issues. Semi-structured interviews with managers and coordinators were conducted to identify key topics, communication problems and communication difficulties. The results of 5 semi-structured interviews helped to develop questions for quantitative research of the organization's employees participating in project teams. The compiled questions were reviewed by the HR manager, who adjusted a couple of questions so that most of the employees could fill out the questionnaire. The quantitative research answers obtained reveal the scale of the problem and the attitudes of employees from different offices towards internal communication. The final stage of the study relies on the analysis of both qualitative and quantitative data to form practical recommendations for improving internal communication in the Organization.

The empirical research is carried out on the basis of Organization X, an international light industry clothing manufacturing company geographically located in Lithuania, Poland and Belarus. All stages of data collection were carried out both online and offline, which corresponds to the format of work in distributed project teams. Exploratory interviews are conducted through the Google

Meets video conferencing service or face-to-face, depending on the schedule and location of the interview participants. The questionnaire for the quantitative interview was created in Google Forms, distributed through a shared employee chat in a telegram through an HR manager. The data collection period is limited in time in order to capture the current organizational situation in the company and communication practices in project management for relevant analysis.

The qualitative part of the study focuses on managers and coordinators who have at least two years of work experience in Organization X, and who perform the responsibilities of organizing communication within and between project groups, and represents one of three offices of the Organization X.

The survey sample includes the main categories of employees directly involved in internal communication during project implementation. All respondents belong to the general general population that characterizes internal communication in a given company. The total population (N) was 120 employees, so a sample calculation was used to justify the number of required responses. The sample was calculated using the initial margin of error definition (**Formula 1**), and then calculated using the Sample Size formula (**Formula 2**) (SurveyMonkey, n.d.). These calculations allowed us to establish the minimum number of respondents to obtain statistically reliable results.

Formula 1:

$$\text{Margin of error} = \frac{100}{\sqrt{n}}$$

Where n = sample size

Results of Formula 1:

$$\begin{aligned} \text{Margin of error} &= \frac{100}{\sqrt{120}} \\ &= \underline{\underline{9.12\%}} \end{aligned}$$

Formula 2:

$$n = \frac{\frac{z^2 \times p (1 - p)}{e^2}}{1 + \left(\frac{z^2 \times p (1 - p)}{e^2 N}\right)}$$

Results of Formula 2:

$$n = \frac{\frac{(1.96)^2 \times 0.5(1 - 0.5)}{0.0912^2}}{1 + \frac{(1.96)^2 \times 0.5(1 - 0.5)}{(0.0912^2) (120)}}$$

$$n = \frac{115.47}{1 + 0.954}$$

$$n = 59.09 = \underline{59}$$

The quantitative stage includes the response of 73 employees, (where required minimum according to sampling formula - 59) from various departments from all three offices of the company. Participation in the study is completely voluntary, the invitation to participate is implemented through a shared chat in a telegram and through personal messages, which briefly describes the purpose of the work, the benefits of the study for further work, and focuses on anonymity and the possibility of not taking the survey without consequences. It was also indicated that the survey participants can request a summary of the survey result at will.

The course of the study includes several consecutive steps. The first step is based on a review of sources and building a theoretical foundation, creating a draft version of a semi-structured interview. Next, the second step is to conduct high-quality interviews, the results of which, after analysis, help identify key semantic blocks and professional terminology specific to employees. At the third step, a questionnaire is developed based on the theory and conclusions from the interview, then the questionnaire is checked by HR managers to achieve the effectiveness of the form being

filled out and the accuracy of the answers in the specified blocks. The fourth step is to launch an online survey, collect responses and then prepare them for processing. The fifth and final step is the analysis of quantitative data using the descriptive statistics method, and the analysis of interviews using the content analysis method, for subsequent answers to research questions and the development of practical recommendations for improving communication in project management.

To maintain the high quality and objectivity of the research, all participants work in the same condition:: they receive the same information about the study, its objectives and goals, fill out the same questionnaire for all participants and on the same Google Forms platform, and the interview is based on a single semi-structured guide. The risk of bias in the results is minimized due to anonymity, neutral and hateful formulations of questions, and a clear separation of the researcher's position from management decisions in the organization. Strict adherence to the ethical principles of voluntary participation, informed consent and confidentiality of data increases the reliability and reliability of empirical research data.

THE RESEARCH RESULTS PRESENTATION

3.1. The analysis of experts interviews results

The qualitative part of the study was carried out on the basis of semi-structured interviews with managers and coordinators of Organization X, who participate daily in project activities and in internal communications with colleagues in distributed teams. A total of five interviews were conducted, one of which was offline, three via the Google Meets platform, and the last interview via voice messages due to the respondent's busy schedule. The expert interviews were conducted in Russian, and were subsequently transcribed and translated into English. The task of sub-chapter 3.1 of “The analysis of experts interviews results” is to analyze expert interviews to identify key thematic blocks, recurring communication problems, and successful internal communication practices in project management.

The method of qualitative content analysis is used to process the obtained research data. To get a general idea of the material, a sequential re-reading of the respondents' answers was carried out, highlighting fragments related to the research questions. During the reading process, recurring ideas and typical examples were highlighted, which were later grouped into themes and sub-themes to systematize a huge array of response text. And also to identify common patterns in the perception of internal communication processes by managers and coordinators of Organization X.

Qualitative analysis helps to find the deep meaning of communication problems in project teams, as well as how the interview participants themselves understand their occurrence and possible solutions. A quantitative survey helps to identify the extent of the identified problems, and qualitative interviews provide an in-depth understanding of real-world communication practices, role allocation, emotional background, and informal norms within project teams. Accordingly, the main conclusions of qualitative content analysis are based on the creation of a questionnaire for a quantitative survey and the construction of a conceptual model for improving internal communication in the Organization X

The obtained expert interview data was analyzed manually using high-quality content analysis. The audio recordings of all the interviews were transferred verbatim to a text file and then translated

into English. The original wording of the participants' statements was preserved during transcription and translation. Each response was anonymized during transcription using the designation of participants as Respondent 1-5, to ensure the consistency and illustrativeness of quotations without revealing their identity. The transcript was then read sequentially several times to gain a deeper understanding of the answers and identify recurring ideas related to the research question. During the reading process, the text was marked and repetitive fragments were highlighted to identify potential topics and create the most systematic coding system for the material.

Further, recurring themes were summarized in several categories, such as: "clarity of roles and responsibilities," "communication channels," "feedback," "interoffice interaction," and "suggestions for improvement." Specific typical situations were identified within the categories. For example, in the category of "clarity of roles and responsibility," respondents described cases where it was unclear who should perform a task, employees relying on unspoken expectations, and cases where management decisions were not explained. This allocation of thematic blocks made it possible to identify common patterns of differences in the individual experiences of the respondents.

The presentation of the results in this sub-chapter follows these thematic categories. For each of them, the statements of the interview participants were selected, with additional brief explanations demonstrating the connection with the purpose and objectives of the research. This approach allows us to maintain a close relationship with empirical data and conclusions, to clarify how the proposed categories are based on real statements by managers and the coordinator of the Organization.

The analysis process was accompanied by short working notes that reflected the ideas that had arisen and possible interpretations in order to clarify the selection of certain topics to combine and how common blocks were formed. As a result, the final system of categories and subcategories has become more transparent and has become the basis for a logical transition from qualitative to quantitative results.

Table 4. Table of categories and subcategories

Category	Subcategory
Clarity of roles and responsibilities	Assumptions instead of explicit agreements; Unclear task ownership; Lack of explanation of decisions
Communication channels	Dominance of Telegram; Underuse of formal tools; Information duplication
Feedback and emotional climate	Lack of timely feedback; Personal comments and tension; Need for constructive, solution-oriented feedback
Interoffice interaction	Distance and limited personal contact; Differences between offices; Successful practices of cross-office communication
Suggestions for improvement	Need for clearer rules and processes; Demand for training and guidelines; Importance of informal and team-building activities

Made by author

Clarity of roles and responsibilities. This category allows to identify how clear the distribution of roles and responsibility for certain tasks is to the team members. In addition, it helps to understand how decisions are made during project work and what expectations are placed on employees and employees. During the interview, respondents repeatedly described situations where colleagues took something for granted in the context of the distribution of responsibilities. Later it turned out that this was not explicitly said. Lack of clarity leads to disorganization, duplication of tasks, and waste of time, for example, correcting a task that has already been completed or searching for information to complete it. These problems are especially acute in distributed teams, where communication takes place online, and any work problems can affect the distribution of workload and a sense of fairness in project activities. Highlighted subcategories that mentioned in Table 5:

Table 5. Expert’s interview evaluation for the category “Clarity of roles and responsibilities”

Subcategory	Answer
<ul style="list-style-type: none"> - Assumptions instead of explicit agreements 	<p>This subcategory reflects situations where employees rely on their own ideas, without specifying the task and responsibility. Respondent 1 noted that colleagues cannot “read minds” and that information should be clearly communicated rather than considered “obvious”, which leads to misunderstandings and delays in work.</p>
<ul style="list-style-type: none"> - Unclear task ownership 	<p>Subcategory means that there is no specific person responsible for completing a particular process, which affects the speed of task completion, process coordination, and forces employees to seek information from different people. Respondent 4 pointed out that poor communication between departments and the absence of clearly assigned responsibility led to repeated rework, while Respondent 3 emphasized that high workload and multitasking caused missed important points and the need to redistribute tasks.</p>
<ul style="list-style-type: none"> - Lack of explanation of decisions 	<p>Subcategory reflects the experience of employees when managers make decisions or give instructions without explaining the reasons, which makes it difficult to understand</p>

	<p>the work. Respondent 2 mentioned that there was no clear “final owner” of information and that the communication chain was broken, while Respondent 1 stressed that without explanation of why tasks should be done in a certain way, professional growth and performance remain low.</p>
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Made by author

This category is one of the key topics that were mentioned in the interview, namely the problem of unclear roles and responsibilities in project teams. The interview participants repeatedly stressed that the lack of clear agreements leads to misunderstandings and delays in work. For example, Respondent 1 mentioned that:

"It's important to remind everyone that neither you nor your colleagues have telepathy... all the information will be conveyed in communication, and not the one that, oh, well, I thought, it was obvious, it was not obvious..."

