DISRUPTING LEADERSHIP:

A study of how digitalization can be disrupting communication channels and the effect it could have on organizational effectiveness

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Course: Bachelor Thesis in Business Administration
Course code: FOA214
15 cr

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Date: 29th of May 2018, 5th of June 2018
ABSTRACT

Date: 29th of May 2018, 5th of June 2018

Level: Bachelor thesis in Business Administration, 15 cr

Institution: School of Business, Society and Engineering, Mälardalen University

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Title: Disrupting leadership: a study of how digitalization can be disrupting communication channels and the effect it may have on organizational effectiveness

Tutor: Edward Gillmore

Keywords: Digitalization, communication, management, organizational effectiveness

Research question: How can digitalization disrupt internal communication within an organization and what effects could this have on organizational effectiveness?

Purpose: The purpose of this thesis is to investigate the phenomenon of digitalization and how it affects written communication between individuals within organizations and how this digitalized, written communication is influencing the effectiveness of an organization.

Method: The study is of qualitative nature and 10 semi-structured face-to-face interviews with different managers and employees in a big Swedish company were conducted to enable interactions between theories and empirical findings. It was decided to obtain a case company in order to investigate how digitalized communication is affecting the communication process within the company. The theoretical framework together with the interviews made it possible to conduct a thematic analysis.

Conclusion: Miscommunication and slower decision-making come with a more digitalized, written approach to communication. It is hard to remove the human part of communication and this could lead to a less effective communication process that may affect productivity within an organization as some processes take longer time than needed.
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1 Introductory Chapter

The following chapter provides introduction and background to the problem being discussed, resulting in the aim and research question of the study.

1.1 Introduction

As the world is becoming increasingly digitalized each day, organizations continually need to change and adapt to new, improved and developed methods of working. Digitalization enables businesses to increase their effectiveness through technology and data, improving processes and even business models with greater insight and shorter response times (De Clerk, 2016). All organizations strive to become as effective as possible which can be measured through the results of the organization when looking at for example, organizational growth and employee satisfaction (Sparrow, 2014). The technologies involving digitalization, including the Internet, has according to the National Academy of Sciences (2000) increased the performance of the organization and also its effectiveness.

The Internet was created around 1969 in order to exchange bit packets between computers. In the beginning, the Internet was restricted to only share scientific data and keep information within governments safe. It stayed like that up until the 1990s when it became a popular way to communicate through, and in 1993 the network was opened to commerce by the US government. Afterwards, the impact of the transformation of the phenomenon, such as recruitment and marketing spread to other parts of the planet. The socialization of multinational corporations enhanced the spreading of the Internet internationally (Ferdinand, 2000).
Gilan and Hammarberg (2016) state in their book *Get digital - or die trying* that due to the Internet, organizations have become more effective and provided closeness to people within. Digitalization has made people less constrained to using physical places and employees are more mobile and available at most times (Gilan & Hammarberg, 2016). The digitalized transformation alters both the organizational processes, along with the way management practices are functioning. This implies that traditional management tasks are being replaced and changed (Mintzberg, 2013). Birkinshaw (2010) supports this when claiming that the tasks of a manager have not changed as much as the methods behind it. According to Gilan and Hammarberg (2016) managers need to adapt their leadership, otherwise the organizations and surroundings may outgrow them. Digitalization requires the business and the people within it to transform and adapt to the new ways of working (Gilan & Hammarberg, 2016).

Communication skills are crucial for managers as they need to constantly communicate clearly when working in order to manage the organization and its people properly. It is important that managers communicate and listen to their employees and coworkers carefully as communication is closely related to commitment of employees and organizational effectiveness (Johansson, Miller & Hamrin, 2014). Communication allows people to have a common ground of understanding, leading to better education and growth individually as well as collectively (Rayudu, 2009). As communication becomes increasingly digitalized, the different methods of communicating with each other are changing. Written communication, such as e-mail, is increasingly being used, while the oral and nonverbal messages are decreasing. Organizations goes through digital transformations with the intention of increasing its effectiveness (Birkinshaw, 2010), but relying more and more on only written communication may affect the understanding which may cause conflicts and instead decrease the effectiveness (Mintzberg,
2015). When companies are becoming digitalized, managers spend more time reading and writing, implying that managers would talk and listen less to people face-to-face. This means that the practice of being a manager is changing together with the organization (Mintzberg, 2013).

Gilan and Hammarberg (2016) state that people most likely find it easier and more effective to come to a conclusion and understanding by having physical meetings. Physical contact is beneficial in regards to the organizational level and it gives trust within the organization (Johansson, Miller & Hamrin, 2014). An example of troublesome communication was when the e-mail made its entry. People communicated with each other but could not hear the tone of voice or read the other person's body language which made the digital messages easily misunderstood (Mintzberg, 2015).

It is important to understand that digitalization is only increasing and the world is changing with it. Whether people like it or not, everyone has to adapt to it in one way or another (Gilan & Hammarberg, 2016).

1.2 Problem Background

Organizations are always looking for ways to improve their business and create revenue, digitalization enables the business to achieve this with the use of technologies and data. By adapting to digitalization, organizations can transform their businesses by improving processes, functions, activities and business models, and therefore help the organization to increase its productivity and effectiveness (De Clerck, 2016). Digital transformation has been and still is an ongoing, long term process that has changed the way organizations operate. It is also eliminating already existing systems and methods (De Waal, Van Outvorst & Ravesteyn, 2016).
According to Gilan and Hammarberg (2016), every individual needs to adapt to the digitalized era along with understanding that other individuals may come from different digital backgrounds. In the business world, this developed era is a challenge for leaders as it has an impact on the business as a whole, affecting its growth, drive for innovation and the competitiveness. It is therefore vital for the organization to invest in digital leadership in order to implement and utilize digitalization successfully (De Waal, Van Outvorst & Ravesteyn, 2016).

The digitalized era has not only changed the way we receive information but also how we communicate and express ourselves compared to the time when our data access was limited or non-existing (Pietrucha, 2014). Communication is a key component of success as it enables the increased value of customers demand, collaboration internally as well as externally, company culture together with establishment of hierarchy and leadership (Hendricks, 2014). Online channels are taking over the traditional face-to-face communication and instead, more online, written communication is being used (Mintzberg, 2015).

As mentioned by De Clerk (2016), digitalization is about increasing effectiveness and productivity. However, can the diminishing oral and nonverbal communication lead to miscommunications, misunderstandings and conflicts, thus resulting in the opposite, and instead creating ineffectiveness? If so, are organizations aware of the communication challenges ahead, and how can they be confronted?

1.3 Purpose and Aim

The purpose of this thesis is to investigate the phenomenon of digitalization and how it affects communication between individuals within organizations. Furthermore, to investigate deeper into how the digitalized, written communication is influencing the effectiveness of an
organization. As digitalization is increasing world-wide, the importance of understanding the new, digital ways of communicating and managing people as well as organizations effectively, is more important now than ever. The aim of this thesis is therefore to contribute with new data and findings within the chosen field by comparing the theoretical framework with conducted interviews. This is done with the intention to be able to provide suggestions for how companies can apply digital, written communication in ways to resist miscommunication and ineffectiveness.

1.4 Research Question

In order to understand and investigate how an organization actually communicates digitally and explore whether or not it is effective, the following research question was composed: *How can digitalization disrupt internal communication within an organization and what effects could this have on organizational effectiveness?*
2 Theoretical Framework

This chapter contains explanations and theories about management, communication and effectiveness within organizations, and in the end of each part digitalization together with the studied area is brought up.

2.1 Management

Management is the function of getting people to collaborate when achieving desired goals and objectives (Birkinshaw, 2010). Mintzberg (2013) claims that management was ‘put on the map’ by Peter Druckner in 1954, but leadership has since then pushed it off the map again. Birkinshaw (2010) comments on management and leadership to be equally important in an organization, but that it is often perceived as two different things (Birkinshaw, 2010).

The functions of a manager are many and varying, including monitoring individuals’ performance and support problem resolution (Reh, 2018). A manager needs to lead their employees, and it is needed for a manager to adapt their leadership approach to the needs of the individuals within their group. Leadership is the process of influencing followers and achieving organizational objectives (Bass & Stogdill, 1990).

2.1.1 Tasks within Management

Classical theories in ideal management indicate that a manager would primarily have in their task to plan, organize and control. These tasks, together with coordinating, supervising and motivation are usually brought up when discussing the tasks of a manager, but are mostly seen as variations of the organization-control function (Bass & Stogdill, 1990). Other functions concerning leadership in descriptions of behavior, is maintaining goal direction, provide means for achieving goals, maintain the structure of the group and facilitate interaction within the
group. In order to understand a leader’s purpose, one must consider their planning, directing and controlling (Bass & Stogdill, 1990).

Birkinshaw (2010) states that management and leadership within an organization are equally important, but management has fallen into the shadow of leadership. Kargas and Varouta (2015) claim that most of the leadership models that exist have been created for the past century to fit with the hierarchy that exist in organizations. This means that these models may not be optimal and function together with the dynamics of the operating organizations today. The development of surroundings have also affected the tasks of the leader, making them more complex (Kagas & Varoutas, 2015). Birkinshaw (2010) states that even though functions and tasks of being a manager only have changed a little, while the methods behind management and how the tasks are done have changed profoundly. Mumford, Zaccaro, Harding, Jacobs and Fleishman (2000) state that leadership in a management position becomes increasingly crucial when they must adapt responses to new or changing situations and create guides for them. The leaders have their biggest impact when the group they are operating in deals with new problems and scenarios (Mumford et al., 2000).

