



**MANAGEMENT COMMUNICATION RESEARCH ON FUTONG GROUP
COMMUNICATION TECHNOLOGY (THAI) COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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COMMUNICATION TECHNOLOGY (THAI) COMPANY**

**Thematic Certificate
To
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ABSTRACT

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As the market competition becomes more and more intense, management communication is gradually paid more and more attention to by enterprises and management scholars. Naisbitt, a famous American futurologist, once summarized that the focus of future competition lies in management competition, and more specifically focused on the effectiveness of communication between members of the enterprise. Today, organizations have realized that better management communication is critical to improve cohesion and innovation, which determines the future development of an organization.

The purpose of this paper was to tackle the management communication barriers faced by Futong Group Communication Technology (Thai) Co. Ltd (Hereinafter referred to as Futong Group). The author expected to put forward an effective, systematic and easy-to-implement method system, which can not only improve the competitiveness of Futong Group, but also provided solutions for enterprises that encounter similar problems.

This paper mainly studied the management communication situations of Futong Group, identified the obstacles encountered in management communication through analysis, combined the management communication theory mastered by the author and previous research results, deeply analyzed all aspects of obstacles, and tried to

eliminate or reduce the negative impacts of the obstacles. First, research theories and achievements on management communication were collected and sorted out through information retrieval. On this basis, the latest research trends and research methods at home and abroad were timely mastered to provide theoretical basis for solving the obstacles in the management communication of Futong Group. Secondly, a grey correlation analysis was carried out on failed cases of management communication of Futong Group to quantitatively calculate the factors that had the greatest impact on management communication, namely the difference of corporate culture. Questionnaires were sent to Chinese and Thai employees to prove whether the cultural differences of Futong group were real, once the data was gathered, and the factors of differences were ranked to propose targeted solutions.

Through the research of the questionnaire, it was true that there were serious cultural differences in Futong Group, which led to serious management communication failures. Combined with the information retrieval on corporate culture and the facts of Futong Group, qualitative analysis was conducted. In the fourth chapter, the author puts forward a solution to cultural differences: corporate culture integration and guarantee. It is hoped that the enterprise culture measurement index system and fusion path established in this paper could effectively solve the problem. At the same time, we also hope to expand the applied range and help other enterprises to solve similar problems in management and communication.

Keywords: Grey relational analysis, Corporate culture difference, Corporate culture fusion, Management communication.



摘要

标题：富通通信技术（泰国）有限公司管理沟通的研究

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随着市场竞争越来越激烈，管理沟通问题逐渐受到企业和管理学家们的重视。美国著名未来学家奈斯比特就曾高度概括未来竞争的焦点在于管理的竞争，更将此竞争细化着眼于企业组织内外部参与沟通环节的成员沟通有效性上。当今，企业单位都意识到顺畅的管理沟通是激发凝聚力和创新的必要因素，也决定着组织的未来发展。

本文的研究目的是为了解决富通集团面临的管理沟通障碍问题，笔者期望提出一种行之有效的、系统的、便于实施的方法体系，不仅可以提高富通集团的竞争力，同时还可以为遇到类似问题的企业提供解决问题的思路。

本文主要研究富通集团管理沟通情况，通过分析明确管理沟通遇到的障碍，结合笔者已掌握的管理沟通理论和前人的研究成果，深入分析障碍的各个方面，试图将障碍消除或者减少负面影响。首先，通过文献研究法搜集和整理关于管理沟通的研究理论和成果，在此基础上，及时了解国内外最新的研究动向和研究方法，为解决富通集团管理沟通存在的障碍提供理论依据。其次对富通集团管理沟通失败案例进行灰色关联分析，定量计算出对管理沟通影响最大的因素。最后对中国员工以及泰国员工发放问卷调查，通过对数据的处理来证明富通集团文化差异是否真实存在，以及对差异因素进行排序，针对性的提出解决方案。

通过对调查问卷的研究，富通集团的确存在很严重的文化差异，这些差异导致了严重的管理沟通不畅通。笔者在第四章提出了解决文化差异的方案：企业文化融合与保障。希望本文研究建立的企业文化测量指标体系和融合路径，可以有效解决问题。同时也希望可以扩大应用范围，对其他企业管理沟通类似问题的解决上有所帮助。

关键词：灰色关联分析法 企业文化差异 企业文化融合

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CHAPTER I INTRODUCTION

1.1 Background of the topic

What is management communication? Matsushita is known as the "god of business" in Japan, he founded the Panasonic company, undoubtedly very successful in the management of the enterprise, he left a lot of famous words in his life, one of which is: "business management used to be communication, now is communication, future or communication". In the words of Walton, founder of Wal-Mart Stores, "communication is the condensation of management". Mr. Welch, the former chairman and CEO of General Motors, defines management communication more bluntly: "management means communication, communication and communication." From the degree of attention these successful entrepreneurs attach to management communication, we can see that the position and function of management communication in enterprise management, management communication has become the key factor for the success of enterprise establishment, survival, development, change and so on.

In the face of the increasingly fierce competition, enterprises need to start from within, adopt effective communication strategies, and improve the efficiency of internal management, which requires better cooperation and support between colleagues, superiors and subordinates. Therefore, communication plays an important role both in improving the competitiveness of the enterprise and in fostering corporate culture and in the process of specific management. Whether it is a large state-owned enterprise or a private enterprise or a multinational company, the influence of communication in enterprise management cannot be ignored. Through perfecting the mechanism, unblocking the communication channels, strengthening the training and improving the communication consciousness and skills, it will play a positive role in the enterprise to achieve the strategic goal, reduce the management cost, stimulate the creativity of the staff and improve the loyalty of the staff.

With the rapid development of information technology, the economic

globalization has become the new normal, and the competition is becoming more global. In order to enhance the competitiveness and maintain the advantages, the managers pay more attention to their management skills. The management skills include: technical skills, interpersonal skills and conceptual skills.

There are many reasons for the communication obstacles within the enterprise, including the single communication mode, the lack of practical communication system, the imperfect communication channels and so on, which will lead to the information cannot be effectively and accurately conveyed, and the contradictions between departments will also arise. In this case, even the technology-led high-tech enterprises, if there are obstacles to management communication, sound, scientific management mechanism will be difficult to effectively implement, the implementation process encountered problems cannot be timely feedback, adjustment, which will lead to lower employee satisfaction and work efficiency, innovation ability will be restricted, will seriously hinder the future development of enterprises.

In recent years, China's economy has continued to develop rapidly, its overall strength has been greatly enhanced, and economic and trade cooperation with neighboring countries has become more and more frequent.