This quote vividly illustrates the subcategory of Assumptions Instead of Explicit Agreements, when employees mostly rely on their assumptions instead of discussions and approvals.

Respondent 4 подметил что отсутствие прямой задачи и обозначения ответственности за нее влияет негативно на работу:

"Situations are constant. Poor communication between departments plus no one transmits information or prescribes it. This had a negative impact on the work, more precisely, we had to redo the same work several times."

Respondent 3 describes the reason for the misunderstanding of responsibility:

“In my work, it is just the workload that interferes, the multitasking, that is, in particular, I voiced to my head of the department that some tasks need to be redistributed, which is what we are doing now, because I often miss important points due to the fact that physically I cannot cover such a volume.”

Respondent 2 mentioned that:

“I am the face of final agreement. Someone comes to me, and then they pass this chain of information. For me, the communication was broken when they came to me, gave me information, and immediately said, it is not agreed, this and that, it will resist, and I have a chaos, they have a chaos, and there is no face who took the information from me and went and passed it on to everyone.”

These answers highlight issues with responsibility and relate to the subcategory of Unclear Task Ownership.

Respondent 1 mentioned that:

“At least we would have found the root of this problem, so that such an action would not be repeated. Why is it important to explain that you need to do it this way? And why do we do it this way? Because earlier we already had experience. And not just do it this way. You ask me why? Because I said so. I hate such answers. My skill will not grow in any way if I just perform one-time tasks every time without understanding what it leads to. Without understanding the structure. And the performance, as a rule, is much less than if you explain to a person why you need to do it this way and not the other way around. And explain why we do it.”

This problem is reflected in the Lack of Explanation of Decisions subcategory, which affects a decrease in the understanding and involvement of employees in project work. The key element of project management is clarity of roles and responsibilities, as mentioned in theoretical sources (Thesing et al., 2021; Lei et al., 2017). The lack of a clear division of responsibilities leads to a decrease in the efficiency of both the employee and the project and an increase in the number of misunderstandings, which is confirmed by the empirical data of Organization X.

Communication channels. This category highlights the communication tools that employees use to

communicate while working in distributed project teams in Organization X. The Telegram messenger has often been mentioned as the fastest and most convenient channel for day-to-day operational coordination, and the Kaiton platform for receiving work tasks and reporting. However, some respondents noted that due to the use of multiple channels, information is duplicated and it is unclear where to look for "official" information. The importance of the category lies in the fact that the choice of appropriate communication tools affects the speed, reliability and transparency of information exchange and obtaining accurate comments on work tasks. Subcategories mentioned in Table 6:

Table 6. Expert’s interview evaluation for the category “Communication channels”

Subcategory	Answer
- Dominance of Telegram	Respondent 1 noted that Telegram is more informative, faster and easier to use for clarifying information, while Respondents 4 and 5 emphasized that it allows quick calls and rapid problem solving
- Underuse of formal tools	Respondent 1 pointed out that sending a message through Kaiton requires many additional steps, and Respondents 2 and 4 emphasized that Kaiton is more about “control and defence” of completed tasks than about operational communication, which limits transparency and full use of the system.
- Information duplication	Respondent 3 mentioned that important messages in chat can be missed due to the high volume of messages, and Respondent 4 noted a large number of chats where different topics mix, which complicates the search for relevant information and increases the risk of errors.

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In the context of internal communications, a well-chosen channel for transmitting information and messages is an integral part of organizational interaction in distributed teams. Respondents noted that Telegram is the most effective and operational communication channel in Organization X.

For example, Respondent 1 highlighted:

"Inside the team, in terms of communication, clarification of information and other things, I use Telegram more, because it is usually more informative, faster, simpler and more convenient."

Respondent 4 also noted that:

"Telegram is faster. It's easier to call in Telegram than to wait for a response...There is a lot of communication in Telegram, but that's become a habit for everyone. Because everything is urgent, it's easier to get through by phone than to wait for an answer."

As well as a Respondent 5:

"Telegram - quick issue resolution and response."

The respondents' answers reflect the Dominance of Telegram subcategory, where it is easiest for people participating in interviews to receive and share information, which indicates a preference for using fast and understandable messengers in a distributed environment.

In addition to Telegram, another platform was mentioned - Kaiton, a formal system for receiving tasks and communicating about questions. The platform helps to track everyone's work process, but it is used to a lesser extent. Basically, it is perceived as a "reporting area", where it is necessary to enter additionally. Respondent 1 compared Telegram and Kaiton:

"I use telegram more, because it is usually more informative, faster, simpler and more convenient. I give special preference, because in communication you should not have any complications, because if there are more complex actions, for example, to write a message, you have to open a Kaiton, choose a card, find it, put a filter on yourself, it takes much more action to convey some information. If I need to discuss, and not to write some kind of final, I use telegram, because in it these steps to send a message are much less and easier to open"

Respondent 4 described Kaiton as:

"Kaiton is convenient in terms of providing some control, task completion, and external response, and if something happens... It's reliable information, meaning everyone can see what you did, and that's the information... But it turns out that the Kaiton isn't really enough. It's more like a reflection of what you've done, a defense. Yes, defense, that's a good comment."

Respondent 2 described the problems associated with the incomplete transition to the Kaiton corporate system:

"We have already discussed that everything related to work and projects should be communicated in Kaiton, but 5% of our company agrees with this, due to the fact that you can write to telegram much faster. Kaiton does not allow such speed, but Kaiton just focuses on the topic of communication, and you do not go beyond the framework, you communicate on the topic of a specific project and solve problems internally, and this also fixes the information and does not lead to an absurdity, where we begin to send screenshots of what and how, where and who answered, when in the end the result turned out to be not what we expected."

These answers fully reflect the subcategory Underuse of Formal Tools, where it is not possible to create transparency of processes due to the lack of a specific formal working tool. In addition, the participants pointed out the problem of duplication of information in different channels, which leads to confusion and loss of time. For example, Respondent 3 stated:

"Ah, well, in fact, it often happens in the chat, for example, when a message about sending something appears, and there is a need for documentation. I can also miss this message, because the flow of information goes. And then, in the end, they're about to send clothes, but I haven't settled this issue with the documents."

But also the disadvantage of using Telegram is, as Respondent 4 noted, that:

"There are a billion chats on Telegram. When you have a relevant question, you ask it, someone asks you a counter-question, or someone else intervenes in the conversation".

The participants noted the problem of duplication of information, which leads to confusion and loss of time. As Respondent 3 noted, important messages can get lost in the chat message stream, which reduces the speed of closing tasks. Respondent 4 emphasized that there are a lot of chat rooms in

Telegrams where questions may overlap, and at the same time information on another issue may appear in the chat, making it more difficult to find relevant information. Thus, the subcategory of Information Duplication reflects the impact of fragments of information across many different channels, which complicates information tracking and smooth operation.

According to research (Tkalac Verčič & Špoljarić, 2023; Jakubiec, 2019), the combination and balanced use of communication channels directly affects the quality of information exchange and employee satisfaction, which underlines the importance of this issue and the relevance of the issues identified in the Organization.

Feedback and emotional climate. This category contains the respondents' experiences about receiving feedback, recognition, and the emotional climate in teams. It was noted by the respondents that feedback is irregular and even rare, and most often with an indication of errors. While the positive results go unnoticed. Some noticed that the comments of colleagues and supervisors felt like reproaches to them, causing tension and decreased motivation. Feedback and a stable emotional background have an impact on employee engagement, a sense of security, and a desire to openly discuss difficulties, which is the main topic of this category. Subcategories shown in Table 7:

Table 7. Expert's interview evaluation for the category "Feedback and emotional climate"

Subcategory	Answer
<ul style="list-style-type: none"> - Lack of timely feedback 	<p>Respondents noted that feedback in Organization X is irregular, often absent when needed, and mostly appears only in the context of mistakes. Respondent 4 pointed out that feedback is perceived as "a good thing" but practically does not exist, and Respondent 5 emphasized that it is easy to receive comments from colleagues, but difficult to get clear and specific feedback from management, which creates a feeling of uncertainty and "limbo" in</p>

	work.
- Personal comments and tension	<p>Some participants described situations when discussions shifted from professional topics to personal comments, which increased stress and worsened the emotional atmosphere.</p> <p>Respondent 2 mentioned that conversations can drift away from work goals, and Respondent 3 stressed the importance of constructive, business-like communication without excessive emotions, as emotional reactions strongly affect personal well-being and the overall climate in the team.</p>
- Need for constructive, solution-oriented feedback	<p>Respondents expressed a clear need for feedback that not only points out mistakes, but also supports, encourages, and focuses on solutions and development. Respondent 3 underlined that it is important to receive recognition such as “thank you” or “well done work”, not only criticism, and Respondent 4 noted that after unsuccessful results there should be a dialogue aimed at understanding reasons and finding ways to improve, rather than one-sided monologues.</p>

Made by author

Feedback and emotional background in project teams have an impact on motivation and work efficiency. The interview participants noted that feedback in Organization X is often irregular and mainly aimed at identifying errors. For example, Respondent 4 noted that:

"Feedback is generally a good thing. But we don't have it. A couple of times I tried to ask the management... It seems to me that the company does not consider this moment important."

Respondent 5 said that:

"In general, it is easy to get feedback from colleagues because we are constantly in touch. The hardest part is from the management, because they never give any specifics. And because of that, you become in such a limbo."

Respondent 2 mentioned that:

"But probably if I go beyond the field of my own areas where I have a team above me that listens to me... My level of communication is falling."

This characterizes the Lack of Timely Feedback subcategory, which negatively affects employee growth and engagement. Some respondents also shared their experiences when comments from colleagues or management were perceived as personal criticism, which created stress and worsened the working atmosphere. Respondent 2 noted:

"The blur begins. For example, you and I called to get feedback, and now I'm going to start telling you about my health. And, as it were, this does not bring us any closer to the goal with which we have gathered here."

Respondent 3 said that:

"I am for constructive communication, business communication, not to allow emotions, because it affects me a lot... every situation should be discussed, this is also often not enough... to discuss, well, constructively, without emotions... emotional encouragement is also necessary."