2.1.2 Digitalized Management

Digital transformation has been and still is an ongoing, long term process that changes control systems, ideas and value preferences together with eliminating already existing systems and methods (Dogra, 2016). Birkinshaw (2010) claims that he, together with other researchers, started to investigate how to innovate management practices, as it had not been noticed by others. Together, Birkinshaw and the other researchers have increased knowledge and understanding of the phenomenon (Birkinshaw, 2010). Digitalization is changing technological aspects and markets at a rapid speed, thus organizations need to adapt and the ones that adapt
the best often have competencies and networks that are different from older practitioners (Birkinshaw, Bessant & Delbridge, 2007).

It is vital for the organization to invest in digital leadership in order to implement and utilize digitalization successfully (De Waal, Van Outvorst & Ravesteyn, 2016). Management practices that are new to organizations and are planned to enhance the performance of an organization, including digitalization, is referred to as management innovation (Mol & Birkinshaw, 2009). Leaders must therefore have the knowledge and understanding of the importance regarding adaptation to a digital mindset (Dogra, 2016).

The Internet connection has increased a manager’s need to act in the right direction and everything has to be fast and on the spot. It is also generally changing the way management practice is functioning and creates distance from the original managerial tasks, making it more remote and superficial (Mintzberg, 2015). The technologies and the needs of the consumers change very fast and the employees and their managers need to be ready to move in the fast pace (Henretta & Chopra-McGowan, 2017). Mol & Birkinshaw (2009) claim that successful change in management practice is done with the intention to improve an organization’s performance.

It is crucial for top management to be aware of the digital change and to lead it with example, together with lower level managers. Managers risk being outcast if they do not adapt their leadership to digitalization and drive the organization’s engagement around it. When a manager acts on and lead the digitalization, they can improve the employees’ perception of the aspects that come with digitalization (Gilan & Hammarberg, 2016). Hearsum (2015) claims that managers need to be collaborative and adaptable, and the skills of a digitalized manager is connected to how well they lead organizational changes.
In order to be more effective, Gilan and Hammarberg (2016) recommend to have the meetings digitally, as traveling costs and transportation time will decrease, which is better for the environment. Therefore, managers should always attempt to have meetings on digital platforms, instead of having physical meetings. The only reason for having a meeting in person should be if there is an actual winning from performing the meeting in person. The digitalized meetings are the future and it is claimed that meetings will only become more digitalized, and therefore it is important for managers to start now (Gilan & Hammarberg, 2016).

The more digitalized a company is, the more time people spend reading and writing on a screen, which means that less time is used to talk and listen to people. The role as a manager is highly communicative as they talk and listen a lot in their role. The communication has usually always been oral and less written (Mintzberg, 2013). Gilan and Hammarberg (2016) claim that the manager needs to inform more through the mobile technique. A common point that employees complain on is the lack of information, which can turn into speculation. Therefore, a manager should use the digital methods of communication to update the employees and organization on what is going on (Gilan & Hammarberg, 2016).

Another way for managers to become better digital managers is to change the approach to meetings. Meetings involve high level of management, having to plan a time and place that works for everybody concerned and having the right meeting technique (Gilan & Hammarberg, 2016). According to Sheninger (2014), digital communication is less static than regular communication and is often preferred within organizations. However, Gilan and Hammarberg (2016) claim that the best communication is given face-to-face, because it provides the possibility to feel the mood and unspoken words, and most importantly it minimizes the misunderstandings.
2.2 Communication

Communication is the process of transferring information and ideas between individuals or organizations and is used to find common ground of understanding between two parties. Without communication, people’s mutual understanding would not exist and our civilizations, cultures and the world itself would not have been what it is today (Rayudu, 2009). Communication can be transmitted both verbally and nonverbally. In order for the communication to be effective, it is important that everyone involved in the communication process understands the message that is being sent no matter what transmission methods are used (Rayudu, 2009).

2.2.1 The Importance of Communication

Verbal communication is the primary tool used to carry out messages with a specific context between individuals (Hanes, 2015). A verbally communicated message is either oral or written words sent through different techniques such as face-to-face, telephone or digital tools such as e-mail and text messages among other things (Hanes, 2015). Factors that may affect the verbal communication is poor choice of wording, different language backgrounds and perspectives, faulty communication techniques and personal preferences. These factors have a large effect on whether the communicators understand each other or not (Esposito, Bratanic & Keller, 2007).

Nonverbal communication on the other hand is underlying signs in the message that is being sent. These signs include facial expression, posture, tone of voice, body language etcetera (Esposito et al., 2007). Bruno (2015) states that nonverbal messages is very descriptive without actually having to utter words. It can sometimes confirm the verbal communication that is being spoken simultaneously, other times it can confuse the receiver by expressing contradicting
signs. For example, if a person says they are really excited and motivated but their tone of voice or body language shows the opposite, this can confuse the other communicator (Bruno, 2015).

It is crucial for successful interaction to understand the relationship between verbal and nonverbal communication as it has a great effect on mutual understanding. It will also simplify the digitalized communication and future changes and services that may arise with the digital revolution (Esposito et al., 2007).

2.2.2 Shannon-Weaver's Model of Communication

Shannon, an American mathematician, and Weaver, an American scientist, developed a model that would explain the effective communication process between the sender and the receiver McQuail & Windahl (1993).

Figure 1: Shannon-Weaver’s Model of Communication

Source: McQuail & Windahl (1993)
Figure 1 shows Shannon-Weaver’s Model of Communication. The different stages in the process are: sender, encoder, decoder and receiver. While developing this model, they also found factors around it that could affect the process. They call these factors “noise” (McQuail & Windahl, 1993).

The sender is referred to the person who is communicating and sending a specific message in the first place. It is also the person who decides what methods to use when delivering the message. It could be face-to-face, via telephone, e-mail or other channels (McQuail & Windahl, 1993). The second step in the process is the encoder. This explains the way the message is transmitted towards the receiver. Is the message chosen to be sent orally or verbally and through what tools. Another important factor taken into consideration at this step is whether the message is informal or formal (McQuail & Windahl, 1993). The third step is the decoder which is the part where the receiver of the message has to decode and understand the transmitted message. The fourth and last step in the communication process is the receiver, this is the person who the message is sent to (McQuail & Windahl, 1993).

As mentioned, there is one factor to have in mind that may affect the communication process, and that is the noise (McQuail & Windahl, 1993). No matter how the sender transmits his or her message, the message can be affected by external factors. For example, if the message is sent by a telephone call, and there is a lot of noise in the background, the receiver might not understand the message accurately (McQuail & Windahl, 1993). Finally, it is crucial to take feedback into account throughout the process. It is important that the receiver gives feedback to the sender and control that he or she has understood it correctly. It is also important that the sender double checks that the receiver has understood - feedback goes both ways (McQuail & Windahl, 1993).
When the process is not effective, something is going wrong somewhere along the line. Either the sender may not be considering the best transmission methods or the receiver is not decoding the sent message correctly. It is important to understand where and why it goes wrong in order to reach out and communicate correctly (McQuail & Windahl, 1993). However, it is also important to understand the difference between disagreements and ineffective communication. It is crucial to know if the person disagreeing with you is doing so because of different opinions or if it is because of misunderstandings along the process. The communication is still sufficient as long as it is understood, even though there might be disagreements (Rayudu, 2009).

2.2.3 Communication Becoming Digitalized

As the communication becomes increasingly digitalized, extendedly written communication is being used (Mintzberg, 2015). The oral and nonverbal communication methods are important contributive factors for understanding one another (Rayudu, 2009) thus relying increasingly on only written communication may therefore affect the understanding, resulting in the opposite direction, and instead reducing the effectiveness and productivity (Mintzberg, 2015). An example of this is when the electronic mail, also referred to as e-mail, made its entry. Problems started rising as people lost the feeling of trust, warmth and consideration, the physical meetings, touch and general human cohabitation, besides, digital messages was easily misunderstood (Gilan and Hammarberg, 2016). As e-mails create a higher risk of miscommunication, Gilan and Hammarberg (2016) state that people find it easier and more effective to come to a conclusion and understanding by having physical meetings. However, one cannot look away from the fact that digitalization is only increasing and therefore the humanity will have to accept and adapt to the digitalized era (Gilan & Hammarberg, 2016).
In order to mediate human feelings through digital forms and decrease the misunderstandings, Shigetaka Kurita created the first emoji in 1998 (Gilan & Hammarberg, 2016). This would make it easier for the sender and receiver to understand the context of the message and therefore help the communicators continuing to understand each other by using nonverbal signs, but now through the use of emojis (Gilan & Hammarberg, 2016).

Although it is questioned whether the Internet and digitalized communication channels in fact may prevent the effectiveness and productivity that is said to arise with digitalization, the eff (2002) in the United States of America states the opposite. They conducted an article regarding the Internet’s effect on health and prescriptions in the year 2000. They discuss how e-mails can simplify communication within distributed multinational corporations. It was also stated that related networked applications may create simplicity in the flow of information within organizations. Also, teleconferencing technologies can help in hosting meetings when not all individuals can attend physically (National Research Council, 2000).

The National Academy of Sciences claims that the technologies involving Internet have increased the performance of the organization by creating bigger and broader markets, lowering costs and increasing their organizational effectiveness (National Research Council, 2000).

### 2.3 Organizational Effectiveness

Organizational effectiveness is described as how efficiently a company meets its established objectives. The effectiveness can best be measured through the results provided by the company, looking at, for example, productivity, accomplishments of objectives, employee satisfaction, employee withdrawal or turnover (Sparrow, 2014).
Sparrow (2014) argues that the root of the effectiveness in an organization is based on the achievement of the individuals’ performance within the company and that it is the people who drive the organization forward. Anderson and Adams (2015) on the other hand, state that the effectiveness and performance of an organization are dependent on the top management of the organization. It is the top management's responsibility to define the company's vision and mission, ensure alignment, create and execute strategy, develop their employees, allocate resources, craft the culture, manage performance, ensure succession, engage stakeholders, build accountability and deliver results. In order to do all this, it is especially important to communicate clearly. When these factors are being managed effectively, it will give a positive result to the overall organizational effectiveness (Anderson & Adams, 2015).