Thailand is the second largest economic entity in Southeast Asia and one of the most important members of ASEAN. Thailand is a very important economic and trade partner led by China's "Belt and Road" policy, located at the gathering place and intersection point of economic and cultural affairs between the East and the West, and Thailand is rich in natural rubber, rice and other raw materials and crops with strong competitive advantages, and will maintain a long and good cooperative relationship with China in export trade. Data show that since the establishment of diplomatic ties between China and Thailand, the annual import and export trade volume of the two countries has risen from a few tens of thousands of dollars to hundreds of millions of dollars. These enterprises have promoted the economic cooperation and development between China and Thailand, and also promoted the exchange of corporate culture between the two countries.

Both China and Thailand, influenced by Confucianism and Buddhist culture,

could have been homologous. However, in the long-term historical development process, under the continuous evolution of social, economic and political factors and common influence, China and Thailand have formed a lot of differences in culture. If we cannot properly deal with the differences in corporate culture and all kinds of problems caused by them, it will inevitably bring a lot of trouble to the daily management and operation of the enterprise, and accumulate into a huge internal friction, which will not only affect the normal production and operation of the enterprise, but also affect the long-term stable cooperation and development between China and Thailand.

Located in mainland China Sino-Thai The joint venture M was born in this context. M is a high-end semiconductor products research and development, production, sales and marketing enterprises. With the introduction of sophisticated R & D production technology, local policy support, enterprises are moving towards internationalization, collectivization. The future development trend of the enterprise is also very good. However, as a multinational joint venture, F enterprise is facing more difficulties in management communication than the general enterprise, the main reason is that there are many problems in the basic management caused by the different cultural background and habits of China and Thailand, and there is a need for urgent solution and room for improvement.

1.2 Definition of management communication

Management communication is a kind of time-specific communication phenomenon, which belongs to the type of one-person communication. Because both sides of communication are people, the management communication is more complicated because of the communication which is different from the general phenomenon of human society. Sam Walton, president of Wal-Mart, once said: "Concentrated management is communication." No matter when, communication is an indispensable part of enterprise management, and the concept of management communication is more and more important in the development of enterprise.

After counting the time distribution of managers, it is found that the top management spends an average of four percent of their time communicating with each

other. It can be seen that the management communication involves every link of the operation, the enterprise makes the plan, the leader carries out the business development and so on process all needs the effective communication to do the solid backing. We need to pay full attention to it as one Unique doors Communication between doors plus To know and Hold it.

In In the past, it has been widely accepted that the essence of management communication is communication, which mainly includes four aspects: information, knowledge, thought and emotion. It is the use of communication channels and media by organizations and their managers To achieve effective management functions, to achieve Organization The purpose of the goal.

The management communication studied in this paper is mainly F enterprise internal management communication Research Object, refers to in F enterprise various management activities and business activities, communicator in a certain communication background, purposeful transmission of specific information, ideas, views or attitudes, expect to communicate the object to give the expected response effect process. On a large scale, management communication has the characteristics of reaching consensus, various ways and means, acting as a manager in the management operation around the enterprise, encouraging organizational members, improving organizational management efficiency, innovation and improving performance management under the premise of obeying organizational goals and maintaining relative stability.

1.3 Purpose and Significance of the Study

Management communication is crucial in enterprise management. Nesbitt, a leading american futurist, has highlighted that the focus of future competition is on competition in management, and that it focuses on the effectiveness of communication among members of the organization's internal and external involvement in communication. In today's enterprises and institutions, the healthy development of the organization cannot be separated from the smooth management communication that stimulates the wisdom and vitality of the organization. Management runs through every step of management through two processes: information acquisition and

information transmission. Communication, like the blood of the enterprise, can fully drive the internal circulation of the enterprise and activate the vitality of the enterprise. " For an enterprise organization, management communication undoubtedly has the function of connecting the various parts of the enterprise with the external environment, thus achieving organizational efficiency and ensuring the orderly operation of the organization. Effective management communication itself is a productivity. Carnegie, the master of success, believes that the essence of communication is to be synchronized, to be consistent with others while preserving their own uniqueness. The importance of communication to the success of a person and an enterprise can be seen. We can often summarize in management books some of the conditions we need to hold a leadership position, such as influence, cohesion, innovation, applicability, communication, etc., among which communication skills are essential. "Although we don't know much about the process of innovation, it's clear that it's important to encourage open and free communication among employees," said a senior HP manager. No matter what kind of organization and management system the enterprise adopts, effective management communication is the root of the enterprise's survival and development. "

For Sino-Thai joint ventures such as F enterprises, faced with increasing global competition, complex and changeable external environment, the enterprise is mixed with members of different cultural backgrounds of Sino-Thai, which makes its organizational structure more complex than that of a single local enterprise. In view of this, it is more necessary to strengthen management communication in business activities. Only efficient internal management communication can realize the correct exchange of meaning between the two sides of the communication, solve the problems and contradictions caused by misunderstanding in the actual work, and the importance of management communication to the healthy development of the enterprise is self-evident.

At present, F enterprise grass-roots management communication has not been standardized or formed a special system, managers for the current situation of corporate management communication "powerless ", on the one hand have the awareness of management communication, recognize its importance; on the other hand, lack of corresponding knowledge and means to achieve effective management

communication, so that F enterprise has been falling into a lower level of communication. The author pays close attention to this problem, on the basis of integrating Chinese and foreign ancient and modern management communication theory, starting from the actual situation of F enterprise internal management communication, and using various research methods such as investigation and interview, in order to form an effective, systematic and easy to implement enterprise grass-roots management communication scheme, in the long run, it also provides some ideas for the managers who have similar problems, which is of great practical significance for the management communication practice and the healthy and orderly development of the enterprise.

This study systematically analyzes a series of obstacles of F enterprise's basic management communication, the theoretical help and significance to the enterprise:

1. To help understand the company's decision-making, improve work efficiency, resolve management contradictions; improve the F enterprise's grass-roots management system;
2. To facilitate the transition from representational issues to substantive issues in the understanding of inquiry F enterprises, and to stimulate staff participation in management and innovation in their work;
3. Helps to motivate employees and develop a healthy and positive corporate culture; enhancing staff cohesion will significantly enhance the competitiveness of enterprises in the market;
4. It helps to improve the coordination capacity of M-business management in dealing with contradictions and its efficient and scientific execution after strategic decision-making.

1.4 Research Methods and Ideas

In the course of this research, the main analytical methods are:

1.Literature research

In the research process of N enterprise, through the literature retrieval of the electronic library and periodical literature database of Southeast University, the author chooses the research direction of this paper based on his own management communication theory, integrating and referring to the scientific research methods at home and abroad, and the W period provides sufficient theoretical basis for solving the actual management communication problems existing in N enterprise. The study of theory and the practice of working together, so that I gradually deepen the understanding of management communication issues and produce their own views. This point of view echoes some of the available literature.