This is due to the subcategory of Personal Comments and Tension, which indicates the importance of an emotional climate for productive communication. At the same time, the participants expressed a desire to receive more constructive and practical feedback. Respondent 3 highlighted:

"Feedback from the management is always pleasant to get some kind of... thank you, well done"

work... And not only when it is done badly... every situation should be discussed... with the intention of some kind of encouragement..."

Respondent 4 also mentioned that:

"When you significantly failed with the task and got the appropriate feedback... There should be a dialogue... I start to have a monologue, I start to chase everyone..."

The Need for Constructive, Solution-Oriented Feedback is revealed in this category thanks to comments about the current situation from respondents. Feedback plays a key role in developing and improving work interactions, according to research (Afridi et al., 2023; Hummel et al., 2013). Effective feedback and a supportive emotional background in the team or in the organization contribute to successful project management and the creation of psychological comfort for employees, which confirms the importance of these aspects for the Organization.

Interoffice interaction. Communication between the offices and the countries of Organization X is considered in this category. The respondents spoke about the practical and emotional difficulties associated with the work of colleagues they rarely see in person: differences in local work processes, limited personal informal communication, and moments of distrust or misunderstanding. At the same time, the respondents gave examples of successful interaction: regular online meetings, clear rules made it possible to coordinate expectations and share experiences and knowledge. Distributed teams need effective inter-office collaboration to work properly, so this category is important. Subcategories shown in Table 8:

Table 8. Expert’s interview evaluation for the category “Interoffice interaction”

Subcategory	Answer
- Distance and Limited Personal Contact	Respondents emphasized that physical distance between offices and the absence of face-to-face communication complicate trust building and operational interaction. Respondent 1 mentioned that everything has to be solved

	<p>through correspondence with colleagues in other countries, which is “scary” when you do not know the person, and Respondents 2 and 4 noted that remoteness and dispersion make it difficult to understand who to contact and to get timely information about work issues such as shipments.</p>
<p>- Differences Between Offices</p>	<p>Interview participants pointed out that local practices, schedules and priorities differ between offices, which leads to misunderstandings and additional coordination. Respondents 1, 2, 4 and 5 mentioned that offices in different countries (Lithuania, Poland, Belarus) do not fully understand how each other functions, that cultural and contextual nuances are often not taken into account when setting tasks, and that a lack of clarity about local conditions complicates cooperation.</p>
<p>- Successful Practices of Cross-Office Communication</p>	<p>Although most comments focused on difficulties, respondents also shared examples of successful interaction based on professional, supportive and friendly communication. Respondent 1 described positive experiences of dialogue with colleagues from other offices, where careful wording, openness to questions and readiness to help allowed to maintain a constructive atmosphere and smooth out differences between offices, illustrating potential good practices for cross-office</p>

	communication.
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Made by author

In a distributed Organization, the interaction between offices and countries is a complex system for effective communication. During the interview, respondents noted that both physical distance and differences in work processes affect the creation of communication problems. Due to the lack of live communication, everything has to be solved through correspondence, which reduces the possibility of operational interaction and the creation of trusting working relationships. Respondent 1 noted that:

«There is no opportunity. To come. Ask. Talk. Everything has to be done through correspondence... You are in different countries. You do not know anyone. You do not know who perceives the information. You can not discuss everything on the spot...It would be scary... if you are not familiar with a person.»

Respondent 2 added:

«When it is remote communication, that is, remoteness also affects...»

Respondent 4 said that:

«Due to the fact that we are all scattered...This aspect that you do not know who to turn to also affects. There is no communication about which parcel was sent, when it was sent, and why it wasn't sent...»

These comments from respondents relate to the subcategory of Distance and Limited Personal Contact. It emphasizes that in order to build trust and coherence in teams, attention should be paid to personal interaction. Due to the presence of offices in different countries. In addition, the survey participants identify differences in local practices and priorities between offices as the main factor in the manifestation of misunderstanding and the appearance of additional coordination. Respondent 1 noted that:

«I'm not very familiar with... the Lithuanian office, with the Belarusian... I think it depends on how people are ready to get acquainted with something new.»

Respondent 2 said that:

«It is very difficult for people who do not live in Europe... to understand how everything works here... Some reasons are not clear to them because there is simply not enough clarity.»

Respondent 4 commented:

«Each office has its own schedule, atmosphere... We may not understand how our colleagues work in Warsaw or Minsk. So they do not understand us...Tasks are set... no one takes into account nuances.»

Respondent 5 noted that:

«People who are in Belarus do not understand how the office of Lithuania or Poland functions...The Lithuanian office probably doesn't really understand how the Polish office functions.»

The described complexities of intercultural and interoffice interaction belong to the subcategory Differences Between Offices. Despite these problems, Respondent 1 noted that attentive, professional and supportive communication can significantly smooth out inter-office differences.:

«Our dialogue was always very friendly. Very positive... If something is wrong, I will correct it... Your dialogue should be neat, professional, friendly...We are always open. Please write if you have any questions.»

It is important to note that most of the respondents did not name successful practices, but focused on problems and work mechanisms that are ineffective in the context of inter-office interaction.

Increasing productivity and improving the quality of projects depends on effective interoffice cooperation, which is mentioned in theoretical studies (Tkalac Verčić & Špoljarić, 2023; Lei et al., 2017) and is confirmed by the conclusions of the interviewed employees of the Organization X.

Suggestions for improvement. In this category, the proposals of the interview participants on obtaining internal communications in project management in Organization X are considered. The respondents suggested structural measures, such as setting clear rules and standards for communication tools, as well as focusing on initiatives, such as team building, informal meetings,

and effective communication training. The importance of the category lies in the fact that it is the basis for developing recommendations and a model for improving internal communication within the team. Subcategories illustrated in Table 9:

Table 9. Expert’s interview evaluation for the category “Suggestions for improvement”

Subcategory	Answer
<ul style="list-style-type: none"> - Need for clearer rules and processes 	<p>Respondents emphasized that many problems arise due to the absence of clear rules for using communication channels, distributing tasks and documenting decisions. Respondent 4 noted that tasks are set without taking into account nuances and without clear indication of responsible persons, and Respondent 5 pointed to the lack of structure, regulations and transparent information about, for example, shipments, which makes coordination more difficult.</p>
<ul style="list-style-type: none"> - Demand for training and guidelines 	<p>Participants expressed the need for training, onboarding and clear explanations of work processes in Organization X. Respondent 1 mentioned that many aspects were not properly explained, and that they had to search for information on their own, which reflects the need for practical recommendations, clear task descriptions and a unified guide on how to work with tools and internal procedures.</p>
<ul style="list-style-type: none"> - Importance of informal and team-building activities 	<p>Respondents highlighted the importance of informal communication, offline meetings and team-building activities for strengthening relationships and reducing misunderstandings</p>

	<p>between employees and offices. Respondent 1 emphasized the desire to meet colleagues in person and have more opportunities for informal contact, while Respondent 4 pointed out that different office atmospheres create distance, which could be reduced through regular joint activities.</p>
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Made by author

Based on the respondents' responses, it is possible to identify those aspects that can be improved to optimize internal communication in the distributed project teams of Organization X. Most often, problems arise due to the lack of clear rules and regulations for the use of communication channels, which the survey participants drew attention to.

Respondent 4 revealed that a clearer understanding of the work processes is needed, which can take into account the nuances:

«Tasks are set... no one takes into account any nuances. It is simply set, and we must fulfill it.»

Respondent 4 also noted that there is a need to identify responsible people and create a clear process structure:

«You don't know who to go to, who is responsible... Everyone seems to be doing small tasks, but they don't know where to send them.»

Respondent 5 noticed a lack of structure, regulations, and rules for transmitting information:

«Everything is poorly structured, there is no communication for example about which parcel was sent, when it was sent, and why it wasn't sent»

Respondent 1 responded by noting the need for training, normal onboarding, and an explanation of

the work processes in Organization X.

«Many moments did not teach me normally. I find information, I try to work... If something is wrong, I will correct it... There is such a table — explain your task.»

This response refers to the Demand for Training and Guidelines, which indicates the need for comprehensive and understandable training and the creation of a clear work guide. The respondents also noted the importance of informal communication and joint activities aimed at team building. Respondent 1 notes with his answer that offline meetings, team building, and personal acquaintances are needed:

«If I had the opportunity to meet everyone... It's cool to meet. It would be great.»

Respondent 1 supports the idea of meetings between different offices and informal communication:

«Even in our office, where you don't know anyone... If I had the opportunity to meet everyone, it would be cool.»

Respondent 4, through a complaint, notes that informal communication could bring offices closer together and reduce misunderstandings:

«Each office has its own atmosphere... and because of this we don't understand each other.»

These ideas belong to the subcategory Importance of Information and Team-building Activities, noting the role of social capital for the success of the company. Studies (Afridi et al., 2023; Tkalac Verčić & Verčić, 2025) note that improving the internal climate of teams and the organization as a whole, increasing employee motivation, and also project effectiveness are influenced by the use of the initiatives described by the respondents.

The obtained numerical data from qualitative analysis confirm and complement modern theories about internal communication in projects. The importance of clarity of roles and responsibilities is most clearly reflected, which are closely related to the approaches of classical project management theories, where a clear division of responsibilities helps to build the work process in such a way that

it is effective (Thesing et al., 2021). The respondents' examples are consistent with the findings of Lei et al. (2017) that clearly defining roles and transparency of work reduces the likelihood of work conflicts and improves the productivity of project teams. Research notes (Tkalac Verčić & Špoljarić, 2023; Jakubiec, 2019) that information noise and data duplication increase when using messengers as a communication channel, as evidenced by the survey results. Formal and informal communication channels should be regulated, clearly defined and structured.