2.3.1 The Six Systems of Organizational Effectiveness

To create a high-performing, effective and healthy organization, Anderson and Adams (2015) describe a model called the Six Systems of Organizational Effectiveness, see Figure 2, that includes six different areas that are vital factors enriching organizational development and effectiveness (Anderson & Adams, 2015). These six systems are leadership, metrics, accountability, human performance, delivery systems and communication. With top management at the core, it is important that all systems are understood separately but also together with the organization as a whole (Anderson & Adams, 2015). If these systems are managed correctly and with care, Anderson and Adams (2015) state that it can transform any enterprise into a successful, profitable organization.
Figure 2 shows the different parts of the six system model and how they are distributed.

The leadership stands for the leaders within the organization, top management, which are the ones who must drive the organization to its desired state. It is explained that they do this by defining and refining processes within the company, executing them with discipline, ensuring high performance and also creating a sustainable result (Anderson & Adams, 2015).

The accountability stands for performance accountability systems which is a system that is there to help the employees understand clearly what is being expected of them and what rewards or consequences may come with their work performance (Anderson & Adams, 2015). The delivery aspect is explained as the organization’s development of simple processes that will provide internal efficiency, be globally adaptable, locally responsive along with the movement of complexity (Anderson & Adams, 2015). Performance is referred to a performance system that is designed to invest in the people within the organization. It is important to create interest,
inspiration, and invest in employee training and development in order to build and retain talent within the organization (Anderson & Adams, 2015) Further on, *measurement* means keeping the business on track through systems of metrics, course corrections and reviews. It is important to have concrete measures so as to promote consistent behaviors, quality control, productivity and also results (Anderson & Adams, 2015). One of the most important parts in the model is the *communication*. Everything is affected by communication and how, where and when we communicate (Anderson & Adams, 2015).

What happens in a conversation is a critical link in the success chain of the company. When leaders and managers take part and maximize their daily conversation, it enhances collaboration, limit uncertainty and creates an open, creative and learning culture (Anderson & Adams, 2015). Communication will have an impact on the people as well as the performance and effectiveness of the organization as a whole (Anderson & Adams, 2015). Although Sparrow (2014) believes it is the individual's responsibility and Anderson and Adams (2015) believe in the top management responsibilities when it comes to building effectiveness, organizational theorists agree that there is not only one aspect to take into consideration, but that the effectiveness of an organization is multidimensional. Organizational design together with the commitment of the members of the organization, their behavior and attitude towards the organizational goals are both vital requirements for organizational effectiveness (Angle & Perry, 1981).

### 2.3.2 Communicative Effectiveness in Organizations

Communication is, as mentioned, very important in management and is closely related to the commitment of employees and organizational effectiveness (Johansson, Miller & Hamrin, 2014). Communication skills are often considered a very important quality to managers in all
industries (Johansson, Miller & Hamrin, 2014). According to Barrett (2006), a manager is not effective without them being aware of and using effective communication.

It was stated by researchers on the topic that managers that are better than others, tend to be focusing on communication. Effective managers are willing to listen to feedback and send information forward and also provide, amongst other things, clarity of roles and encourages engagement (Johansson et al., 2014). Managers with good communicative skills can create a higher performance of the individuals within an organization when for example, role clarity is formulated so that all parts of the communication understands (Barrett, 2006).

Johansson, Miller and Hamrin (2014) claim that face-to-face communication is of importance when making employees aware of strategic goals, which in its turn is affecting the effectiveness of those individuals and the entire organization. Communication systems can never replace the personal communication and the relationship between the top management and the lower level management. Close contact is not only beneficial at the organizational level, it also gives trust in the relationships (Johansson et al., 2014).

2.3.3 The Digital Transformation of Organizations

The Internet has led to higher effectivity, closeness of people and higher speed and transparency in organizations. These keywords are important when understanding digitalization. Digitalization creates a world where we are not constrained to analog media or physical places (Gilan & Hammarberg, 2016).

Gilan and Hammarberg (2016) state that almost half of the world’s population has access to the Internet today and that all of the world’s population will have access to the Internet in some way in 2025. The development has changed the way the world looks at things and due to all the
factors, people take different things for granted nowadays. The information is available for all and it is accessible all the time, from wherever (Gilan and Hammarberg, 2016).

Frey & Osborne (2016) claim that digital technologies are helping to connect almost everyone, and it allows people to share ideas like never before. Most companies are using smartphones today as it increases the effectiveness and availability of employees. It makes the employees more mobile and less stuck in one single place as they can bring their job wherever they go. It is important to include the mobile aspect of digitalization and smartphones create a more flexible and effective workday (Gilan & Hammarberg, 2016).
3 Methodology

This chapter provides information and clarity about the chosen research method, as well as the investigated company and the selected interviewees. Finally, ethical considerations and limitations are brought up.

In order to comprehend how this thesis has been carried out along with increasing the trustworthiness of this thesis, an interpretation of the chosen methodology will be explained in this section (Björklund & Paulsson, 2014). Depending on what type of research that wants to be achieved, deciding what type of methodology to be used while investigating the chosen topic will guide the authors in the right direction towards attaining the aim of the research (Bryman & Bell, 2015). In order to answer the research question and reach the aim of this study, it was chosen to obtain a case company to investigate within. Therefore the methodology section will be introduced with an explanation of the case context, further on each following part of the research approach will be reviewed below.

3.1 Case Context

In this thesis the case company chose to be anonymous, therefore it will be referred to as Company Alpha. Company Alpha is a big Nordic company that started operating in 1917, with focus on fast moving consumer goods, FMCG. FMCG is defined as relatively low priced products, that sell quickly and is rapidly consumed (Leahy, 2011). Company Alpha has its headquarters in Stockholm and has subsidiaries and stores all over Sweden, the Nordic and Baltic countries. The stores are owned by individuals and functions like a franchise, and there are other subsidiaries from the same main company that helps with planning and buying goods for the stores, it is voluntary for them to use the services but the stores mostly do anyway. The
stores can buy services such as handling salaries and buying inventory from its different segments and sub-segments (Company Alpha, 2018).

Company Alpha contains different segments with a separate focus on parts concerning Sweden, pharmaceutical stores, real estate and banking. Each of these parts contains smaller sub-segments and the focus of this thesis will be on a specific sub-segment within the Swedish part. The Swedish segment contains all the different grocery stores, which are all owned by individual owners (Company Alpha, 2018). The particular sub-segment of focus has almost 300 employees and is working with economic services and administration including accounting, ledgers, invoices for goods and handling of salaries (Frontit, 2017). In this thesis, interviews were conducted with two different groups handling invoices, national and international, and one group handling ledgers.

3.2 Context of Phenomenon

Company Alpha is a good context to study in this thesis as it is a big and well-known company, with many subsidiaries both inside and outside of Sweden. They have a leadership model that all managers strive to follow and they have many regulations and guidelines in order to make the management optimal (Company Alpha, 2018). Figure 3 illustrates the model of leadership that Company Alpha uses.
The leadership model is according to Company Alpha (2018) built on modern research that has been tested worldwide and based on a leadership theory developed by Pendleton in 2012. It contains three different areas, the strategical area, the people area and the operational area. These are the areas that managers in Company Alpha need to manage in order to create a basis for the development of the organization and the individuals within. In Company Alpha, leaders can have different qualities and leaders do not need to be equally strong in each area to be considered good. A good manager in Company Alpha is considered to be one that is able to balance their leadership abilities in different situations (Company Alpha, 2018).

### 3.3 Data Collection

The use of a qualitative approach as a research method is supported by Bryman and Bell (2015), due to it focusing more on words than on numbers, as it is easier to grasp experiences and understand more in-depth information in a qualitative method.
In-person interviews were held in order to perceive the nonverbal communication and have a more personalized approach, as it according to Esposito, Bratanic and Keller (2007) is crucial for mutual understanding. The authors discussed for a while whether or not the interviews should be held in person or not, but as they are investigating if digital communication can create miscommunication or not, they decided that in-person interviews were the appropriate approach. Access to the company was possible through contacts of the authors. Three group leaders from company Alpha were asked whether they would be interested in being interviewed and all said yes. The authors then asked if it would be possible to interview two of each leaders employees, which was also agreed. Finally, the top manager of the three group managers also accepted to be interviewed. The conclusion was ten conducted semi-structured face-to-face interviews (Bryman & Bell, 2015), one top manager, three group leaders and six employees.

The interviews were conducted at Company Alpha’s office in Västerås, during two different occasions. Each interview lasted approximately 15 minutes and was held in a quiet meeting room, this due to taking disturbance and noise into consideration for both the interview itself and for the recorded files, as all interviews were later transcribed (McQuail & Windahl, 1993). In order to be as effective as possible, the participants were prepared by receiving the interview questions beforehand via e-mail. This gave them the opportunity to look through the questions, prepare their answers and have some time to think about specific problems and opinions that they may have.

The decision to have a semi-structured in-person interview was decided in order for the interviewers to have the ability to ask follow-up questions as well as letting the interviewee have the opportunity to elaborate his or her answers (Bryman & Bell, 2015). In this way, it is easy to head towards new directions or results and also avoids staying biased. Because the
participants were prepared well, the interviews were successful, within the topic and managed to stay within the timeframe (Bryman & Bell, 2015).

Below, Table 1 displays the chosen interview questions. On the right-hand side of the table, the different areas within the theoretical framework that have been used for the specific questions are stated, which are Management, communication and organizational effectiveness. The chosen interview questions on the left-hand side, are selected depending on the content within the separate areas in order to answer the research question composed for this thesis.