2.Questionnaire survey

On the basis of determining the research objectives, this paper adopts the method of questionnaire analysis, investigates the current situation of organizational management communication, lists out a series of survey questions that expect feedback, issues and collects feedback forms at random within N enterprises, analyzes and statistics the feedback results, and puts forward a feasible scheme to strengthen the management communication of different types of organizations, and then forms an objective and comprehensive understanding of the current situation of N enterprise management communication.

3.Case analysis

The real and representative case of management communication obstacle in n enterprise in the work of integration of fangji, and combining with its own theory, deeply excavate and analyze it, confirm the necessity and urgency of solving the management communication obstacle in many aspects.

4.In-depth interviews

In this paper, F enterprises and some high-level enterprises as a specific research object, the use of in-depth interviews. That is, through the non-text form, with the help of one-to-one interview nature of oral conversation

5. Qualitative analysis

The purpose of this paper is to explain the objective law scientifically and comprehensively, to reveal the inner essence, to clarify the context and to judge its developing direction in advance.

Through a series of research methods, gradually refine the understanding of the inner nature of management communication, add W self-view, so as to achieve the purpose of exploring the inner law from skillfully to deep.

In this paper, according to the general law of things research, such as finding problems, analyzing problems, solving problems in the regular order of research, the specific ideas are as follows:

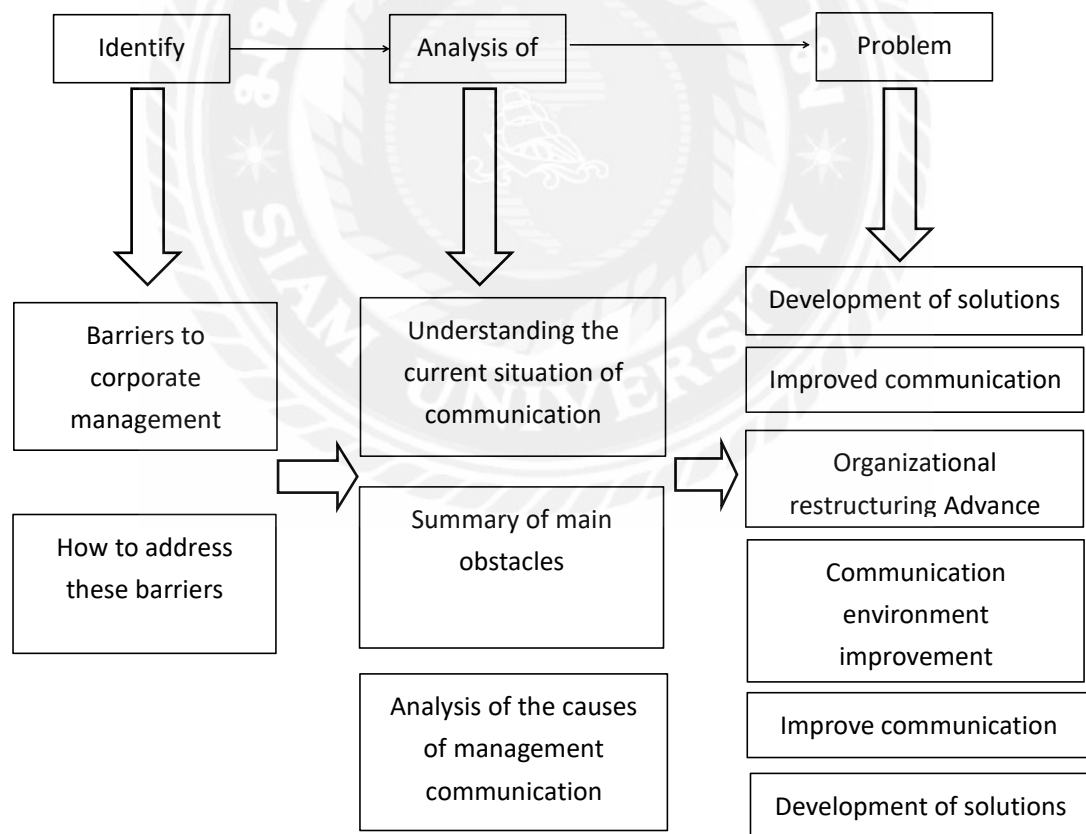
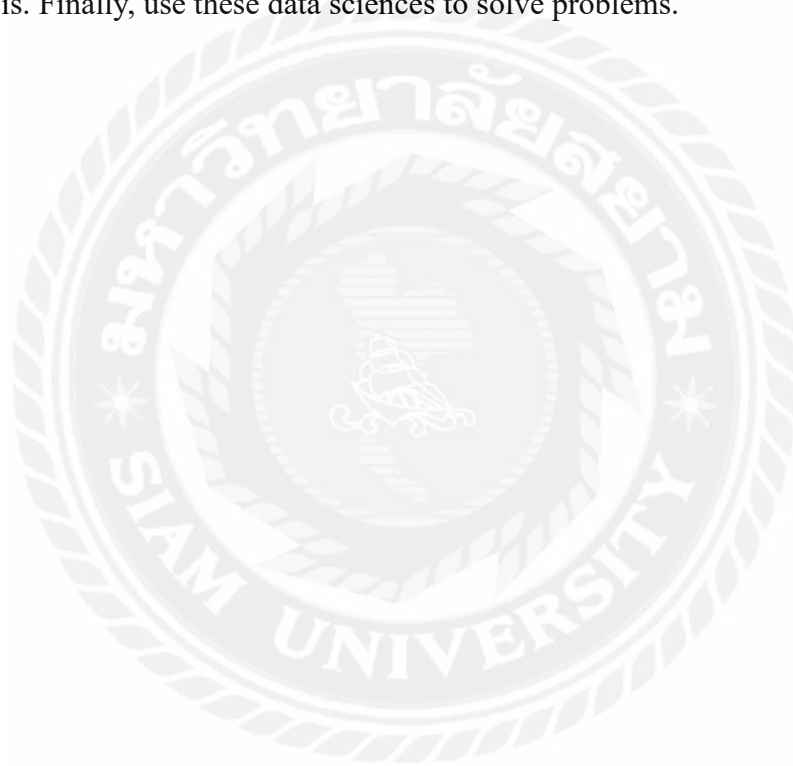


Figure 1-1: Research ideas

1.5 Structure of the paper

This article is divided into five parts: background investigation, literature collection, data collection and induction, scientific problem solving and summary.

First of all, the background check gave me a comprehensive understanding of the research objects (management and communication) and helped me find the problems that needed to be solved. After that, the author consulted a large amount of data and summarized the existing theories, which laid a theoretical foundation for subsequent analysis. Immediately around the theoretical basis, edit the data to be collected for data analysis. Finally, use these data sciences to solve problems.