The creation of a friendly and atmosphere of trust, also as timely constructive feedback in teams are emphasized in the studies of Afridi et al. (2023) and Hummel et al. (2013) as auxiliary tools for increasing employee motivation and a positive emotional background. While negative feedback reduces the level of trust and engagement of employees. Internal communication between offices of distributed teams is raised in the works of Tkalac Verčić & Špoljarić (2023) and Lei et al. (2017), which notes the importance of building effective communication and its management in order to maintain teamwork and overcome the cultural characteristics of work. Also, proposals for normalizing communication processes and strengthening social ties correlate with current approaches to change management and organizational development (Tkalac Verčić & Verčić, 2025). As it was found the key success factor for flexible and distributed teams is building cohesion through training and informal activities.

Accordingly, the empirical data obtained from the qualitative interview correlate with existing theoretical research and expand its scope, which emphasizes the practical and scientific importance of research work, especially for the Apparel Manufacturing Industry and project management in distributed teams.

3.2. The analysis of survey results and summary

Based on a qualitative interview, a questionnaire was compiled for qualitative analysis. The questionnaire consisted of twenty-three questions grouped into eight thematic blocks: clarity of roles, communication channels used, information capture, feedback, interoffice interaction, efficiency and automation, motivation, and a block of agreement with statements. A demographic block and an open question for employee comments were also included.

The purpose of the analysis is to identify key issues, highlight the main trends in communication and directions for its optimization in project teams based on the survey results. The results of the analysis are analyzed based on the research objectives and compared with the conclusions of the

qualitative interview and the theoretical part of the work.

The qualitative research includes answers of 73 employees of Organization X, where the gender distribution is 71.2 % women, 20.5% men, and 8.2% chose "I prefer not to specify". The geographical sample was dominated by employees of the Belarusian office (78.1%), Lithuanian (4.1%) and Polish (8.2%) offices, and remote employees, which allows us to take into account the specifics of the company's distributed structure.

The majority of employees participating in the survey have more than two years of experience in the company (about 42.5%), and from one to two years (about 28.8%), where employees with less than a year of experience make up about a third of the respondents. The survey was conducted by representatives of a wide range of departments: the largest proportion are employees of the department of customer service, administration, garment production, logistics, supply, design, application, experimental group and other specialized teams, which helps to consider the results as reflecting the situation in the entire project chain.

Block 1. Understanding roles and transparency

This section analyzes employees' understanding of their tasks and areas of responsibility, and how often they encounter ambiguity in understanding the distribution of responsibilities in a project.

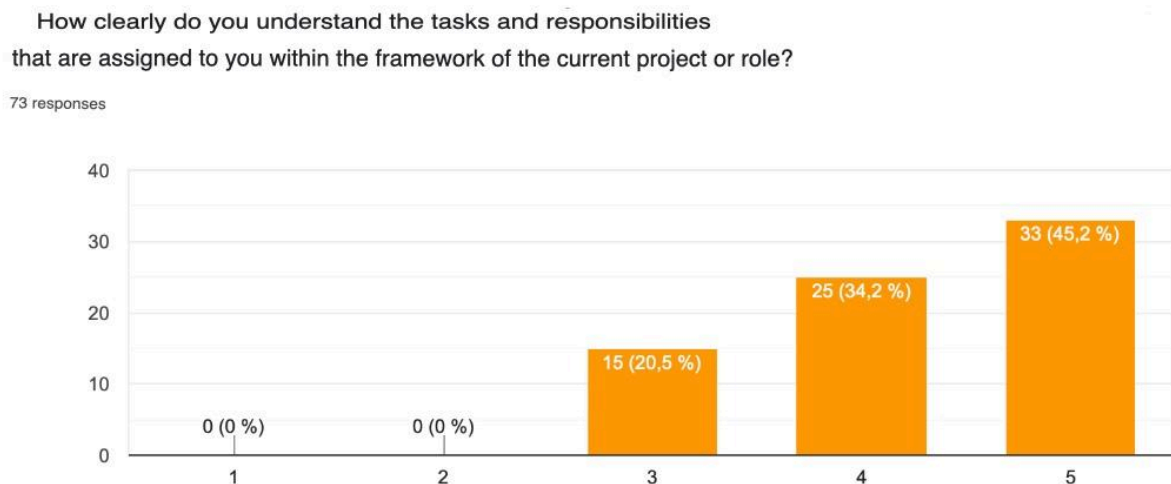


Figure 3. Survey results; Clarity of tasks and responsibilities

According to the survey results, which we can see on Figure 3, where the answers indicate 1 is not

clear at all, 5 is completely clear, most of the participants significantly rate their understanding of their work functions. It can be noted that none of the respondents chose the answer "1" or "2" on the scale. One fifth of the respondents chose the average grade of "3", and the rest chose between the answer "4" and "5". These answers indicate that the respondents have a basic understanding of their role, but a significant part still have their own areas of uncertainty, since not everyone chose the answers "4" and "5" primarily. A separate review of the responses of respondents who chose the answer "Z" suggests that the level of clarity of the role is related not only to work experience in the company, since the answer "Z" was chosen by participants with experience of both six months and more than two years. Based on the data obtained, it can be assumed that there are common features of the formulation of tasks and the distribution of responsibilities in the project teams of Organization X.

How often do you encounter situations where it is unclear who is responsible for completing a task or making a decision in a project?

73 responses

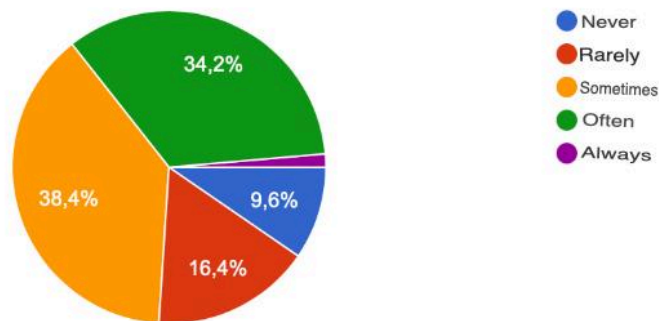


Figure 4. Survey results; Frequency of task clarification requests

Figure 4 shows the results of the responses on the topic of ambiguity of tasks and responsibilities indicate that there are situations where it is unclear who should perform the work task or make a decision. Most of the survey participants noted that such problems occur from time to time, and for some - regularly. Only a small part of the respondents noted that they do not face problems of responsibility and ambiguity of tasks.

How many times during the last working week did you have to clarify the details of the assignment after receiving it?

73 responses

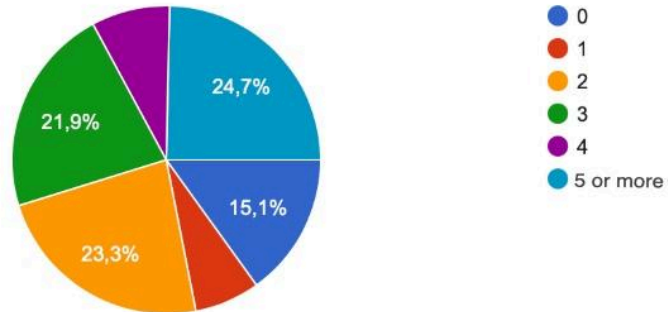


Figure 5. Survey results; Clarity of tasks and responsibilities

As shown in Figure 5, the respondents' answers about the number of additional clarifications of the assigned work assignments over the past week complement the previous answers of the survey participants: only a minority of respondents were able to complete the task without additional clarifications. Most of the participants had to do their job because of the need to clarify the details of the task after receiving it. Despite a fairly high assessment of the transparency of roles, the responses in this survey indicate that the actual communication in the assignment of tasks is not accurate enough, which indicates the relevance of working on clarity of communication.

Block 2. Communication channels

This survey block deals with the topic of communication channels through which employees of Organization X receive work tasks. The answers in this section emphasize their effectiveness and attitude towards the idea of creating a unified platform.

How do you most often receive work tasks and assignments?

73 responses

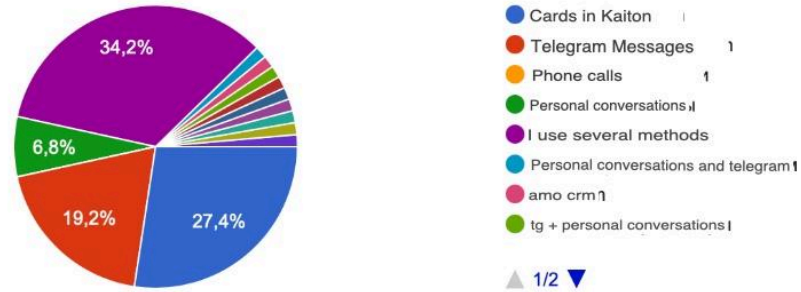


Figure 6. Survey results; Main channels for receiving work tasks

In the first question of the second block, many respondents indicated that they use "several methods", as shown in Figure 6, to obtain the task. Several methods involve a combination of Kaiton, Telegram, calls, and face-to-face conversations. Also, a large group of participants mentioned Kaiton cards or Telegram messages as the main information transmission channel. Personal conversations are also repeatedly mentioned. Some students cite specific tools, such as amoCRM, or mixed versions, such as Telegram + Kaiton, which confirms the coexistence of parallel channels.

How much do you agree with the statement:

"The existing communication channels (Kaiton, Telegram, calls, etc.) help me to complete the tasks of the project in a timely manner and without misunderstandings."

73 responses

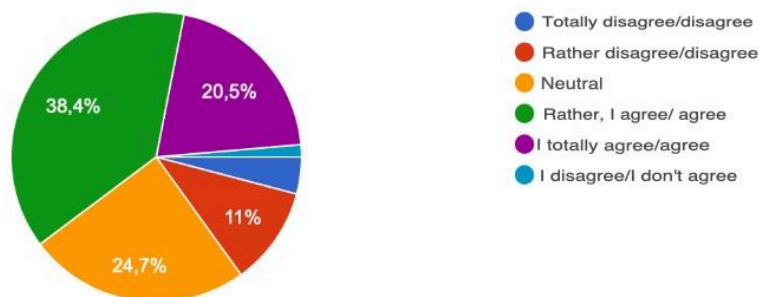


Figure 7. Survey results; Agreement with the statement about effectiveness of existing communication channels

As we can see in Figure 7, the majority of survey participants note the usefulness of existing communication channels for completing tasks and closing the project on time without misunderstandings. The majority of respondents answered "I agree" or "rather agree" with the statement about the existing communication channels, while a smaller proportion of respondents chose answers with a neutral mood, and only a couple of participants disagreed with the statement.