Table 1: Operationalization of questions asked during the interviews

<table>
<thead>
<tr>
<th></th>
<th>Management</th>
<th>Digitalized management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>What is your position in the company?</td>
<td>Manageme{}nt</td>
</tr>
<tr>
<td>2.</td>
<td>What are your working tasks?</td>
<td>Digitalized management</td>
</tr>
<tr>
<td>3.</td>
<td>How long have you worked in the company, alternatively in your group?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Do you see a change in the way the company communicated today? What changes? What has become better/ worse?</td>
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</tr>
<tr>
<td>4.</td>
<td>Who do you communicate with during a workday?</td>
<td>Communication</td>
</tr>
<tr>
<td>5.</td>
<td>What communication channels do you use when working?</td>
<td>Shannon-Weaver's Model of Communication</td>
</tr>
<tr>
<td>6.</td>
<td>Do you prefer communication over mail or telephone/meetings? Why?</td>
<td>Communication becomes digitalized</td>
</tr>
<tr>
<td>7.</td>
<td>In what communication form are you most effective?</td>
<td>Organizational Effectiveness</td>
</tr>
<tr>
<td>8.</td>
<td>Do you experience any problems with written communication? Which?</td>
<td>The Six Systems of Organizational Effectiveness</td>
</tr>
<tr>
<td>10.</td>
<td>Do you experience any problems with oral communication? Which?</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Do you experience any advantages with oral communication? Which?</td>
<td></td>
</tr>
</tbody>
</table>
- How is your relationship as a manager with your employees affected when the communication is more digitalized and written?
- How is your relationship to your manager affected when the communication is more digitalized and written? Does it affect your motivation and effectivity in your work?

12. The digital platforms will only develop and continue growing. Do you believe that the digital communication could improve in some ways? How do you think it could be done?

3.4 Data Analysis

When deciding to do a qualitative study it is important that the collection of data stands in need for some level of credible explanation. For example, it is important to consider the number of interviewees and their role in the company for the interviews in order to provide relevant facts that can be used in the final conclusion (Bryman & Bell, 2015)

To answer the research question of this thesis, the authors decided to gather already existing literature and theories regarding management, communication and organizational effectiveness and focusing on digitalization from all three aspects. Once the relevant facts were gathered and complete, the interview questions were chosen and formed in order to compare, analyze and draw conclusions from the conducted interviews with the gathered information (Bryman & Bell, 2015). By having set up a clear guide of what questions belongs to what part (management, communication and organizational effectiveness) it made it easier for the authors to compare the different answers given from the interviews together with the data, and finally draw conclusions of the findings.

By having interviews from three different functions within Company Alpha, the authors were not only able to analyze the different answers between the individuals but were also able to
compare if the same problems and benefits are experienced within the different functions or if they vary between them. The authors believe that conducting interviews from three functions will increase the understanding of the phenomenon and also the credibility of the thesis.

3.5 Triangulation

In order to increase the reliability of this thesis and the interviews that were held, triangulation was taken into consideration. According to Björklund & Paulsson (2014) triangulation is used to raise the validity by using several different perspectives to investigate the same phenomenon while Bryman & Bell (2015) explain triangulation to cross-check facts.

In this thesis, the three different investigated perspectives are existing literature and theories on management, communication and organizational effectiveness with digitalization as a common denominator, together with the primary data which are interviews conducted at Company Alpha. Triangulation in this thesis is used to enhance confidence in the findings provided, supported by Bryman & Bell (2015), which is specifically important in a qualitative study.

3.6 Ethical Considerations

The primary objective of conducting research is to have the goal to find the truth and gain knowledge. Considering ethics in research is understanding what is right or wrong together with what is acceptable or not. Ethical consideration increases the trust, the mutual respect and the accountability. It is essential when collaborating with other researchers and participators who will provide primary data. When researchers consider their ethics it will also have an effect on the belief and support the research will get from the public (CIRT, 2018).

In this thesis, the ethical aspect has been taken into consideration throughout the whole process. The participants of this thesis have had the right to withdraw from the study at any point and it
has always been voluntary. When using other authors work for the literature and theoretical gathering, acknowledgement of their work has always been used through APA referencing system. When gathering the primary data through interviews, the participants together with the organization has been kept anonymous for their comfort, besides, it is in some ways an insurance of receiving truthful answers without the participants worrying about the consequences. Misleading information and biased way of representing the primary data has always been avoided throughout the research in order to obtain the most reliable and trustworthy result possible (Bryman & Bell, 2015).

3.7 Limitations

Although this research was thoroughly prepared and conducted, there is an awareness of the limitations of it that needs to be considered. One limitation that is recognized is the amount of time the authors had to complete the research. Because of this, the numbers of interviewees as well as organizations were limited. This results in less primary data and therefore also less accountability of this thesis. There are many factors that may affect communication through digitalized channels that are not being taken into consideration in this thesis, for example geography and cultural differences.

Age differences along with generation differences is another aspect to take into consideration as, according to Gilan and Hammarberg (2016), people experience digitalization differently depending on when they were born. The different preferences may affect the result of the thesis by drawing general conclusions. All these factors may have an important effect on whether the digitalized communication is effective or not (Johansson et al., 2014) but are not being examined, as it is not the focus of this thesis.
The interviews were held in Swedish and later translated into English which can affect the outcome. The fact that the chosen company and interviewees wanted to be anonymous is also a limitation of this thesis. Not knowing the name of the company may affect the reader's perception of the research negatively, resulting in less interest together with less credibility of the thesis (Bryman & Bell, 2015). The authors are aware of the limitations of the research and that they can affect the reliability and trustworthiness of this thesis.
4 Empirical Findings

This chapter provides the answers of the interviewees categorized in the respective subheadings. For clarity on what parts belong to which subheading, see table 1 – Operationalization of Questions Asked During the Interviews under 3.3 Data Collection.

4.1 Introduction of Interviewees

Below is a short description of each interviewee and after that their answers are divided into the three main parts of the thesis; management, communication and organizational effectiveness.

4.1.1 Group Gamma

Manager Gamma is the group manager for the customer and supplier accounts of Company Alpha. The manager has been employed within the company for 6 years and has been in the current role for the last 2 years (Interview, 218.05.08). The two employees in group Gamma that were interviewed works within the economic department and have worked in Company Alpha for 15, respectively 20 years. The working tasks are varying, but the main responsibilities are accounts payable and closing bank statements (Interview, 2018.05.08). They will be referred to as Employee Gamma One and Employee Gamma Two.

4.1.2 Group Delta

Manager Delta has worked for Company Alpha for 18 years and is today the manager of three different groups working with invoices for suppliers for the different warehouses (Interview, 2018.05.08). The employees that were interviewed from group Delta are working as administrators and will be referred to as Employee Delta One and Employee Delta Two.
Employee Delta One, who has been employed at Company Alpha for 19 years, is working with accounts payable for suppliers, handling invoices along with working on different projects. Employee Delta Two was employed 2013 and the main tasks are handling invoices and being involved in different projects (Interviews, 2018.05.08).

4.1.3 Group Beta
Manager Beta is the group manager of the group handling supplier invoices and has been employed at Company Alpha since 2005 (Interview, 2018.05.08). Manager Beta’s two employees work with finance administration. Employee Beta One has only worked for Company Alpha since 2017, and always within finance administration. Employee Beta Two has been employed at Company Alpha since 2005 and started as a receptionist but was later employed in the finance department. Their main tasks are to scan invoices, verify them and ensuring that they are correct for payment (Interview, 2018.05.08).

4.1.4 Manager Sigma
Manager Sigma has been employed at Company Alpha for 17 years and has almost always been in some sort of management position. Since approximately a year back, Manager Sigma has been the manager of the business service department and corporate finance. This is a higher level management position than what Manager Gamma, Delta and Beta currently hold (Interview, 2018.05.14).
4.2 Management

Four managers at Company Alpha were interviewed and in this part the answers regarding management will be presented.

4.2.1 Tasks within Management

The tasks of the managers at Company Alpha varies, depending on what the purpose of the group is and the level of the management.

Manager Gamma’s main tasks as a group manager consist of prioritizing daily activities and general tasks that comes with being a manager (Interview, 2018.05.07). The tasks are to hold the group together and make sure that all group members work towards similar goals and deliver results on time. Manager Delta is responsible for the group members along with managing payment of invoices (Interview, 2018.05.08). The main tasks of Manager Beta are to ensure that the production flows, that the customers are satisfied together with achieving desired goals. As Manager Beta put it: "it is about being a good leader and distributing the work" (Interview, 2018.05.08).

Manager Sigma states that "for my part as a manager the main responsibility is to lead and distribute the work in the office" (Interview, 2018.05.14). Besides that, Manager Sigma explains that the list of tasks is long when having a high management position, where the responsibilities include managing the final results of the department. Manager Sigma is also a part of Company Alpha’s business service management group along with being involved in different control groups (Interview, 2018.05.14).
4.2.2 Digitalized Management

Manager Gamma explained that group Gamma communicates frequently face-to-face as they sit very close to each other. However, if they would have used written communication more, Manager Gamma believes that misunderstandings would happen more frequently and that the relationship between the group members would have been affected negatively. Manager Gamma experiences that face-to-face communication builds stronger relationships (Interview, 2018.05.08).

The employees of group Gamma experience that the communication in the office is often oral as they are located close to each other. Employee Gamma One claims that the motivation would not have been affected if the oral communication with Manager Gamma would be excluded. Employee Gamma Two, however, needs oral feedback and close contact and believed that it would have a negative effect on the motivation if they were relying on written communication (Interviews, 2018.05.08).