CHAPTER II LITERATURE REVIEW

2.1 A study of the connotation of the hypothesis theory of human nature

Know human nature, can better understand people, know how to manage people. Therefore, the theory of human nature is the theoretical basis of management to a certain extent. Confucius said, "Sex is close, and habits are far away." The human nature is similar and the difference is small. In the acquired life, the difference of human nature gradually expands. According to this theory, Confucius emphasized the role of nurture in education. This is the basis of Confucian management theory based on education.

Foreign management has also made several assumptions about human nature in exploring the motivational role of leadership in order to find out what is the driving force behind human action. These theories can be divided into four types of human hypotheses, namely, the hypothesis of "economic person", the hypothesis of "social person", the hypothesis of "self-actualization person" and the hypothesis of "complex person" according to the order of viewpoint formation. This is exactly the same as the ancient Chinese scholars on the elaboration of human nature. It can be seen that people's cognition of human nature is similar, and the management concept and way of personnel are also interlinked.

After Confucius, Confucianism had many different opinions on the theory of human nature, mainly four: one is Mencius' "theory of sexual goodness", the other is Xunzi's "theory of sexual evil", the third is Dong Zhongshu's "theory of sexual unfavorableness", and the fourth is Han Yu's "theory of sexual three virtues". The following is a comparison of the four theories at home and abroad, based on the actual leadership motivation.

2.1.1 "Economic Man" and "Sexual Evil Theory"

"Rational-economic man" is also called "rational-economic man" or "real person". This hypothesis originated from hedonism and was formed through the influence of

the 19th-century rationalism. This assumption holds that all human actions are intended to maximize the satisfaction of one's own interests, and that the motivation for work is to obtain financial rewards. In his book "The Human Face of Business," American management scientist D.M. McGregor proposes two corresponding management theories in which the X theory is a generalisation of the "economic man" hypothesis. The basic idea is that most people are very lazy and they always try to avoid work. Most people are unambitious, unwilling to take any responsibility, and willing to be guided by others. Most people's personal goals are in contradiction with organizational goals and must be enforced and punished to force them to work to achieve organizational goals. Most people work to meet their basic needs, and only money and status can encourage them to work. People can be roughly divided into two categories, most of whom are those who conform to these assumptions; the other is those who are able to encourage themselves and restrain emotional impulses, who are responsible for management.

Based on this assumption, the management method is that the organization should use the economic reward to make people obey and make the performance, and should protect the organization itself and guide the staff with the power and control system, and its management should focus on improving the efficiency and accomplishing the task. Its management is characterized by the establishment of various strict work norms, and the strengthening of various laws and regulations. To boost morale, Mr Taylor is typical of the "economic man" view, using a "carrot-and-stick" policy, while punishing the slack.

Xunzi believes that human nature is evil, and good is the result of education. Human nature, "hunger and want to be full, cold and want to warm, labor and want to rest." People eat full but also eat delicious food, warm clothes and the pursuit of beauty. There is no end to human desire, and the real society cannot meet this demand. It can be seen that the development of human nature will play a destructive role, so it is evil. Only by using sage regulations to restrain and transform human nature, can we limit the evil aspects and transform them into good ones, that is, the so-called "painted people can be Yu." According to human nature is evil, the management of the country needs two hands, one hand with the propriety of the sage to enlighten them, so that they can change evil from good, the other hand with punishment to prohibit evil

behavior, so that evil is restricted. Who will carry out enlightenment and punishment? that is the monarch and its set of state machines. According to the theory of sexual evil, the established politics is the rule of law.

2.1.2" Social Man "and" Unkindness "

The biggest significance of Hawthorne's experimental study is that it draws attention to the fact that the satisfaction of social needs often motivates people more than economic rewards. People in the long-term social life found that only when taking into account the interests of the group, personal interests can be protected. The underlying social man's assumption is that fundamentally, people are motivated by the needs of society to work, and get a sense of identity through relationships with colleagues. The result of the industrial revolution and the rationalization of industry makes the work itself meaningless, so it can only seek meaning from the social relations of the work. Employees pay more attention to the social influence of their colleagues than to the economic incentives and controls given by their managers. The efficiency of employees varies with the degree to which their superiors can meet their social needs.

The management approach derived from this hypothesis is quite different from that derived from the "economic man" hypothesis. They stressed that attention should be given to the requirements of the people engaged in the work in addition to the fulfilment of the objectives (indicators). We should not only pay attention to command and supervision, but also pay more attention to the relationship between employees, and cultivate and form the sense of belonging and recognition of employees. We should not only pay attention to the individual reward, but also advocate the collective reward system.

Dong Zhongshu of the Western Han Dynasty believed that there were good factors in human nature, but at first it was not good people. Only through enlightenment can the unkind sex be processed into goodness. He used millet as a metaphor, millet in the rice, but millet is not rice, only after processing, remove the husk, only become rice. This is the theory of sexual misconduct.

According to this theory of human nature, the emphasis of management lies in

enlightenment and rule by virtue. That is, the processing of millet into rice, the poor sex into good nature. The penalty is also set, ready to punish those who do not accept the few "fighting Shao sex" of enlightenment. This kind of management sums up is to do more positive enlightenment work, less punishment. Moral education is the main punishment.

2.1.3" Self-actualization "and" Sexual Goodness "

Self-actualized person is proposed by American management scientist and psychologist Abraham Maslow. The so-called self-realization refers to "people should realize their potential, show their own talent, only people's potential to fully play out, people's ability to fully show, talent will feel the greatest satisfaction." That is to say, in addition to the above-mentioned social needs, people have a desire to make the most of their abilities and realize their potential.

McGregor summarizes and sums up Maslow with other similar viewpoints, relative to X theory, putting forward Y theory. Most people are diligent, and if the environment is favorable, work is as natural as play or rest. Control and punishment are not the only means to achieve organizational goals. People are able to guide and control themselves in the implementation of tasks. Under appropriate conditions, the average person will not only accept a certain duty, but also take the initiative to seek it. Most people, rather than a few, can exert a high degree of imagination, intelligence and creativity in solving the difficult problems of the organization. People with self-satisfied and self-fulfilling needs tend to achieve organizational goals as the greatest reward for their commitment to achieving them. Under the conditions of modern society, the intelligence potential of ordinary people has only been partially realized.