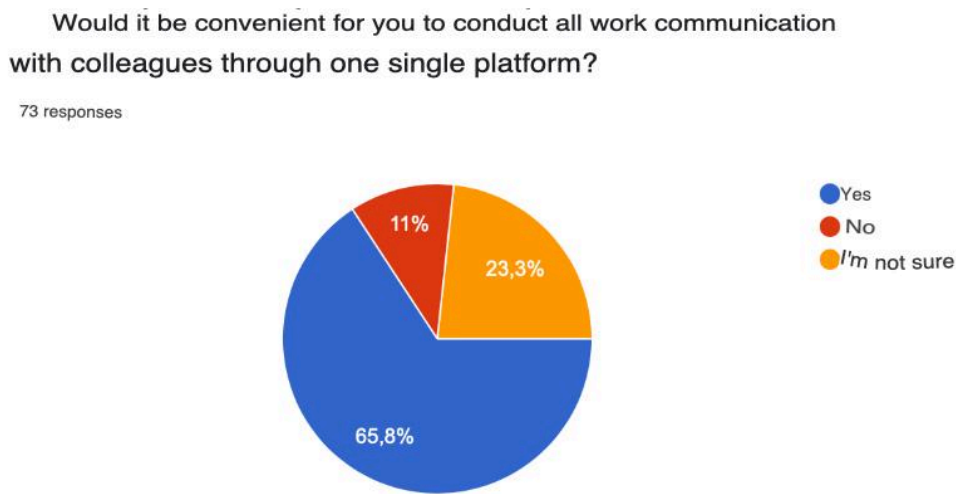


Figure 8. Survey results; Perceived convenience of using a single unified platform

If we look at Figure 8, it can be noted that about two thirds of respondents would be willing to carry out all work communication through a single platform for ease of work. In addition, a minority answered "no" or were not sure about the common platform and its ability to improve the interaction process.

The data obtained from Block 2 indicates that, despite the operability of existing communication channels, employees still have problems with fragmentation and see the need to combine channels to improve the effectiveness of interaction, as well as drawing up clear rules for the use of communication channels.

Block 3. Information fixation

The third Information fixation block highlights the frequency of cases when important information transmitted orally is not fixed in writing, as well as which information storage channels are the most reliable for the project.

How often are work orders or important information received verbally (by phone, in conversation) not recorded in writing, resulting in clarifications or changes?

73 responses

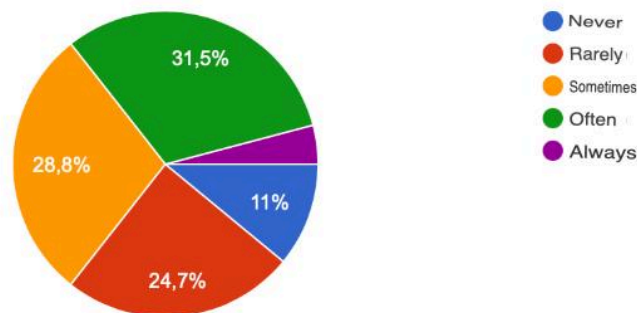


Figure 9. Survey results; Frequency of verbal orders

Based on the responses of the 7th survey in Figure 9, , the frequency of situations is revealed when important information or instructions transmitted orally are not recorded/duplicated in writing, which leads to additional clarifications and slows down the workflow in the project team. 11% of the participants indicated that this "never" happens, 24.7% chose "rarely", 28.8% — "sometimes", and 31.5% — "often"; almost no one noted "always". Based on the responses received, it can be noted that for most employees, the lack of written instructions is a systemic problem that provokes misunderstandings and alterations in the work of the project.

Which way of storing information seems to you the most reliable?

Select all the appropriate options:

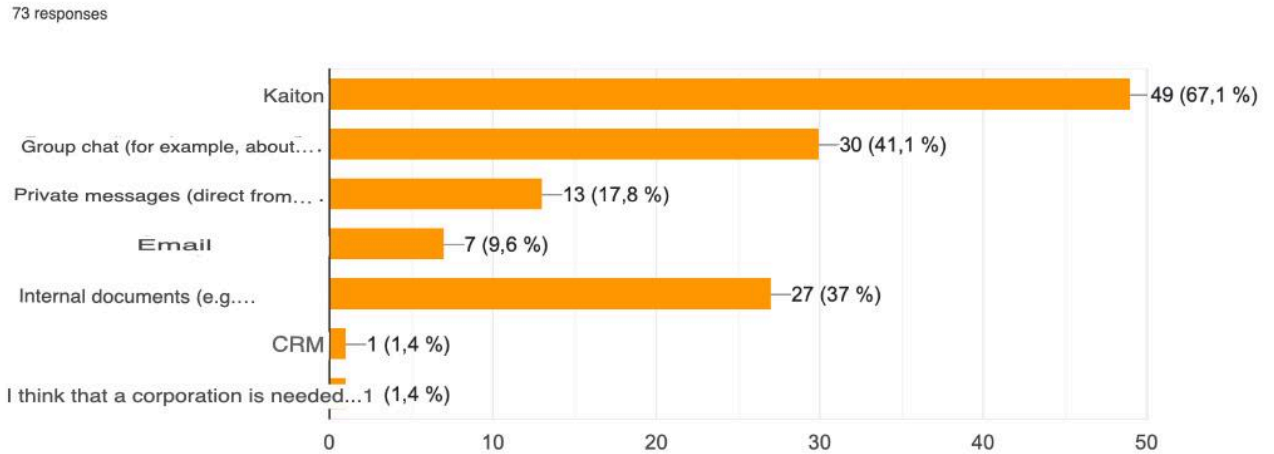


Figure 10. Survey results; Perceived reliability of different information storage methods

The answers shown in Figure 10 mark Kaiton as the most reliable information capture tool - 67.1%. Group chats (for example, team or individual Telegram chats) are considered reliable by 41.1% of participants, while internal documents such as meeting minutes or shared spreadsheets are considered reliable by 37%. Personal messages and emails are less often called the most reliable (17.8% and 9.6%, respectively), while CRM systems and other individual offers are mentioned only rarely.

As a result, despite the frequent use of the Telegram messenger and oral communication (in particular, calls) in daily work, structured platforms like Kaiton and formal internal documentation are highlighted by the respondents as the main tools for ensuring transparency and transparency of the workflow, and long-term access to information.

Block 4. Feedback and engagement

The fourth Feedback and engagement block examined with the help of the responses received how

regularly employees receive feedback and their ease of expressing their own ideas to improve the work process.

How regularly do you receive clear and constructive feedback from the project manager?

73 responses

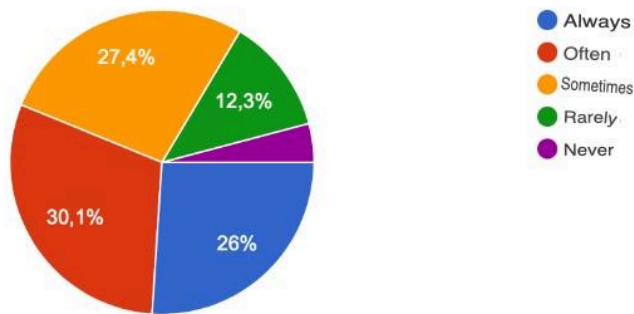


Figure 11. Survey results; Regularity of receiving clear and constructive feedback from supervisors

In Figure 11, we can see that 26% of respondents receive such feedback "always", 30.1% — "often", 27.4% — "sometimes", and only a small proportion noted "rarely" or "never". Such data indicate that there is relatively regular feedback, while for the rest of the respondents, about a quarter, it is unsystematic and is perceived as random and unstable.

How easily can you give your feedback or suggest improvements within the team/office?

73 responses

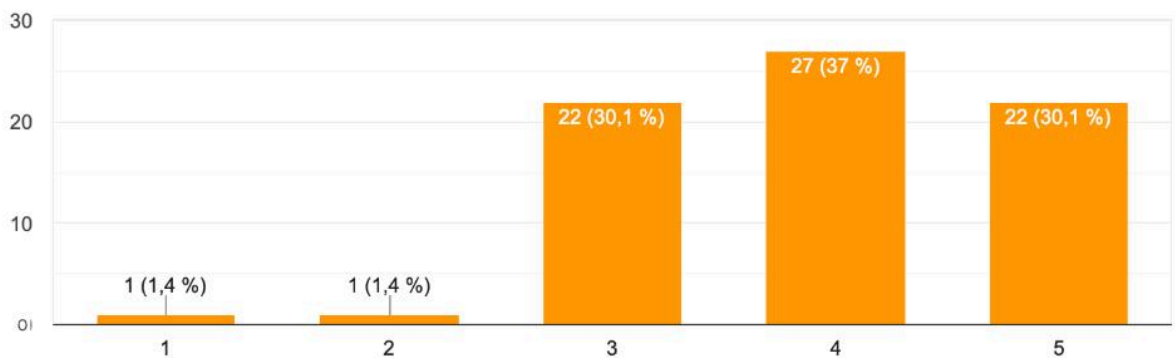


Figure 12. Survey results; Perceived ease of giving feedback and suggesting improvements within the team or office

In Figure 12, we can review employee responses about the possibility of initiating feedback from themselves and suggesting improvements in the team or in the office. The results reveal a mostly positive picture: more than 96% of respondents chose values from 3 to 5 on the scale, with 30.1% rating it as "3", 37% as "4" and 30.1% as "5". Only a few responses indicated that giving feedback was "very difficult" or "rather difficult." Accordingly, it can be assumed that employees can make suggestions for improvement and feedback on their work, although some still experience barriers or fluctuate.

Block 5. Interoffice interaction

Block 5 of Interoffice interaction examines how transparent the work of other offices of the company is located in different countries, and also considers interaction formats that could strengthen relations between offices.

How well do you understand how other offices of the company (Lithuania, Poland, Belarus, etc.) work within the framework of projects?