Manager Delta claimed that “digitalization is the future, however, people appear to be more stressed over this type of communication” (Interview, 2018.05.08). Employee Delta One usually communicates orally with Manager Delta and experiences that this increases motivation at work. When the communication is digitalized, Employee Delta One believes it to be easier to misplace the information or simply miss a message (Interview, 2018.05.08). Employee Delta Two said that “when communicating orally the relationship gets stronger and better in my opinion” (Interview, 2018.05.08).

Manager Beta feels that the relationship with the employees is not that affected by the digital channels. Today, group Beta’s communication is mostly based on physical meetings, as they all sit next to each other and can communicate with one another easily and effectively.
Manager Beta decides what channel is the most effective for one specific message, for example, if it is a lot of information that needs to be sent out, Manager Beta usually decides to send it via e-mail to get the message out to everyone. However, physical meetings are usually better because one can always make sure that everything has been understood (Interview, 2018.05.08).

Employee Beta One explains that the relationship to Manager Beta is based on oral communication as they all sit next to each other. However, if the communication would have only been written, it is believed that the relationship would have been less personal between employees and managers (Interview, 2018.05.08). Employee Beta Two thinks that it would be enough if the manager would give feedback via e-mail. Employee Beta Two also explained that oral communication is preferred but that written communication works as well (Interview, 2018.05.08).

Manager Sigma explains that communicating through digitalized channels could affect the relationship between managers and employees as it creates greater distance to one another. Today, it is easier to send out a quick message over e-mail or through the chat instead of actually meeting one’s employees or managers (Interview, 2018.05.14). "If I as a manager would only communicate digitally, we would not get to know each other. I believe that physical contact is key for creating and developing relationships." (Interview, 2018.05.14). Company Alpha counteracts this by having physical morning meetings every day. Manager Sigma stresses that when managing digitally, it is important to really understand the new communication channels and use them effectively in order to lead and motivate your employees (Interview, 2018.05.14).
4.3 Communication

Here, all answers regarding communication will be presented in order.

4.3.1 The Importance of Communication

Manager Gamma communicates daily with internal stakeholders and groups within the sub-segment, mostly via e-mail, telephone and chatting on Skype (Interview, 2018.05.08). Employee Gamma One and Two communicate internally with employees and managers in the office, but also externally with, for example, suppliers. If communicating with people at the office, it is either face-to-face or via the chat on Skype and with people outside the office it is mainly through e-mail (Interviews, 2018.05.08).

Manager Delta usually communicates with coworkers and employees working in the office, but also external parts such as purchasers and commodity planners, located all over Sweden. When communicating externally it is via e-mail, Skype or telephone, and internally, the chatting function in Skype is used together with oral communication (Interview, 2018.05.08). Both employees of group Delta communicate both internally and externally. When communicating inside the office the communication is mostly oral or over the chat function. When communicating externally it is through telephone, e-mail, chat and teams in Microsoft but most of all it is via e-mail (Interviews, 2018.05.08).

Manager Beta communicates with the entire Company Alpha in different ways, especially with people located in the office. The main communication channels that Manager Beta uses are e-mail and telephone, although physical meetings also occur daily in the office (Interview, 2018.05.08). The people that the employees of Group Beta communicate with are mainly their colleagues at the office bus also external parties. The most frequent communication channel is e-mail and as Employee Beta Two explained “there are not many customer visits where you
meet personally, instead almost all communication takes place via e-mail or telephone” (Interview, 2018.05.08).

Manager Sigma communicates mostly with employees, group managers and top management. There is also communication with other officials within Company Alpha together with system vendors, Chief Financial Officers and controllers in the respective companies. Manager Sigma always prefers physical meetings. "As we have introduced the daily meetings, it has opened up for the physical contact, which is great. Besides that, when it comes to communicating with people externally, I use a lot of e-mail, Skype and telephone" (Interview, 2018.05.14).

4.3.2 Shannon-Weaver’s Model of Communication
Manager Gamma believed that the questions were experienced and understood differently from the e-mail received compared to when the questions were asked orally (Interview, 2018.05.08). Manager Gamma always prefers oral communication over written communication. It is always easier to give clear answers to any type of questions orally, as one can elaborate more and if any supplementary questions occur they can be asked and answered straight away (Interview, 2018.05.08).

Employee Gamma One experienced the questions to be clearer when having the interview orally, as it was possible to ask questions directly, and said “oral communication is always preferred in my book” (Interview, 2018.05.08). Employee Gamma Two experienced that when it comes to answering the questions, the replies can sometimes become shorter. “Sometimes when I write an answer to a message, the messages can be formulated in the wrong way. I can also be perceived as negative, but I never intend to be negative” (Interview, 2018.05.08).

Employee Delta One explained that it was perceived as many questions on paper, but when talking about the questions and doing the interview orally, they were experienced to be fewer.
It was also claimed that “it was good to receive the questions beforehand as I could prepare better” (Interview, 2018.05.08). Employee Delta Two believed it to be better and more effective to have a dialogue than just write the answers on paper (Interview, 2018.05.08).

Manager Beta explained that one cannot just answer the questions on a paper and be able to give correct and full answers. It is very important to have the opportunity to explain ones answer and the chance to discuss the questions. If that is not possible, the result may be incorrect (Interview, 2018.05.08).

Manager Sigma’s said “I partly experienced the questions differently, as sometimes you added a few words which in turn gave the question a different meaning. I experienced it positively as I believe the questions became clearer” (Interview, 2018.05.14). Manager Sigma gave an example of how misunderstandings can occur between two individuals: “you and I sit in front of each other, if I write the number 6 on a piece of paper, I will clearly see the number 6. However, when you look at the paper, you will see the number 9. I believe that problems with misunderstandings occur more frequently nowadays via e-mail conversations. The message can usually be confusing as the sender and the receiver can perceive different things” (Interview, 2018.05.14). Manager Sigma also explained that when having physical meetings it is easier to ask supplementary questions and get answers directly. This enables the sender and receiver to ensure mutual understanding and therefore counteract misunderstandings or conflicts (Interview, 2018.05.14).

4.3.3 Communication Becoming Digitalized

Manager Gamma feels that there have not been any significant changes in the communication channels since starting working for Company Alpha (Interview, 2018.05.08). Although, both employees of Group Gamma could see changes, as it is now more written communication in
their everyday work than it has been before. 15 years ago, the majority of communication was over the telephone. Both state that they think it has become faster and more effective to communicate now, and Employee Gamma Two stated that “if I get a message on Skype, I can wait to reply and complete what I am currently doing. This makes me more effective, as I can focus on my priorities. However, if the telephone would ring, I would have to drop everything I am doing right away” (Interview, 2018.05.08). Employee Gamma One said that communication is much faster today when using the chat, and continues “when one writes a message on Skype, there is a higher pressure to answer quickly, while when writing an e-mail it is acceptable to take a longer time to reply” (Interview, 2018.05.08).

When Manager Delta was new in Company Alpha, the main way of communication was through telephoning. E-mail was used as well, but not to the extent that it is today. Today Skype is used more in the entire organization, but a problem that is experienced is that people sometimes disturb others, as one can receive many different messages and has a higher pressure to respond right away. Manager Delta also claims that e-mail boxes easily get full and workers can receive up to 100 to 150 e-mails per day (Interview, 2018.05.08). Employee Delta One can definitely see a difference in the way the company communicates today compared to 19 years ago. The telephone was the main way of communication as “e-mails were not used everywhere and one could not expect to get an answer right away. Telephone calls and personal meetings were used to a completely different extent” (Interview, 2018.05.08). Employee Delta One continues to state that replies are received quicker today and also the documents and conversations are easily kept if one needs to double check information. Employee Delta Two, on the other hand, has not been in the company as long and has therefore not experienced that much of a change. However, it has been noticed that new forums and systems are taking place in the organization, for example, Office 365 (Interviews, 2018.05.08).
In Manager Beta’s opinion, not many large changes have been noticed in the communication from previous years. Some small changes have happened but the digital tools, such as Skype, has always been used (Interview, 2018.05.08). Employee Beta One said that “I have only been working here for a year, and during this time not many changes has been made” (Interview, 2018.05.08). Employee Beta Two, that has been with the company for 13 years can, however, see a big change. From a lot of face-to-face meetings, working collectively, to a more individual working behaviour is the biggest change that is being mentioned (Interviews, 2018.05.08).

Manager Sigma explains that there have been an enormous amount of communication changes in Company Alpha. The main changes have been new digital communication tools such as e-mail, smartphones, chat and video conferencing (Interview, 2018.05.14). The benefits of the new tools are that there are more opportunities to communicate with one another. The possibility to have larger telephone meetings along with the ability to only writing one e-mail but being able to send it to more people has increased the effectiveness (Interview, 2018.05.14). However, the changes have also affected the physical meetings between two individuals negatively. Today, employees choose to write to each other instead of talking, “we have lost the human contact that we used to have” (Interview, 2018.05.14).

4.4 Organizational Effectiveness

In the following part, the answers regarding organizational effectiveness will be presented in order.

4.4.1 Communicative Effectiveness in Organizations

Manager Gamma’s preferred way of communicating depends on what the message is about. If a message needs to be in print, then e-mailing is the best option. One will always have proof and the opportunity to go back in the history and being able to find what has been said
afterwards. If the information does not have to be printed, then face-to-face communication is the best option. Manager Gamma also said that it is experienced to be most effective to communicate face-to-face and over the telephone. “If only using written communication there would have been much more miscommunication within the group. Besides that, the relationship between all group members would have been affected negatively. Face-to-face communication is very important as it builds stronger relationships” (Interview, 2018.05.08).

Another problem with written communication is that everyone uses different ways of formulating their messages which can confuse the receiver and make the whole process longer (Interview, 2018.05.07). The benefits of oral communication that Manager Gamma sees are that the dialog is effective and fast. Manager Gamma cannot see many problems with oral communication, the only thing that was mentioned was that problems can arise if no protocol has been carried out (Interview, 2018.05.08).