Mencius'theory of sexual goodness and self-fulfilling people have a similar understanding of people. Mencius and suing son in the debate elaborated the theory of sexual goodness. He believed that human nature was good, as well as water-borne. If a person is born to maintain good and promote it, he will become a good person and even a saint, so he said:" everyone can be Yao Shun." Why would people go bad? Mencius believed that it was because people were tempted by external material desires in life, disordered nature and lost goodness. According to this, Mencius believes that

as long as we avoid contact with ugly things, we can maintain goodness. If contact with ugly things, we must think behind closed doors, remove the influence of ugly things, restore nature. Such as "men and women do not receive a relationship ", " two ears do not listen to the window, read only sages" is some of the rules to prevent pollution.

2.1.4" Complexity "and" Three-Personality Theory "

Complexman's assumptions, made in the late 1960s and early 1970s, are not applicable to all, although each of them has some reasonableness. Because people are complicated. Not only vary from person to person, but also a person itself will have different performance at different ages, places and times. People's needs change with various changes, and the relationship between people will change.

Super Y theory: according to the above assumption, put forward a new theory, called super Y theory, meaning as follows: human needs are diverse, and these needs change with the development of human development and living conditions. Everyone's needs are different, and the levels of need vary from person to person. People have a variety of needs and motives at the same time, and these needs and motives will interact and combine into a unified whole, forming a complex pattern of motivation. People's working and living conditions in the organization are constantly changing, thus creating new demands and motives. A person working in different units or in different departments of the same unit will produce different needs. Because people have different needs and different abilities, there will be different responses to different management methods, so there is no unified management style suitable for any organization, any time, any individual.

Contingency theory: under the above assumption, the supervisor is required to take different management measures flexibly according to the specific person, that is, the person varies according to the matter and cannot be the same. It is often thought of as the "contingency theory" of management.

2.2 Goal-oriented thinking

In recent years, project management has gained a solid reputation and the need for it is becoming an increasing priority. As highlighted on PMI's website, 'in today's complex global environment, the organizations that thrive are the ones that value project management' (www.pmi.org, 2013). Today, project management is one of the fastest growing disciplines. This is illustrated by the changes in the membership figures of the Project Management Institute, which have grown from 259,172 members in January 2008 to more than 500,000 last year (PMI, 2013). Project management, as both a profession and an area of research, continues to expand and develop.

Advances in technology over the past decades have greatly changed the fundamentals of project management. Firstly, advancements in communication technology enable collaboration in a distributed mode. New technologies like groupware and videoconferencing are widely available for organisations to use. Secondly, globalization and competition has forced corporations to integrate their global managerial and business processes. As demonstrated by Eberlein (2008), globalization impacts upon project management approaches, and provokes the need for project teams to cope with the challenges resulting from an ever more dynamic environment composed of international projects (Eberlein, 2008, p. 29).

The more unique a project's objectives and deliverables are, the higher is the associated risk in fulfilling them. In addition, according to PMBOK, projects are undertaken across all organisational levels. A project can involve a single person, a single organisational unit, or multiple organisational units (PMBOK, 2008, p. 5). Successful project management, according to Kerzner (2009, p. 3), is defined as having achieved the project objectives within time, within cost, and at the desired performance/technology level, while utilizing the assigned resources effectively and efficiently and in a way acceptable for the customer.

A project phase is a collection of logically related project activities that result with the completion of one, or more, deliverables. A phase may emphasize processes from a particular project management process group, but it is likely that most or all processes will be executed in some form in each phase. The project phase including all

the process groups is illustrated by figure 2. Figure 2 – Example of a single-phase project - PMBOK (2008, p. 19) . According to the Project Management Institute the phase structure allows the project to be segmented into logical subsets for ease of management, planning and control. Each phase is formally initiated to indicate what is allowed and expected for that phase. The number of phases, the need for them and the degree of control applied depend on the size, complexity and potential impact of the project (PMBOK, 2008, p. 18). The project phase is generally concluded and formally closed with a review of the deliverables to determine completeness and acceptance (PMBOK, 2008).

As suggested by Willis (2010, p. 1) Project Communication Management is the area which is considered to be the most affected by a virtual team structure, as the communication must now overcome geographical and temporal distance. There are different types of projects which are explained in the project management literature. As examined by Larson (2011, p. 533), projects can be classified as domestic, overseas, foreign or global:

Teams and their constituents are clearly one of the critical success factors in a project (Prabhakar, 2008, p. 1). According to the IPMA's competence baseline of 2006, a team is defined as "a group of people who work together to realize specific objectives". A project team is comprised of the Project Manager, project management team, and other team members who carry out the work but who are not necessarily involved with the management of the project itself (PMBOK, 2008, p. 26). The Tuckman model (Tuckman, 1965) on team development has been quite seminal within project management. Tuckman divides the team life cycle into four stages: forming; storming; norming; and performing. However, despite its successful reception, its limitations have been recognised. According to Johnson (2002) the Tuckman model while describing virtual teams quite well, does so only with regards to three of its stages: forming, norming and performing, and fails to adequately justify the storming stage (Ingason et al., 2010, p. 34).

Virtual teams are very common in today's business environment. As noticed by Kerzner (2009, p. 352) historically, project management was a face-to-face environment where team meetings involved all players convening together in one

room. Today, because of the size and complexity of projects, it's almost impossible to find all team members located under the same roof. Virtual team members may be located in different geographies and time zones and depend upon electronic communication. As explained by Martins et al. (2004) virtual teams differ from other teams in that their members communicate with one another across geographical distances using computer-mediated technology (Martins et al. 2004). The development of the internet and communication technology allowed for the emergence of virtual teams in various types of projects such as product development, design and software development, engineering and construction along with many others (Duarte and Snyder, 2001).

The first virtual teams were used in the USA as early as the 1980s; the widespread use of teams began in the Total Quality Management movement in the 1980s. In the late 1980s and early 1990s, many companies implemented policies of self-managing and empowering work teams. To cut bureaucracy, reduce the cycle time and improve the service line e-level employees took on decision-making and problem-solving responsibilities traditionally reserved for management (Elbrahim et al., 2009). In this sense organisational change seems to emerge through the necessity of the imposed structural changes that globalisation has brought about. Elbrahim et al., (2009), research on virtual teams is still in its nascent stages (Prasad and Akhilesh, 2002, Badrinarayanan and Arnett, 2008, Elbrahim et al., 2009) and because of the relatively recent emergence of virtual teams, many areas of research have not yet been examined.

Yet, there exists much controversy in the literature about what exactly constitutes a virtual team. The last twenty years have not produced any agreed definition. However, a closer look at the various definitions of virtual teams shows considerable overlap in how they are defined with differences not seeming so important. Martins et al. (2004), in their review of the literature about virtual teams, conclude that all organizational teams at the moment are virtual to some extent. We have moved away from working with people who are in our visual proximity to working with people around the globe (Johnson et al., 2001)

2.3 Type of management communication

1. Classification by scope of communication and environment

Management communication is a kind of communication activity based on enterprise management, which is divided into internal ones

With the external two parts, the author more focus on internal management communication research.