73 responses

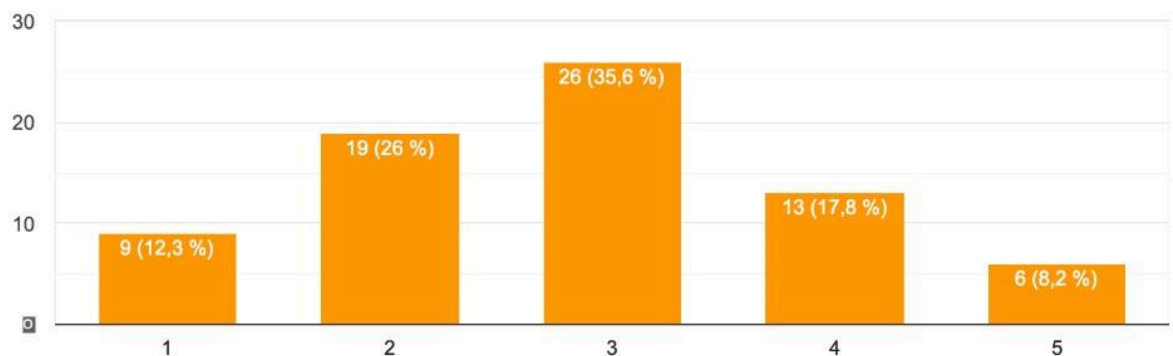


Figure 13. Survey results; Employees' understanding of the work of other offices of the company

Figure 13 shows that employees' understanding of the work of other company offices within the framework of projects is at an average level (meaning of answers: 1 – I don't understand at all, 5 – I

understand completely).

The most common choice was score 3 (35.6%), while extreme values are less common. (1 — 12,3%, 5 — 8,2%). The answers received indicate that most have a basic understanding of the processes of work in other countries, but it does not provide a full-fledged mutual understanding in project work.

An analysis of the open responses to question 12 (*What actions, initiatives, or formats would you suggest to improve interaction between offices and understanding of their work?*) allows us to identify several key areas through which employees see an improvement in interoffice cooperation.

First, there is a strong focus on transparency of the structure and roles: "who is responsible for what" memos, clear job descriptions, descriptions of the functions of each office, visual diagrams and common knowledge bases are offered.

Secondly, respondents emphasize the importance of formalized digital tools: a single platform (Kaiton/"single space"), working through project cards, shared tables with the status of all projects, and avoiding solving work issues in personal messages.

Thirdly, training and exchange of experience become an important block: presentations about office work, webinars, workshops, regular synchronization calls, short-term employee exchange programs, "day of life in another office", analysis of mistakes of past projects.

Finally, the motive of the human factor repeats itself: respectful attitude, mutual assistance, lack of shouting, business trips and informal communication, team building and town halls are considered as conditions without which even ideal regulations and platforms "will not budge the cart." Taken together, these responses show that employees see improved interoffice communication not only in instrumental solutions, but also in systematic work with a culture of collaboration and role clarity.

Block 8. Efficiency and automation

The 6th block of qualitative analysis examines the impact of the lack of automation of processes and lack of communication on the repeated completion of tasks and the speed of receiving responses.

How often do you have to repeat project tasks due to unclear communication or lack of automation?

73 responses

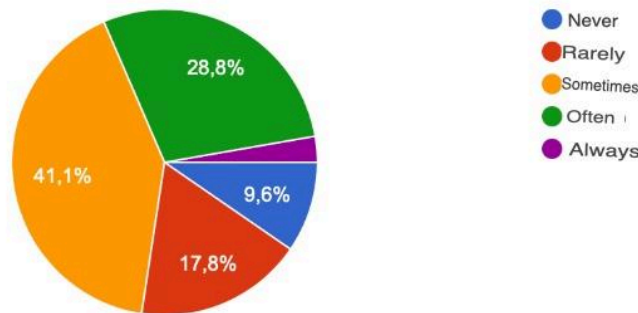


Figure 14. Survey results; The frequency of repeated tasks due to unclear communication and lack of automation

Figure 14 we can see that due to unclear communication and lack of automation, there is a need to repeat project tasks due to unclear communication. These problems are of a regular nature: the options "sometimes" and "often" together receive about 70% of responses (41.1% and 28.8%, respectively), while "never" indicated only 9.6%, and "rarely" — 17.8%. The responses received indicate that for most employees, redoing work has become the norm, which affects the loss of efficiency and the need for systemic changes in the work process and the use of tools.

Do you think that the introduction of automated processes or a unified communication system can improve your daily work?

73 responses

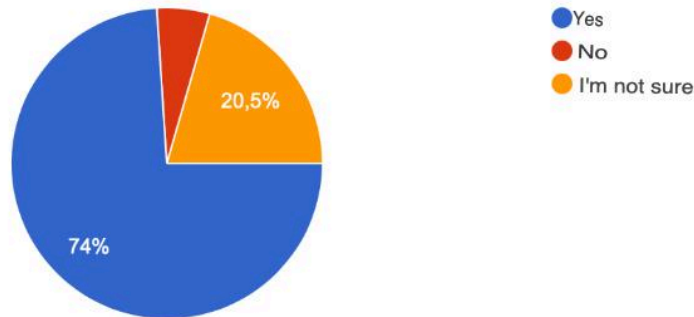


Figure 15. Survey results; Assessment of the impact of automation and a unified communication system on daily work

Figure 15 illustrates that employees see the potential for change: 74% of respondents believe that the introduction of automated processes or a unified communication system will improve their daily work, while only a small proportion answer "no" and 20.5% remain unsure. The response analysis shows that there is a high demand for workflow optimization, and confirms that ideas for creating a unified communication space and standardized work flows will be positively received.

On average, how many minutes does it take you to receive a working response from your colleagues?

73 responses

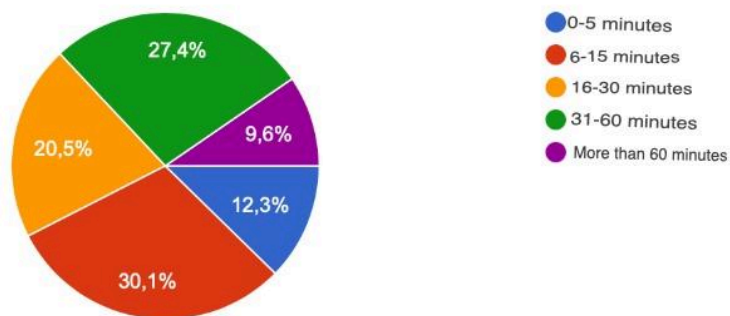


Figure 16. Survey results; Average waiting time for a working response from colleagues

The speed of interaction can be considered in Figure 16, which finally complements the picture of the 6th block. Employees responded that only 12.3% receive a working response within 0-5 minutes, but the most common interval is 6-15 minutes (30.1%), and another 20.5% and 27.4% wait 16-30 and 31-60 minutes, respectively; more than an hour of waiting is noted by 9.6% of respondents. Despite the fact that the least number of people chose that they receive a response within more than an hour, a significant part of employees on average receive a response from a quarter to an hour. Together with the frequent reworking of tasks, there is a need to accelerate and formalize communication within the framework of the principle of operational excellence.

Block 7. Motivation and corporate culture

Block 7 examines the relationship between internal communication and employee motivation and engagement, as well as what could increase the desire for active communication in project teams.

How do internal communications affect your motivation and engagement?

(where: 1 is negative, 3 is neutral, 5 is positive)

73 responses

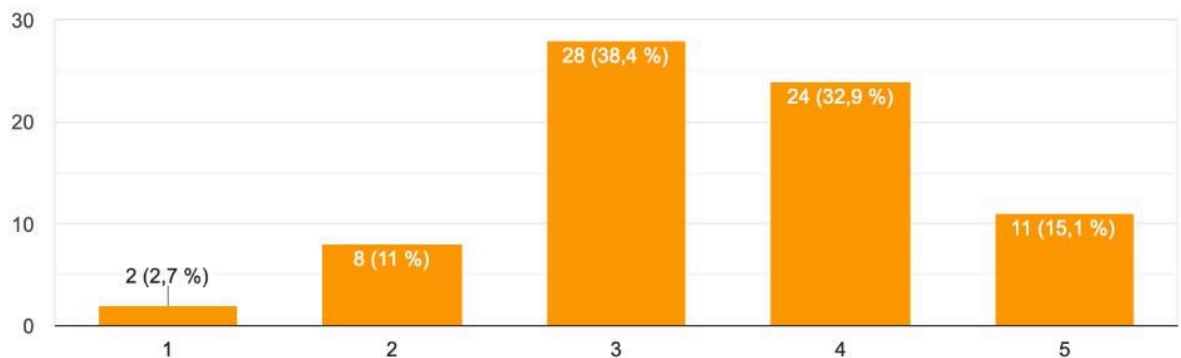


Figure 17. Survey results; The impact of internal communications on motivation and engagement

Figure 17 shows data where it is noted that the impact of communication is neutral-positive, the most common rating is 3 (38.4%), followed by 4 (32.9%), while 5 was chosen by 15.1% of

respondents, and a clearly negative perception (1-2) is typical only for a minority (about 14%). Based on the data, it can be concluded that current communication generally supports motivation, but a significant proportion of employees take it for granted, rather than as a strong driver of engagement.