Employee Gamma One claims that the effectiveness depends on what suits the occasion and the subject to be discussed. Employee Gamma Two, on the other hand, is most effective over e-mail, as it is possible to spend more time on what is needed and finalize things before moving on to new tasks. In the employees’s group, the communication is often oral as they are located close to each other in the office (Interviews, 2018.05.08).

A problem that both employees experienced with written communication is misunderstandings, but Employee Gamma Two explains “if there is a misunderstanding, it is still possible to go through previous messages and then solve the problem after that” (Interview, 2018.05.08). A positive aspect that Employee Gamma One sees is the burden of proof and that it is good to have agreements on paper. The employees had problems recognizing any negative aspects of oral communication, but Employee Gamma Two believes it is possible to misunderstand
smaller things because of the tone of voice or the possibility to forget what somebody has said. Employee Gamma One also stresses the positives with oral communication and says that it is easier to explain specifics and have discussions. Employee Gamma Two appreciates the fact that it is possible to get a voice to relate to (Interviews, 2018.05.08).

Manager Delta sees problematic aspects with e-mail but still prefers to communicate in written form. With e-mails there is always a possibility to double check and go back if something is unclear or misunderstood by one part. It depends on what kind of purpose the communication serves, as sometimes oral communication is better if, for example, a decision needs to be made. E-mails can lead to slower decision-making, as one part can be misunderstood by the other, postponing the decision. Manager Delta considers being the most effective during face-to-face meetings. Besides this, Manager Delta states that: “I e-mail a lot of information, and it is very helpful if a few people are absent and therefore miss our morning meetings. Because they would still probably need the information from the meeting” (Interview, 2018.05.08).

Manager Delta experiences problems with both written and oral communication. The main problem with written communication is considered to be interpretations of the sent message. A problem mentioned with oral communication is that it is easier to misinterpret if one is using, for example, irony when talking and using metaphors that the other part does not understand. On the other hand, benefits with written communication are that it is easier to return to a message and read what has been stated. Manager Delta continued to explain that oral communication is beneficial because it is easier to solve misunderstandings that may have occurred using written communication (Interview, 2018.05.08).

When asked what type of communication the employees of Group Delta prefer, both state that it depends on what the matter is concerning. Employee Delta One explained that “if things are
more complicated to solve and one needs a quick dialogue, I prefer personal meetings or telephone calls as it lowers the risk of miscommunication. If I need proof in the matter, I will use a written way of communicating” (Interview, 2018.05.08). Employee Delta One feels more effective in personal meetings and that it is easier and faster to reach conclusions and reduce misunderstandings. Employee Delta Two believes that a combination of both written and oral communication sometimes can be best, but prefers e-mail because the possibilities to remember and find the information is greater. Employee Delta Two explains “I believe it to be easier to formulate myself with e-mails, and I don’t miss any important information. When one talks on the telephone, it is easy to drift off from the topic” (Interview, 2018.05.08).

Problems with written communication can be nuances and misinterpretation of the sent message. Employee Delta Two brings up the use of emojis and continues to state “especially in social media, it can be extremely hard to understand written communication and it lacks the tone of voice. I catch myself thinking ‘what do you mean with this emoji?’ when it counters the message of the sender” (Interview, 2018.05.08). Benefits that both employees experience with written communication, on the other hand, are that what has been said is documented and that it is possible to go back to previous information (Interviews, 2018.05.08).

Problems with oral communication can according to Employee Delta One, be that individuals can express themselves differently and the communicators must be available at the same time. Employee Delta Two stresses how easy it can be to drift off from the original topic and that it can be hard to recall what has been said. Employee Delta One stated that advantages of oral communication can be that “the people communicating are able to see each other. It is possible to read emotions and body language in a completely different way” (Interview, 2018.05.08). Employee Delta Two believes oral communictation to be faster, and if the receiver does not
understand, it is easy to explain and improve the process of sending the message (Interviews, 2018.05.08).

When asked what type of communication style Manager Beta prefers, it is stated that "when communicating, physical meetings will always be the best and most effective option and give the best final result. It is about being able to read each others body language as all parties will have a better understanding of one another. If you see more, you understand more" (Interview, 2018.05.08).

However, Manager Beta also stresses that e-mail is an effective communication tool as one can do many things at the same time and focus on the important tasks. It is a fast way of communicating as one message can be sent to multiple people at the same time. Another thing that is beneficial is that one will always have everything documented (Interview, 2018.05.08).

The main problem with written communication is that miscommunication occurs easily as two people reading the same message may understand it differently. Although Manager Beta believes that oral communication is the best option, there are still problems, such as physical meeting being time-consuming to arrange. Another problem with physical meetings can be that people have a tendency to talk over each other or start to discuss unnecessary things. This can make a ten-minute meeting take one hour. If a decision has to be made quickly, Manager Beta believes that e-mails or telephone meetings are more effective (Interview, 2018.05.08).

When the authors asked the employees of group Beta what type of communication channels they prefer and where they believe they are more effective, they both answered via e-mail. Employee Beta One says that “when talking on the phone or face-to-face, it is easier that you forget to say something that was important. Besides, when you have everything written down and you have all the information in front of you” (Interview, 2018.05.08). However, if one
needs to talk to a colleague at the office, it is explaind to be easier to walk up to that person rather than sending an e-mail. Employee Beta Two explains that “I want to get everything written down. I am a picture person. I can take pictures of what I want to convey, I can document everything and explain better what it is that I want, when using written channels” (Interview, 2018.05.08). At the same time, Employee Beta Two believes that when communicating face-to-face it is easier to explain your own opinion and be understood by the other communicator (Interview, 2018.05.08).

The main benefit of written communication is that the message always will be saved in the e-mail history. If one is questioning something that has been agreed, there will be proof of what has been said. It is also time efficient as one can send the same e-mail to many different people instead of having to contact them one at a time. Both employees believe that the problem with written communication is miscommunication because it is easier to understand the message wrong. People use different types of language and different words which can become a problem. Written communication takes longer time as one has to write supplementary questions and wait for replies (Interview, 2018.05.08).

Employee Beta One cannot think of any problems with oral communication. The benefits, however, are that it is very hard to misunderstand each other when being able to analyze the nonverbal signs such as body language. Employee Beta Two believes the benefits of oral communication are that you will get responses to your questions straight away. It is more time efficient once you actually have the meeting. However, the problem is that it can take a lot of time to be able to arrange a meeting as all parties involved have to have the time to sit down and be present (Interviews, 2018.05.08).
When the authors ask Manager Sigma what type of communication method is preferred as well as what is the most effective way, it is explained that "personally I prefer personal meetings just because I believe it is more effective as it goes quicker. I believe, from experience, that e-mail is unclear for the receiver of the message. Maybe it sounds strange since we work more and more digitally with the belief of that it is quicker" (Interview, 2018.05.14). When it comes to effectiveness it is explained that it depends on what type of message is needed to be sent. If a question needs a quick answer, then the chat is a good tool to use (Interview, 2018.05.14).

The problem Manager Sigma experiences with written communication is the way the sender formulates the message. "I notice myself that I try to write a message quickly and want to receive an answer as soon as possible. You sometimes press send without making sure the message is clear. A written message can also open up for more questions and the whole communication process is dragged out" (Interview, 2018.05.14). Manager Sigma said that today people are drowning in e-mails from all different directions and it sometimes creates more work than it has to. "I believe e-mail is the most ineffective way of communicating" (Interview, 2018.05.14). The benefit that Manager Sigma mentions is the possibility of being able to reach out to many people at the same time. It is also stored and saved which gives a basis for any questions regarding previous conversations or decisions made (Interview, 2018.05.14).

When the authors asked Manager Sigma whether any problems could be seen with oral communication the answer was no. If Manager Sigma would send an e-mail and expect a quick answer, the receiver might not answer until the next day, which can create frustration and long lead times. Instead, it is possible to arrange a meeting or walk up to a person, get all questions and answers on the table and knowing what is expected of everyone, hence preventing miscommunication (Interview, 2018.05.14).
4.4.2 The Digital Transformation of Organizations

As the world is becoming more and more digitalized (De Clerk, 2016) the authors asked all interviewees what they believe the organization could do in order to improve the digitalized channels to make them more effective. Manager Gamma states: “it is very important to prepare for the new channels that are being developed as well as understanding the newly implemented programs that are being used today. Therefore, it is crucial to arrange training and guidelines for how to use the different channels in the most effective way or it will not benefit the company as it is meant to do” (Interview, 2018.05.08). Employee Gamma One answered in line with this and as Employee Gamma Two said that “I understand that a lot of things are coming now and that it can be used in many different ways, but we need to get the opportunity to learn and actually understand the new technology” (Interview, 2018.05.08).

Manager Delta answered that it is important to keep up with the digitalized era as many employees still do not have a full understanding of it. Additionally, Manager Delta states that “we have recently introduced Office 365 teams in our group and I believe that it is good, but a good introduction and education in it is very important” (Interview, 2018.05.08). The employees of Group Delta stated that it is important that the company stays up-to-date. Employee Delta One expressed concern about missing the human part of communication and continues “it is very good to stay on top and strive for new innovations, but the human aspect of communication cannot be lost. Face-to-face communication is important to me and as easy it may be to have a telephone meeting or similar, it is much better to see the other person and experience their feelings and reactions” (Interview, 2018.05.08). Employee Delta Two can see that it is the organization that needs to implement better ways of working and it is up to them to make the best out of the digitalized communication channels (Interviews, 2018.05.08).
Manager Beta claimed that there are many new tools to use today that can make the digital communication channels easier and more effective, and continues: "I believe it is fun with new changes but it takes time to learn and once you have learned the new program, another new program has arrived. The world is moving forward and everyone has to follow with it. It is just simple: if you snooze, you lose" (Interview, 2018.05.08).