The enterprise internal management communication, as the name implies, is the management communication of each component of the enterprise, which is composed of the members of the organization and the organization, and adopts the form of formal communication or informal communication to carry out the effective transmission of information, so as to reduce the management input and improve the management effectiveness. Generally speaking, organizational internal management communication is less a single communication process, usually mixed with several forms of communication, such as communication between employees, communication between organizations, mixed communication between organizations and employees, the process is more complex.

External management communication is the process of information transmission and feedback in organizations and non-organizations. Specifically, external management communication through external relations and media is intended to establish a good relationship with external institutions, groups, organizations, the process of seeking external support or cooperation .

2 . Classification according to the degree of sophistication

The information involved in communication and the depth of communication are divided into shallow communication and deep communication.

Shallow communication is a "superficial" form of communication, with superficial and basic information communication, often for simple information transmission and exchange, with little touch on deep elements such as emotion and attitude. For example, in the daily work of subordinates to report to the superior work, the superior to the subordinate orders, are applicable to shallow communication. Its

advantage lies in saving more time, the disadvantage lies in the inability to understand the communicator's emotion and attitude.

On the contrary, deep communication is a way of "seeing the essence through phenomena ". It aims to solve the problems behind things on the basis of solving things, especially the deep understanding of the emotion and attitude of the communication object, so as to achieve the goal of solving the problem satisfactorily and enhancing the satisfaction degree. For example, in the work, the superior leader often uses the deep communication in the talent training and the selection, the daily management work may also through the deep communication understanding staff's demand, grasps the staff's emotion and the psychology movement, thus the pertinence management subordinate, enhances the staff's satisfaction and the work enthusiasm.

3. Classification by Subject of Communication

The communicators in the enterprise organization include individual employees and team organizations, according to the different communication subjects, the communication is divided into interpersonal communication, organizational communication.

Interpersonal communication is the process of communication and interaction between non-organizational organizations, the main purpose of which is to make interpersonal communication achieve the results of mutual understanding, understanding, trust and cooperation. As a psychological communication between people, it is influenced and influenced by many kinds of psychology, and it is the basis of communication, such as organizational communication, to reflect all aspects of our life and work all the time. Interpersonal communication mainly has three forms of communication: one-to-one communication between employees to communicate emotion, knowledge, information, one-to-one communication, one-to-many communication in the internal training form of enterprise organization, communication between department personnel, negotiation and so on.

As the most basic and the most important part of modern management, organizational communication plays a great role in building core values and achieving enterprise development strategy. Whether it is internal organizational communication

or external organizational communication must have a clear purpose, specifically through guiding the members and the organization's ideas to achieve unity of words and deeds, and ultimately achieve the goals consistent with the requirements of the organization.

4. Classification by Communication Carriers

Oral communication, through the communicator's facial manner and tone of voice strong and weak to highlight the communication effect, usually has the speech, the formal one-on-one discussion, the group discussion and the informal gossip several forms. Using this way can quickly transmit and feedback information, in the shortest time to communicate and get the other party's reply. After the information conveyed by the sender in the work, but cannot judge whether the other party correctly understand, the use of oral communication, its feedback at that time can enable the sender to check the unclear place in time and correct it. Continuous face-to-face communication is the best way for most companies to deliver and access information from their employees. "

Written communication is the means of conveying information through written words or symbols. Written communication takes many forms, such as memos, letters, faxes, e-mail, instant messaging, journals issued within the organization, bulletin boards, etc. Written communication requires more thorough thinking, rigorous logic, and clarity than the immediate delivery and feedback of oral communication. Written communication has the characteristics of authority, correctness and permanent preservation.

In the actual communication process, non-verbal communication accounts for more than 60% of the total information people receive. The body movements, tone of voice, tone of voice and even the facial expressions and physical distance of communication are classified as nonverbal communication. So nonverbal communication contains far more information than words provide. When speech and non-verbal communication are at odds, non-verbal communication is more likely to gain the trust of communicators.

5. Classification by direction of communication

Direction of communication So it's vertical, maybe So it's horizontal. In a group or organization, it is common for managers to assign tasks to subordinates, provide job guidance, explain rules and regulations, and communicate notices. Line communication is communication from one level to another lower level. This one-way communication is more common in traditional organizational structures. The best practice of downlink communication is to explain the reasons behind the decision and to get feedback.

Contrary to downlink communication, uplink communication moves from a lower level to a higher level. For example, employees to provide feedback to the superior, reporting work, reporting work problems and so on belong to the uplink communication. Uplink communication helps managers to effectively understand employees' views on their work, colleagues and the whole organization, and get real-time feedback and suggestions, which greatly improve the working conditions and efficiency. But after all, communication with a higher level, the obvious communicator role status gap will easily create mental distance and communication barriers.

In addition to vertical communication, horizontal communication between people at any level of the same level also has the function of solving problems and promoting coordination. Transverse communication bypasses the vertical hierarchy and speeds up work.

2.4 Mode of management communication

Management communication mode is the style of communication activities formed in management practice. A company must choose adaptive management and style of communication based on its organizational structure and management style. The correct understanding of the characteristics of the enterprise and the selection of the applicable management communication mode will be beneficial to the steady development of the enterprise; conversely, it will cause the enterprise's predicament and affect the normal operation of the enterprise. Therefore, whether the enterprise can get rid of the limitation of management mode and construct more flexible and effective management communication mode is very important to enterprise

management.

In management, common modes of communication are Three types: chain communication, wheel communication and all-pass communication.

Chain communication: also known as linear communication, is the communication chain of communicators in turn, strictly follow the formal chain of command. Represents the most front-end information sender in the communication chain and the last-end information receiver must use the intermediate communication link to do the bridge, can only one-way transmission of information. On the issue and its reverse transmission are typical chain communication.

In the simple organization with strict grade, high limitation and clear leader, chain communication can play a significant communication role, but its transmission level is many, the probability of information being screened and filtered is high, and the distortion of transmitting information is also high. Each link information sends and receives the person difference, the single transmission pattern, the member communication space is narrow, is not easy to unify the member opinion then is unfavorable to the team harmonious construction.

Wheel communication is a control mode of communication, the communication mode has a core The heart person acts as a conduit or channel for the sender The information is sent directly, synchronously and separately to the recipients, and the feedback information is pooled to the senders.

Fast, efficient and easy to manage are the advantages of wheel communication. At the same time, due to the lack of communication channels among the members of the organization, the degree of satisfaction among the members is low.

All-pass communication: All-round communication depends on all its components and belongs to equal and open communication, allowing positive communication among all members. So all members can contribute, and no one plays an absolute leadership role.