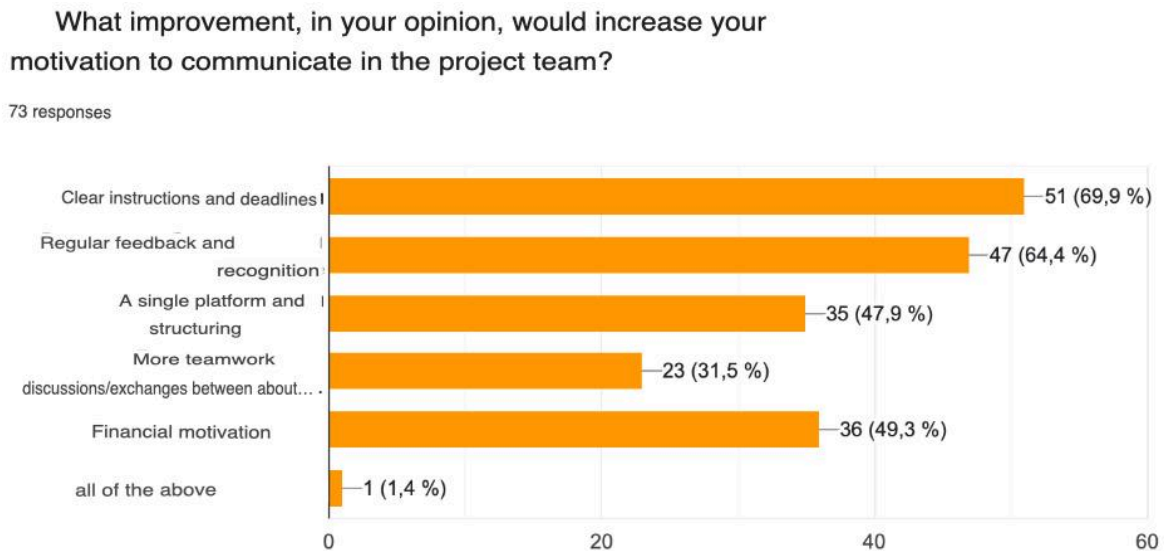


Figure 18. Survey results; Factors that increase motivation for communication in the project team

The results of the responses, which can be observed in Figure 18, indicate which changes can contribute to increased motivation. Clear instructions and deadlines are the absolute leader: 69.9% of respondents (51 people) chose this option, which underlines the importance of clear expectations and transparent planning. Regular feedback and recognition are in second place (64.4%), followed by a single platform and structuring of communications (47.9%), financial motivation (49.3%) and, to a lesser extent, more team discussions and exchange between offices (31.5%); Only one respondent chose the "all of the above" option.

Accordingly, increasing the motivation of internal communication can be most influenced by managerial clarity, which will include clear work instructions for effective performance of tasks and deadlines. Also, the introduction of high-quality regular feedback can have an impact, along with the presence of a single, convenient and structured workspace, while financial incentives and additional discussions are perceived as important, but not primary conditions.

Block 8. Agreement statements

To identify a comprehensive assessment of employees' perception of key elements of internal communication, thematic statements were proposed in block 8 of the Agreement statements to identify how much the existing system supports engagement and clarity of expectations for employees.

Indicate how much you agree with the statements below.:

- I understand my role and responsibilities in current projects.
- Communication channels are effective for coordination within and between offices.
- Feedback from the supervisor is timely and helpful.
- The internal communication of the company motivates me in my daily work.

73 responses

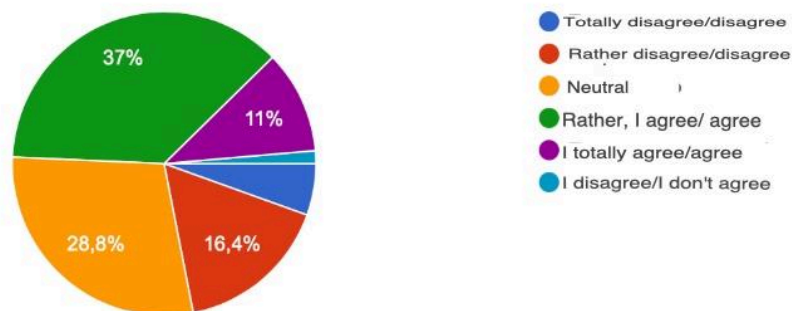


Figure 19. Survey results; The degree to which employees agree with key statements about internal communication

In Figure 19, we can examine employees' attitudes towards key aspects of internal communication through a set of statements. These statements raise the topic of understanding the role, communication channels, quality of feedback, and motivational effect. The chart is dominated by the options "rather agree/agree" and "totally agree/agree": Collectively, they get almost half of the responses (37% and 11%, respectively), while the neutral position is 28.8%. The low proportion of respondents who chose "completely disagree" and "rather disagree" indicates that most employees generally agree that they understand their role, consider communication channels to be quite effective, and perceive feedback as useful and at least partially motivating.

Neutral responses mean that these elements of communication are performed at a basic level, without a pronounced positive effect. Thanks to the above answers, one can see the potential for further development of communication: increasing transparency of roles, increasing predictability and regularity of feedback, as well as strengthening the motivational component of internal communications.

The 8th block records a more moderately positive than high perception of the interaction system at the current moment in the company. It highlights the need for targeted improvement within the framework of engagement and operational improvement.

As a result of interpreting the empirical data obtained, one can see their correlations and confirmation of theoretical conclusions, where the success of the team is based on the presence of clear rules, structural logic and trusting relationships in the internal communication of project teams (Griffin, 2019; Hawes, 1973). In an open, optional question at the end of the survey, employees repeatedly stressed the lack of transparency in the allocation of roles and responsibilities. They noted that "it is not clear who is responsible for what," and even about the need to contact the owner if they did not receive the help of the responsible person who was contacted about the work. This fully reveals the barriers of lack of transparency and consistency described in the literature and their impact on the motivation and effectiveness of project activities (Nadkarni et al., 2021; Zawawi et al., 2023). Employees also noted the chaotic nature of communication, the lack of project management and control systems, and dissatisfaction with the quality of responses to work questions, which correlates with the concept of the "digital paradox" and information overload with unregulated and informal information transmission channels (Kashyap, 2023; An Introduction to Organizational Communication, 2012).

The answers to the open-ended question at the end of the questionnaire, which invited reflection on internal communication within the project work and the company, revealed the value of some aspects of communication that were considered in the research. For example, regular and meaningful feedback, which examines not only mistakes, but also successful decisions, as well as the opportunity to be heard, in the context of improving the engagement of distributed and hybrid teams (Jakubiec, 2019; Tagliabue et al., 2020; Zawawi et al., 2023). The participants offered initiatives and recommendations for the development of internal communication and Agile approaches, such as consolidating one unified project management system and fixing agreements (Kaiton as a "single space"), maintaining "quiet hours" to reduce stress and increase concentration,

forming a culture of personal responsibility for the impact of one's work on colleagues, as well as regular flight analysis and exchange of practices between offices (Ahmed et al., 2017; Dima & Maassen, 2018). Accordingly, qualitative data not only details quantitative results (the need for channel structuring, faster feedback, and more transparent roles), but also sets a vector for improving communication in project management in Organization X, technological solutions, strengthening the role of leadership communication and management practices, and changes in the corporate culture of Organization X (Kosmala et al., 2022; Liu & Cross, 2020).

Thus, the empirical data collected both confirms and complements the existing theoretical framework, which underlines the scientific and practical significance of this study for the clothing industry and project management in distributed teams.

3.3. The model of internal communications improvement in Organization X

Based on the data obtained and their analysis in the context of internal communication in the project management of Organization X, the improvement model is based on the theoretical principles of effective information exchange (clarity, completeness, timeliness, two-sidedness, trust) and empirical conclusions on eight research blocks. The results of the quantitative and qualitative research helped to identify three interrelated levels of change: structural and process (channels and regulations), managerial (the role of managers and the feedback format) and cultural (norms of interaction and shared responsibility).

The structural and process level of the improvement model is recommended to formally consolidate the Kaiton unified digital platform as the main source of project information. This platform should store all tasks, project deadlines, changes and agreements in order to reduce the risk of project deadlines being disrupted by transmitting important information via Telegram chats or oral discussion the structural and process level of the improvement model is recommended to formally consolidate the Kaiton unified digital platform as the main source of project information. This platform should store all tasks, project deadlines, changes and agreements in order to reduce the risk of project deadlines being disrupted by transmitting important information via Telegram chats or oral discussions. To reduce the amount of task processing and misunderstanding during the work processes.

The managerial level involves rethinking the role of managers to maintain high-quality communication and constant feedback. The model provides for the introduction of regular brief

status meetings on projects (every one to two weeks), the introduction of individual feedback (one-to-one meetings aimed at providing support, development and discussion of obstacles), as well as training managers in key soft skills: logical message building, active listening skills, correct articulating criticism and conscious recognition of the team's results. Managers and managers are responsible for the logical and transparent distribution of functions between offices and departments, communicating goals and expected results to all project participants and for personal compliance with accepted communication standards - from working through cards in Kaiton to observing "quiet hours" and avoiding pressure in communication.

The cultural level of the model is aimed at developing a common "culture of communication based on responsibility and respect" in the company. For example, the consolidation of general principles of interaction: the refusal to shift tasks and responsibilities, the habit of formulating clear answers and realizing that the result of their own work is reflected on other team members. It is also planned to launch initiatives for the exchange of experience between offices, from joint case studies and webinars to short-term employee exchange programs, as well as the systemic death of not only individual but also collective project successes.

To consolidate the new approach to internal communication, it is recommended to fix its provisions in the internal "Communication Code" of Organization X, periodically update the document based on the results of surveys and retrospectives, and include communication standards and practices for employee adaptation, development, and evaluation.

This three-level model helps to eliminate identified communication weaknesses and create a stable environment of trust and engagement that supports high standards of project work.

CONCLUSIONS

1. In the course of studying theoretical sources, it was revealed that the effectiveness of internal communication in project management depends on compliance with the principles of communication. The study proved that the presence of trust in the project team, the involvement and effectiveness of projects in distributed teams are interrelated with the quality of internal communication. Clarity of roles and expectations, structured use of the right communication channels, information collection and tracking, two-way feedback with feedback quality, and a balance between digital and personal interaction formats - these principles must be followed to ensure effective internal communication.
2. During the analysis of project methodologies such as Waterfall and Agile Scrum using theoretical sources, distinctive features of internal communication during project work were identified. Waterfall adheres to the structure of formal documentation at each stage of the project, carefully thought out and pre-defined stages, with a clear description of roles for clarity of interactions. Agile Scrum, at the same time, relies on frequent short interactions, such as daily and/or weekly meetings, ensures transparency of the sprint process, and provides constant feedback.
3. The analysis of internal communication in the course of project management was able to identify typical problems that affect the effectiveness of interaction within teams. Insufficient transparency and consistency of messages, interpersonal and intercultural barriers, information overload, lack of timely and constructive communication negatively affects employees. These factors, described by the researchers, negatively affect communication and lead to distortion and loss of information, slowing down the process of work and decision-making, increasing conflict situations and reducing the involvement of participants. Collectively, the effectiveness of internal communications and the result of project activities may not meet the set work goals due to the impact of the problems described above.
4. Despite the lack of research on improving internal communications in the apparel manufacturing industry, theoretical analysis shows that improving the effectiveness of interaction uses similar sets of tools and practices to other industries. It was revealed that regular and high-quality feedback between managers and employees, systematic monitoring of internal communications, staff involvement and motivation, informed choice of

communication channels, adaptation of the content and format of messages to groups of employees, and creation of conditions for open and informal communication helps to improve internal communication. Scientific sources also emphasize the importance of visualizing business processes, cross-functional exchange of experience, using employee diary and feedback practices, coaching and creating a long-term internal communication plan to synchronize the work of administrative, production and logistics departments. These methods of improving internal communication reduce the likelihood of Communication barriers and increase employee support for achieving organizational goals in the field of apparel manufacturing industry.