Employee Beta One cannot think of any new ways to improve the current digital communication channels as it is believed that the written communication via e-mail is up to every individual to understand. One way of becoming more personalized through written communication can be by using emojis, as it can include some sort of personal feeling.

Employee Beta Two stresses the importance of always being on the front line when it comes to digitalization. “I believe that Company Alpha is very good at grasping opportunities, however once you have taken the opportunity it is very important you have the time to understand the systems and learn them. If one can do that, they will work smoothly” (Interview, 2018.05.08).

Manager Sigma states that "I cannot give a specific suggestion for any improvements of the current techniques, it is more about the development within the individuals in order to adjust and adapt to be able to use these new tools correctly and effectively. It is important for employees and manager to understand when and where to use what tool. When is using the chat okay? When is sending an e-mail better and when shall I have a telephone meeting? Some organizations have clear guidelines regarding this but we are not really there yet" (Interview, 2018.05.14). Manager Sigma gives an example of when some employees use the chat to write long messages with several questions within it, while others perception of sending chat messages is about something small with a short question (Interview, 2018.05.14).
Manager Sigma finished by saying that "digitalization is more about understanding the human perspective, because the development in digitalization will only move faster. We will adopt new methods to communicate that the people need to learn how to use. So, in the end, it is about teaching the people how to be comfortable with the digitalization and the new techniques in order for them to be used effectively" (Interview, 2018.05.14).
5 Discussion

The following chapter compares the theoretical framework covering the different aspects and the information gathered in the interviews. It also contains the author’s own interpretation and discussion about similarities and differences found in the comparative analysis. Subsequently, this finalizes in some final thoughts before a conclusion is made.

5.1 Management in Company Alpha

The managers’ tasks at Company Alpha varies depending on what the purpose of the group is and their level of management, which, for example, include overlooking the group member’s performance and distributing the work. A higher level of management means having more tasks (Interview, 2018.05.08 & 2018.05.14). The managers have responsibility for their groups, monitor individual’s performance and support problem resolution, which are also parts of the main tasks according to Reh (2018).

Manager Delta specifically mentioned that one of the main tasks are holding the group together and making sure that the group delivers on time (Interview, 2018.05.08), which Birkinshaw (2010) also claims, when saying that management is about getting people to collaborate and achieve desired goals of the organization. This also corresponds to what Bass and Stogdill (1990) mentioned, that a manager needs to adapt their leadership style to the group in order to lead the employees successfully.

Manager Sigma has many different tasks, that come with being a high-level manager (Interview, 2018.05.14). Tasks such as leading and distributing the work are supported by the indications of classical theories on classical management, mentioned by Bass and Stogdill (1990). Manager Beta main focus is on being a good leader and distributing the work (Interview, 2018.05.08). This is connected to what Bass and Stogdill (1990) say when managers
should maintain goal direction and provide means for achieving goals. All managers that were interviewed claimed that they adjusted their way of communicating depending on what was needed to be achieved with the communication (Interviews, 2018.05.08 & 2018.05.14).

According to Dogra (2016), leaders must have knowledge and understanding of the importance regarding adaptation to a digital mindset and it is the leader that sets the tone for the digital transformation process. Most employees that were interviewed believed that more digitalized, written communication and less face-to-face communication would affect the relationship between employees and managers negatively, this would lower their motivation at work which in turn would affect their effectiveness (Interview, 2018.05.08).

Manager Gamma states that it is important for organizations to implement training and guidelines to ease the digitalization and make sure that all employees and managers understand how to use it effectively (Interview, 2018.05.08). This is supported by what Gilan and Hammarberg (2016) mention as digitalized meetings will become more common and therefore it is important for a manager that wants to become better digitally, to train and implement training programs for this.

The managers claim that digital communication channels are used to update employees in the group, which concerns both bigger and smaller news. Every day they also have a morning meeting, face-to-face, after this meeting all the information gathered from the meeting will be sent via email as well. This is in case someone is absent or if someone would need to reread what was said, which often helps to decrease the miscommunication (Interview, 2018.05.08). Gilan and Hammarberg (2016) support this as it is common for employees to complain about lack of information and a manager should therefore use digital communication forms to update the employees.
5.2 Communication in Company Alpha

As stressed in this research, communication means a common ground of understanding one another and there are different tools to use in order to enhance the understanding when communicating (Rayudu, 2009). As Hanes (2015) states, verbal communication is the primary tool used when communicating with another person. This means that messages are sent either orally, face-to-face or via telephone, or they can be written, via for example e-mail or chat messages (Hanes, 2015). When conducting the interviews, the results show that depending on what type of message has to be sent and to whom, a suitable communication channel will be chosen. The most frequent communication tools within Company Alpha for both managers and employees when communicating internally are shown to be either via face-to-face or the chatting function on Skype. However, almost all of the interviewees agree on that chat and e-mails are taking over the oral communication (Interviews, 2018.05.08 & 2018.05.14).

Manager Sigma mentioned the problem of miscommunication when losing the nonverbal communication that occurs when communicating via e-mail (Interview, 2018.05.14). What Gilan and Hammarberg (2016) mentioned that in order improve the written messages one can use emojis to make it easier for the sender and receiver to understand the context of the message. This is confirmed by Employee Beta One, when stating that emojis always help to understand the underlying context of the message (Interview, 2018.05.08). Employee Delta Two mentioned that emojis are good to use, but only on social media platforms regarding private issues, reasoning that emojis are still seen as unprofessional (Interview, 2018.05.08).

Looking at the gathered theory together with the conducted interviews, it is easy to see that communication is a crucial factor for people to be able to understand each other. It is also easy to see that any type of disturbance when communicating can cause miscommunication or
conflicts between individuals, which is specifically stated in the Shannon-Weaver’s Model of Communication (McQuail & Windahl, 1993).

Almost all managers and employees answered yes to whether the interview questions were perceived differently in written form compared to when they were asked orally. One example is what Manager Gamma said, that it is always easier to give clear answers to any type of questions orally. If any supplementary questions occur, they can be asked and answered straight away (Interview, 2018.05.08).

The interviewees were asked if the interview questions were perceived differently when being asked orally compared to the written questions they received beforehand. They experienced that it was appreciated to receive the questions through both channels because they were interpreted differently. They explained that it was easier to elaborate their answers more thoroughly when talking and that it gave them the opportunity to ask counterquestions. This enables the sender and receiver to make sure that they have both understood each other correctly and therefore counteract misunderstandings or conflicts (Interviews, 2018.05.08 & 2018.05.14). Just as Rayudu (2009) states when saying that it is important that all parties involved in the process understands the communicated message or else the communication process will not be effective.

Manager Sigma also confirmed the Shannon-Weaver’s Model of Communication when giving the example of the ‘number 6 and 9’ (Interview, 2018.05.14). Esposito, Bratanic & Keller (2007) mentioned specifically that for example poor word choice, different language background, perspectives, faulty communication techniques and personal preferences have a big effect on the mutual understanding of one another and thus can affect the communication process. This is something that Manager Gamma brings up when explaining that
communication is often affected by the choice of wording or different languages etcetera. When there are pronounced differences between individuals, misunderstandings can easily happen (Interview, 2018.05.08).

Employee Delta Two brings up the importance of feedback when communicating, which is also explained in the Shannon-Weaver’s Model of Communication. It is important that the receiver gives feedback to the sender and controls that he or she has understood the message and it is also important that the sender knows that the receiver has understood the message (McQuail & Windahl, 1993). Manager Delta says that when communicating orally, the feedback process is more effective as the parties involved can ask questions or see whether the receiver or sender has understood each other. If not, they have the opportunity to solve misunderstandings in order to reach mutual understanding (Interview, 2018.05.08). This creates a more effective communication flow, which is also confirmed in the Shannon-Weaver’s Model of Communication (McQuail & Windahl, 1993).

The communication has become more digitalized and Gilan and Hammarberg (2016) declared that people will have to accept and adapt to the digitalized era. When looking at the findings, it is showed that all interviewees have an understanding of this. Most of them find the changes positive and interesting. It is also explained that it is crucial to understand the importance of providing training and clear guidelines for how the new digital channels should be used in order for them to be effective (Interviews, 2018.05.08 & 2018.05.14).

Mintzberg (2015) states that with the increasing use of digital communication channels, extendedly written communication is being used. The major changes that the interviewees have noticed was, for example, that the telephone and personal meetings were used to a completely different extent previously than they are today. This was mainly because one could not expect
to get an answer right away if using e-mails (Interview, 2018.05.08). Now the written communication has increased and today their communication is much faster in written form than it was before, for example, when writing a message on Skype, the pressure is high to answer quickly (Interview, 2018.05.08). According to Frey and Osborne (2016) digital technologies are helping to connect almost everyone.

Manager Sigma explained that the main changes when communicating today are new digital communication tools such as e-mail, smartphones, chat and video conferencing. The benefits of the new tools are that there are more opportunities to communicate with one another, both internally but also with external partners (Interview, 2018.05.14). According to Gilan and Hammarberg (2016) smartphones create a more flexible and effective workday. It makes the employees more mobile and less stuck in one single place, as they can bring their job wherever they go (Gilan & Hammarberg, 2016).

However, the changes have also affected the physical meetings between two individuals negatively. Today, employees choose to write to each other instead of talking, and the human contact that we used to have is lost (Interview, 2018.05.14). As Mintzberg (2015) explains, oral and nonverbal language are important factors that contribute for understanding, the written communication may, therefore, result in reducing the effectiveness and productivity in the communication process. This has also been mentioned by the interviewees as they all confirm that written communication may often create miscommunication, resulting in messages having to go back and forth, waiting for answers and replies which will all take longer than a face-to-face meeting (Interview, 2018.05.08).