All-pass communication emphasizes a democratic climate, with communication

and consultation as the root of the solution. fundamentally benefit the harmonious cooperation of the team and enhance the satisfaction of the members. However, information sharing, many channels, but also may cause information blocking, sending and receiving effect and speed greatly reduced, work efficiency cannot be guaranteed.

Except To There are three common forms of management communication: Y-type communication (inverted Y-type communication) and ring-type communication:

Y-type communication (inverted Y-type communication) is a vertical communication mode. The second layer of Y communication is the core of information, each with two levels of connection. Inverted Y-type communication information core in the third layer, there are two levels of superior, but also a lower level. The communication process is carried out from the top, middle and grass roots of the organization in turn, and finally the information is passed to the grass roots.

Y-type communication (inverted Y-type communication) has a high degree of concentration and organization, and the speed of receiving and sending information is fast, but because of it Strong hierarchical system and too many transmission links, it is not easy to create a harmonious democratic atmosphere, easy to cause distortion and omission of information transmission.

Ring communication, refers to the transmission of information between the beginning and the end of the participants, any adjacent communication links can be To communicate with both sides, the circular communication chain formed is Communication between different members in turn.

Equality and democratic communication form a team with high satisfaction, but because of its many channels of communication, scattered, it is difficult to highlight the focus, which makes it difficult for the leaders of the organization to predict the team.

2.5 Research on Corporate Culture in Sino-Thai Enterprises

At present, the research results on the cultural differences between China and Thailand are rare, mainly the following scholars' conclusions.

Du Shuming (2006), a China-Thai multinational, found that Thailand's corporate culture is deeply influenced by Buddhism, and in terms of time, Thai employees believe that they should not put too much time on their work, and that they should not be eager to forge ahead in their work, and that success often depends on luck rather than effort, whereas Chinese employees generally believe that 99% of their success stems from hard work and sweat; in terms of human nature, Thai corporate management is based on the assumption of good nature, so they pay less for lax supervision, while Chinese companies focus on staff; in terms of supervision activities, Thai employees are less likely to enjoy leisure work; in terms of corporate culture, they are less likely to have too much change and challenge, and Chinese employees have a strong sense of responsibility; in terms of central responsibility, Thai employees are more likely to pass on information at a higher level than Chinese companies, from various levels, Chen Shengjun (2009) compared the enterprises of China and Thailand, and concluded that the cultural differences between China and Thailand are mainly reflected in the aspects of labor supply and demand, employee recruitment, interpersonal relationship, labor law and ownership, etc. It is considered that the employment position of Thai enterprises is more abundant, the environment of job seekers is more relaxed, and the legal protection of workers is also very strong. Li Renliang (2011) studied the development strategy of Chinese enterprises' investment in Thailand, and put forward that the values of dormitory theory and karma in Thai corporate culture are still prominent, so most of the employees keep their peace and insist on letting go. Zhu Yan (2014) pointed out that compared with the Chinese corporate culture, Thailand prefers less stressful short-term goals and more relaxed assessment methods to focus on people rather than performance or development first, prefers collective decision-making and flexible management over individual decision-making and strict management, is more accustomed to top-down orders than horizontal and vertical omni-directional communication, and prefers internal recommendation over airborne talent. Song Fan (2015) explored the Thai corporate culture under the influence of Buddhism, arguing that Thai enterprises pay more attention to good faith management, harmonious team and smile service in culture than Chinese enterprises.

To sum up, China and Thailand still have great differences in corporate culture, which is reflected in the enterprise Communication All aspects of management must be valued and properly handled.

At present, there are few researches on the integration of enterprise culture in Sino-Thai joint venture, and the above research results have discussed the differences of enterprise culture in Sino-Thai joint venture, and most of them have only put forward some theoretical countermeasures for the existing differences, such as Du Shuming (2006) thinks that Chinese enterprises should start with the organizational structure and reform their cultural management mode and labor management mode in order to adapt to Thai enterprise culture and make the communication more smooth at the grass-roots level of enterprise. Chen Shengjun (2009) thinks that the most important issue of enterprise culture integration is to form a harmonious working atmosphere and office environment; Li Renliang (2011) thinks that both sides should pay attention to the mutual learning, respect and adaptation of enterprise culture in order to form the enterprise culture finally Zhu Yan (2014) carried on the empirical research to the enterprise, thought that the Sino-Thai transnational group should pay attention to the integration of the concept, the personnel and the benefit, in order to realize the more efficient enterprise management communication; Song Fan (2015) proposed that employees should change their thinking and also realize the balance between religion and politics within the enterprise.

2.6 Summary comments

Through the above literature combing, this paper obtains the existing research foundation.

First of all, this paper obtains four kinds of human nature hypotheses from the theory of human nature hypothesis: "economic man", "social man", "self-actualized person", "complex person". In the third chapter, through the survey of the company's grass-roots employees and interviews with relatives engaged in human resources management, it is found that Chinese employees are biased towards "economic people", think that the work is not motivated enough to find a clear direction, while Thai

employees are inclined to "social people", think that enterprises have too much demand for employees and lack a sense of belonging in their work. Therefore, the author wants to analyze the human nature of the grass-roots employees of F enterprises from the perspective of complex people, and try his best to find the way of management and communication suitable for F enterprises.

The core of goal-oriented thinking is to let the enterprise grass-roots employees not pay too much attention to the relationship between superior and subordinate, but to position the work on a certain goal, and the sense of achievement and the return of the work come from the degree of achievement of the goal. Through the third chapter discovers the question, in the fourth chapter uses the goal-oriented way, solves the question.

By querying a large number of literature on management communication channels and models, we have a deeper understanding of management communication, and it is also convenient to analyze the existing management communication system of F company.

Finally, through the review of the existing Sino-Thai corporate culture, we can find out more comprehensively the communication contradiction between F enterprise grass-roots staff and management, and facilitate the understanding of the root causes of the employee work model.

Analysis on the Problem of F Company's Basic Management Communication.

CHAPTER III RESEARCH METHODOLOGY

3.1 Theoretical Framework

The research methods used in this paper are questionnaire survey and in-depth interview.

Among them, the questionnaire survey is a survey of the General Staff of F enterprises. The questionnaire consists of 4 systems and 19 questions. The author sent a paper questionnaire and an electronic questionnaire to Chinese and Thai employees of F enterprises respectively, to expand the scope of the study. Finally, 282 valid questionnaires were eliminated, and the data were collected in the SPSS table. In order to check the reliability and validity of the questionnaire, the author uses Cronbach Alpha Coefficient as the measurement method of the questionnaire reliability, and uses correlation analysis method to determine the validity of the questionnaire data. Through calculation and analysis, it is confirmed that these questionnaires are credible and effective.