5. Based on the theoretical analysis, it was revealed that in flexible and distributed environments, modern communication technologies such as videoconferencing tools, messengers, corporate social platforms, and integrated project management systems have become the main tools for internal interaction. Modern research notes that the use of these tools in project work allows for faster information exchange, increases transparency of processes, improves and facilitates coordination of tasks, and reduces the impact of geographical and time barriers, in conditions of informed choice, suitable for the project structure and integration with traditional communication formats that already exist. In addition, it was noted that modern technologies must be qualitatively configured and properly used to achieve effective interaction: the lack of regulations affects information overload, duplication of messages and loss of communication in informal, uncontrolled channels.
6. Based on qualitative interviews and a quantitative survey, a three-level model for improving internal communication in Organization X was developed, consisting of a structural, process/managerial and cultural level. The structural level is aimed at strengthening the role of a unified project platform, standardizing task statements and meeting logging, and standardizing response waiting times. The managerial level redefines the role of the manager, where he becomes an intermediary in internal communication (regular meetings, individual feedback, development of communication skills). The cultural level is aimed at strengthening standards of responsibility and respect among employees, stimulating knowledge sharing and joint analysis of successful and problematic situations. The implementation of the three-tier model will help reduce the number of errors and changes, speed up coordination and increase employee engagement.

RECOMMENDATIONS

1. The first recommendation is aimed at clarifying roles and responsibilities in projects and offices, which should be performed by top management - CEO and heads of departments. A unified structure for the distribution of roles and responsibilities in distributed project teams should be approved. For example, to establish a structure of interactions and the consistency of work processes, you can use the RACI matrix for key processes and interagency interactions. It is necessary to review the current tasks of each department, appoint those officially responsible for completing tasks in Kaiton, schedule job descriptions and update them at least once a year in order to avoid gaps in responsibility, misunderstanding and duplication of tasks.
2. The second recommendation is related to the standardization of setting tasks and recording information that managers and team leaders should implement. A mandatory task formulation standard should be introduced that is suitable for the work of each department: all tasks should be created in a single official tool, such as the current Kaiton, with a clear description at the request of departments, deadline, priority and expected result. Any oral agreement (telephone conversation, hallway conversation) that affects the progress of the project, deadlines, or responsibilities should be documented in the system or in the minutes of the meeting on the same day. This recommendation should help reduce the number of repetitive clarifications, revisions, or redactions of tasks and reduce the risk of losing important information on the current project.
3. The third recommendation applies to senior management and the IT/Digital Tools coordinator (or a similar role, if not available), where communication channel policies and platform usage rules should be defined and applied. A simple communication policy should be approved that defines which channels are used and for what purposes (for example, Kaiton for solving project tasks and making decisions; Telegram or another messenger for quick operational clarifications). This communication policy should be communicated to all departments and included in the introductory materials. All critical communication common in Kaiton should be transferred from informal Telegram chats to Kaiton and structured internal documents, which can additionally track the work process and suggest improvements.
4. The fourth recommendation is for HR managers and project/line managers who need to strengthen the feedback culture and improve managerial communication skills in the

Organization. A minimum standard of feedback should be established: regular one-on-one meetings and short discussions after the completion of key stages of the project, with an emphasis on constructive, solution-oriented comments. Training modules for managers on clear task setting, active listening, complex conversation management and intercultural communication should be developed and implemented, as well as participation in managers' development plans. This should help create an open, trusting communication climate and increase employee engagement.

5. The fifth recommendation is aimed at supporting cross-office collaboration and tracking communication improvements from department heads, PMO/Quality department, and HR department. Organize regular online meetings between offices to share successful practices and discuss typical communication problems in distributed teams. Encourage joint events between departments and branches (mini-trainings, project retrospectives, knowledge exchange sessions) to reduce misunderstandings between offices and strengthen team spirit. Implement and continuously monitor internal communication, based on simple indicators (for example, satisfaction with communication channels, feedback, clarity of tasks), and conduct short surveys to assess the impact of implemented changes and further adjust the internal communication model in the Organization X.

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ABSTRACT

The master's thesis analyses the improvement of internal communication in project management within Organization X, an international apparel manufacturing company operating in Lithuania, Poland, and Belarus. The relevance of the topic is determined by the lack of effective models for improving internal communication for distributed project teams and problems caused by asymmetric information flows, delays in feedback, and the use of unstructured communication channels such as Telegram, Kaiton, and phone calls.

The research problem is defined as the question of how to optimize internal communication processes in order to enhance coordination, reduce rework and increase employee engagement in a multi-office environment.

The aim of the thesis is to develop practical recommendations for improving internal communication in project management at Organization X.

The objectives include the analysis of theoretical principles of internal communication, examination of Waterfall and Agile specifics, identification of communication challenges, analysis of industry-specific practices, assessment of technological tools, and development of improvement proposals.

The research applies a mixed-methods approach combining literature analysis, five semi-structured expert interviews, and a quantitative survey of 73 employees.

The results reveal recurring issues related to unclear roles, insufficient feedback, inconsistent communication channels, information overload, and limited interoffice interaction. Based on the findings, a model for internal communication improvement is developed, emphasizing structured feedback, unified channel regulation, enhanced transparency of responsibilities, digital tool optimization, and stronger cross-office collaboration.

The thesis consists of three main parts: theoretical analysis, research methodology, and empirical findings with practical recommendations. In the course of the study, preliminary conclusions were presented to the HR manager and CEO of Organization X, in order to improve communication practices.

Key words: internal communication, project management, Agile Scrum, Waterfall, communication tools, distributed teams, apparel manufacturing industry.

ABSTRAKTUS

Magistro darbe analizuojamas vidinės komunikacijos tobulinimas projektų valdyme organizacijoje-tarptautinėje drabužių gamybos įmonėje, veikiančioje Lietuvoje, Lenkijoje ir Baltarusijoje. Temos aktualumą lemia veiksmingų paskirstytų projektų komandų vidinės komunikacijos gerinimo modelių trūkumas ir problemos, kurias sukelia asimetriniai informacijos srautai, grįžtamojo ryšio vėlavimas ir nestruktūruotų komunikacijos kanalų, tokių kaip telegrama, Kaiton ir telefono skambučiai, naudojimas.

Tyrimo problema apibrėžiama kaip klausimas, kaip optimizuoti vidinės komunikacijos procesus, siekiant pagerinti koordinavimą, sumažinti pertvarkymą ir padidinti darbuotojų įsitraukimą į kelių biurų aplinką.

Darbo tikslas-parengti praktines rekomendacijas, kaip pagerinti vidinę komunikaciją projektų valdyme organizacijoje.

Tikslai apima teorinių vidinės komunikacijos principų analizę, krioklio ir judrios specifikos tyrimą, komunikacijos iššūkių nustatymą, konkrečios pramonės praktikos analizę, technologinių priemonių vertinimą ir tobulinimo pasiūlymų rengimą.

Tyrimo taikomas mišrių metodų metodas, apimantis literatūros analizę, penkis pusiau struktūrizuotus ekspertų interviu ir kiekybinę 73 darbuotojų apklausą.

Rezultatai atskleidžia pasikartojančias problemas, susijusias su neaiškiais vaidmenimis, nepakankamu grįžtamoju ryšiu, nenuosekliais komunikacijos kanalais, informacijos pertekliumi ir ribota tarpusavio sąveika. Remiantis išvadomis, sukurtas vidinės komunikacijos tobulinimo modelis, pabrėžiantis struktūrizuotą grįžtamąjį ryšį, vieningą kanalų reguliavimą, didesnę atsakomybės skaidrumą, skaitmeninių įrankių optimizavimą ir stipresnę bendradarbiavimą tarp biurų.

Disertaciją sudaro trys pagrindinės dalys: teorinė analizė, tyrimo metodika ir empirinės išvados su praktinėmis rekomendacijomis. Tyrimo metu buvo pateiktos preliminarios išvados organizacijos personalo vadovui ir generaliniam direktoriui, siekiant pagerinti komunikacijos praktiką.

Reikšminiai žodžiai: vidinė komunikacija, projektų valdymas, Agile Scrum, krioklys, komunikacijos priemonės, paskirstytos komandos, drabužių gamybos pramonė.

ANNEX 1

- 1) How do you assess the current level of internal communication in your team and in the organization as a whole?
- 2) Which communication tools (for example, email, Telegram, Kaiton) do you use most often and why?
- 3) Could you describe situations in which you have encountered misunderstandings or communication failures? How have these situations affected your work or emotional state?
- 4) What factors influence the failure of communication in the company?
- 5) How do you prefer to receive important information from management/colleagues and why?
- 6) Can you give specific examples of successful or unsuccessful communication practices in your work?
- 7) How easy is it for you to receive feedback from management or colleagues? What would you change in this process?
- 8) In your experience, how does the geographical distance of offices (Warsaw, Vilnius, Minsk) affect the quality of communication? Please explain.
- 9) What changes or new tools would you suggest to improve the effectiveness of internal communication? (team building and office dating, assignment and communication courses)
- 10) How does internal communication affect your motivation and engagement in your work?