Gilan and Hammaberg’s (2016) statement regarding their belief that humans most likely find it easier and more effective to come to conclusions and understandings by having physical
meetings. Many of the interviewees mentioned that oral communication is the most effective type of communication (Interviews, 2018.05.08 & 2018.05.14).

Another factor that can affect the communication process is according to Bruno (2015) that nonverbal communication confirms the verbal communication which can clarify the spoken message. Employee Beta One confirms this when saying that the benefit of oral communication is the decreased risk of misunderstanding each other by, for example, analyzing the nonverbal signs such as body language (Interview, 2018.05.08). At the same time, Bruno (2015) also states that nonverbal signs can sometimes confuse the communicators when expressing contradicting signs to the spoken words. Manager Delta also mentioned this when saying that it is sometimes hard for people to understand the irony in the tone of voice or the body language when one speaks, resulting in confusion instead of clarity (Interview, 2018.05.08).

5.3 Organizational Effectiveness in Company Alpha

Although many of the interviewees argued that oral communication is the most effective type of communication because it prevents misunderstandings, some of the interviewees prefer written communication anyway. Just as the National Research Council (2002) states, that technologies involving the Internet have increased the performance and the effectiveness of organizations. This can be confirmed by the interviewees as they all mention that it is beneficial and effective to use e-mail and chat, as it is an effective way of involving more people in one message (Interviews, 2018.05.08 & 2018.05.14).

Johnsson, Miller and Hamrin (2014) claims that communication is very important in management and is closely related to the commitment of employees and organizational effectiveness. The employees in Company Alpha all experienced to be more motivated at work because of their close contact and oral communication to their managers. Employee Delta Two
mentioned specifically that it is considered better with oral communication with the manager as it provides a closer relationship between them which increases the motivation and effectiveness (Interview, 2018.05.08). Both employees of group Beta said that they feel more effective as individuals when communicating through e-mail. They stated that when using e-mail and having the opportunity to perceive the information in their own pace, they can focus on what their top priorities are (Interviews, 2018.05.08).

Looking at the Six Systems of Organizational Effectiveness explained by Anderson and Adams (2015), Company Alpha seem to have a high focus on leadership and communication as the leadership model that Company Alpha strives to achieve includes those specific parts. This can also be seen in the working tasks of the managers and employees (Company Alpha, 2018; Interviews, 2018.05.08 & 2018.05.14).

The leaders within an organization are, according to Anderson and Adams (2015), the ones who must drive the organization forward. Communication is an important task as a manager and it is affecting everything and a manager is not effective without using effective communication (Anderson & Adams, 2015). The managers believe themselves to be most effective in oral communication, as they can explain things more thoroughly, understand the other communicator better and reach conclusions faster. However, the interviewees all use e-mail daily and it is considered to be effective as well, especially when looking at their individual effectiveness when completing their own tasks (Interviews, 2018.05.08).
6 Conclusion

This chapter presents the conclusion of this thesis based on the analytical discussion of the findings section. After that, theoretical contributions, suggestions for future research and managerial implications are mentioned.

In this thesis, the authors have researched the phenomenon of digitalization and whether digital, written communication may have an impact on the communication process, which can ultimately affect the effectiveness of an organization. By using a qualitative approach, it facilitates the study helping the authors to grasp experiences and understand more in-depth information. Together with the gathered data, the authors were able to examine the phenomenon and obtain results that would help to answer the research question. Digitalization is meant to develop new methods that will contribute to more effectivity in an organization. By focusing on the communication aspect of digitalization, the authors chose to investigate whether this is true or not.

The authors found that the interviewees have seen how communication at Company Alpha has changed during their years of employment. They are all aware of digitalization being something that cannot be avoided or opposed and that it is necessary to adapt to. The interviewees claimed that oral communication is best in order to reach mutual understanding and that it helps decreasing miscommunication. However, they also stated that digitalized, written communication is the most effective communication channel when it comes to one's individual work.
6.1 Theoretical Contributions

This thesis systematically introduces the phenomenon of digitalization within three main parts of an organization and its management. Digitalization is widespread and has grown drastically during these later years, which means that it has not been this extensive ever before. There have been a few studies conducted about the digitalized communication in organizations before, but this specific problem of miscommunication with digitalization has not been fully explored. Therefore, this thesis might become a suitable reference in the future, either about how communication functioned in organizations at this time, but also how people experience it and how organizations successfully can adapt to the more digitalized way of communicating.

The findings show that the communication form that is most effective depends a lot on the context of the message that needs to be communicated. Oral communication is generally most effective as it is possible to keep a clear dialogue. On the other hand, some interviewees experienced themselves to be more effective when using written communication even though miscommunication happens more often. Manager Sigma was one of the interviewees who thought the opposite, that written communication is the least effective because of the high risks of miscommunication. The best aspect of the written communication that the interviewees found was that e-mails are often kept for a long time and it is possible to go back in the e-mail history. Besides this, the interviewees mainly thought that it is also positive to have the written messages as proof of what has been agreed if there are any misunderstandings.

The most important aspect mentioned with the digitalized, written communication is that the employees need time and the opportunity to learn the new communication channels. A solution could be to educate staff and having clear guidelines on what communication channel is to be used when and how. If it is a shorter, quick question, the chat is probably better to use and if the message is longer and more complicated, then one should use e-mail or even better, oral
communication. As long as there are guidelines and employees use similar ways to communicate, the effectiveness could be improved throughout the organization.

Digitalized, written communication affects the communication process negatively sometimes as miscommunication occurs more frequent and decision-making can be time-consuming. Decisions can be hard to make when only writing as it is difficult to explain and elaborate in a way so that all communicators have a mutual understanding. When it comes to e-mails, it can often be more effective on an individual level as it is possible to plan the workday for oneself and prioritize tasks effectively.

Therefore, miscommunication and extended processing times are important aspects that come with a more digitalized, written approach to communication. By reducing the human aspect of communication it is difficult to ignore the fact that it affects the productivity and effectivity of the communication process negatively.

6.2 Managerial Implications

Communication occurs daily within all organizations and digitalization is expanding everywhere. The clear connection between the two makes the conclusions relatable and can therefore be generalized in many different organizations. There are organizations that are more digitalized than others, so to them this thesis may not be as relatable. However, some organizations are not quite as digitalized in their communication yet and it is to them that the authors aim their findings and contributions. Because of the information and theme being very general, it is easy for organizations to implement suggestions made in this thesis.

The results that have been found in this thesis can be implemented as it provides deeper knowledge about how digital communication channels can affect the mutual understandings
between people. This information and understanding can be taken into account and implemented thereafter. However, all organizations and people are different and depending on this, different methods will work for different organizations. Although, having the knowledge provided in this thesis in mind and understanding the effects digitalization may have on communication is an important factor for organizations today.

6.3 Future Research

For future research, the authors suggest considering the mentioned limitations for further investigations in order to increase the credibility and gain more knowledge and understanding about the subject. A suggestion for future research would be to compare two organization with each other, one being ahead of digitalization and the other being less experienced. This could provide an opportunity to actually see if there is a difference in the effectiveness of the two organizations or not. Another suggestion would be to compare companies in different countries and see whether the cultural difference would have an impact on the effectiveness of digitalized communication.
7 References

7.1 Printed sources


**7.2 Electronic sources**


Appendix

The questions that were asked were in Swedish and they were as follows:

- Skulle vi kunna spela in intervjun för att sedan kunna transkribera den?
- Vad har du för roll i företaget?
- Vilka är dina arbetsuppgifter?
- Hur länge har du jobbat på din arbetsplats, alternativt i din avdelning?
  - Ser du en förändring i hur företaget kommunicerar idag jämfört med när du började? Vilka förändringar? Vad har varit bättre/sämre med förändringen?
- Vilka kommunicerar du med under en arbetsdag?
- Vilka kommunikationskanaler använder du dig av i jobbet?
- Föredrar du kommunikation på mail eller telefon/möten? Varför?
- I vilken kommunikationsform tycker du att du är mest effektiv?
- Upplever du några problem med skriftlig kommunikation? Vilka?
- Upplever du några fördelar med skriftlig kommunikation? Vilka?
- Upplever du några problem med muntlig kommunikation? Vilka?
- Upplever du några fördelar med muntlig kommunikation? Vilka?
  - Hur påverkas din relation som ledare med dina anställda när kommunikationen är mer digitaliserad och skriven?
  - Hur påverkas din relation till din chef när kommunikationen är mer digitaliserad och skriven? Påverkar det din motivation och effektivitet i ditt arbete?
- De digitala kanalerna kommer bara att utvecklas och fortsätta växa. Upplever du att den digitala kommunikationen skulle kunna förbättras på något sätt? Hur tycker du att det skulle kunna göras?
Below are the questions translated to English:

- What is your position in the company?
- What are your working tasks?
- How long have you worked in the company, alternatively in your group?
  - Do you see a change in the way the company communicated today? What changes? What has become better/ worse?
- Who do you communicate with during a workday?
- What communication channels do you use when working?
- Do you prefer communication over mail or telephone/meetings? Why?
- In what communication form are you most effective?
- Do you experience any problems with written communication? Which?
- Do you experience any advantages with written communication? Which?
- Do you experience any problems with oral communication? Which?
- Do you experience any advantages with oral communication? Which?
  - How is your relationship as a manager with your employees affected when the communication is more digitalized and written?
  - How is your relationship to your manager affected when the communication is more digitalized and written? Does it affect your motivation and effectivity in your work?
- The digital platforms will only develop and continue growing. Do you believe that the digital communication could improve in some ways? How do you think it could be done?