After confirming the result of the questionnaire, the author calculated the average score of each question, and got the Chinese and Thai management communication scoring forms respectively. Chinese workers scored an average of 6.60, while Thai workers scored an average of 4.33. The score reflects the style of management communication and does not reflect the absolute pros and cons. Because Chinese employees score high, they tend to be proactive in their management communication style. Therefore, employees treat the company's tasks as a priority. Therefore, managers need to strengthen the cohesion of the company, to provide a level playing field for employees, which is conducive to the healthy development of employees. Thai employees, on the other hand, tend to score low, indicating that they tend to be conservative, aspire to growth while completing tasks, and pursue an organizational climate rather than completing tasks, therefore, managers should establish a sound mechanism to complete the task, including reasonable incentives. The difference in the management communication style between Chinese and Thai employees was 2.27, indicating that there are great differences in the communication styles between the employees of the two countries. These differences are rooted in the long-standing cultural differences between the two countries. If the managers of F

enterprises want to eliminate these differences, it is necessary to achieve the goal of learning from each other through the integration of the two cultures. Such as increasing staff contact activities, cultural exchanges between the two countries.

The author through in-depth interview method of F enterprise managers for off-site interviews, patient exchanges, detailed records, obtained the interview report, and the consent of managers, can be published. The original intention of using this method is to look through the management's point of view, trying to observe the F enterprise's current management communication obstacles, to play a role in the questionnaire results. Due to the fierce competition facing F enterprises, a good communication environment is very necessary to enhance the competitiveness of the enterprises. However, due to the lack of enthusiasm of the employees as a whole, the leadership of the management sometimes needs to step in personally, greatly affects the efficiency of management. And because of the sino-thai staff communication is not smooth, sometimes there will be instructions to convey the wrong situation, which is very dangerous for the company. Therefore, the manager expects me to study the results as soon as possible, and agreed to apply the results to the practice of the company. This is a great encouragement to me.

3.2 Company Profile

There are 30 wholly-owned, controlling and shareholding secondary member enterprises, of which 20 are wholly-owned secondary member enterprises, 6 are controlling secondary enterprises and 4 are participating secondary enterprises.

After years of training experience, F company gathered a group of experienced production and sales staff, with a strong professional production, marketing operation ability. There are 72 middle-level management cadres with an average age of 45, of whom 11 are graduate students, 45 are university students, and 15 are junior college students, of whom 11 are Thai employees. There are 3,246 employees, of whom 1435 are on the job and 1811 are retirees. College degree or above for on-the-job staff and workers more than 500 people, senior title and senior professional qualifications of more than 100 people, more than 260 professional and technical personnel. The ratio of men to women in F companies is about 5:4, and the sex ratio is relatively balanced; in the age structure, the age of the employees in the job is generally older, and the average age of the employees is 42.28 years old, of which the staff over 40 are

relatively large; and the composition of the employees is relatively concentrated. The composition of the workforce presents the characteristics of age, age and relative concentration of personnel.

3.3 Management Communication Model

At the beginning of F enterprise, there were fewer employees, mostly young people who had been in the semiconductor industry for more than five or six years, who formed the backbone of the internal technology of the enterprise, and the professional management personnel recruited from the outside were the leading management of the enterprise.

More than a year after its establishment, with the rapid expansion of personnel, the organizational structure of the increase in branch settings also brought about a change in management communication. On the keynote of F-business's "enhancing communication and information sharing ", F-business is gradually " seeking efficiency from the system ", i.e., improving the effectiveness of internal management communication through the implementation of system policies to promote communication and integration within the enterprise. such as strengthening the core culture of the enterprise in the daily work, establishing internal publications, regularly publicizing the dynamic policies and trends of the enterprise, and conducting various team activities to encourage communication and communication on a regular basis. The establishment of suitable communication atmosphere and environment in the enterprise has been fully valued, and has shown in practice the positive effect of culture and system construction on enhancing staff communication between organizations.

The framework of F enterprise's linear function limits the direction of its internal communication, that is, the direction of transmission can only be from the highest level to the lowest level, or the original circuit reverse transmission; the communication between the top leader of the enterprise and the lowest level of the operator must pass through the middle level of the enterprise, and the misunderstanding and the signal may be weakened because of the many links experienced in the process of information transmission, which also makes the

enterprise sometimes unable to solve the needs of the grass-roots staff satisfactorily. Behind all kinds of problems, there are management and communication problems, such as the problem of communication channels, such as the lower and lower level are less likely to face up to the possibility of dialogue, basically through meetings, mail form to convey policy, issue notices, the effect is difficult to meet the enthusiasm of employees; there are also micro-level problems of interpersonal relations, such as the Chinese side in the absence of understanding of the object of communication, usually Thai side personnel, blind action to communicate the reef incident.

Generally speaking, the level-by-level responsibility of F enterprises, the highly centralized management communication mode ensures the unified command and clear responsibilities, but also causes the lack of information exchange between the ministries and the departments, such as the lack of horizontal links between the functional departments, because the long process of information transmission may lead to the disunity of objectives among the departments, it is bound to cause more contradictions among the employees at the grass-roots level of the enterprise, increase the coordination work, and the response to the new situation is late and pure.

3.4 Grey Correlation Analysis

Futong Group management communication can be divided into four levels of analysis : communication path is too long , corporate culture differences , Low leadership , Wrong communication of information.

Grey correlation analysis refers to the correlation analysis of uncertain factors between things. It is characterized by:

1. Making full use of the known information to seek the motion law of the system
- 2.Using grey mathematics to determine and quantify uncertainties
- 3.Grey systems can handle systems with only a small amount of information

3.4.1 formula

1. Determine analysis sequence

Assumes that dependent variable data constitute X_0' reference sequence, data of the respective variables constitute X_i' ($i=1,2,3\dots n$) comparison series, Data series form the following matrix:

$$(X_0', X_1', \dots, X_n') = \begin{bmatrix} x_0'(1) & x_1'(1) & \dots & x_n'(1) \\ x_0'(2) & x_1'(2) & \dots & x_n'(2) \\ \dots & \dots & \dots & \dots \\ x_0'(N) & x_1'(N) & \dots & x_n'(N) \end{bmatrix}_{N \times (n+1)}$$

$$X_i' = (x_i'(1), x_i'(2), \dots, x_i'(N))^T, \quad i=0,1,2, \dots, n \quad (3-1)$$

2. Dimensionless of variable sequence

In general, the original variable sequence has different dimensions or orders of magnitude, so we need to do dimensionless treatment, the formula is as follows.

$$x_i'(k) = \frac{x_i'(k)}{x_i'(1)} \quad (3-2)$$

3. Find the difference matrix, the maximum difference, the minimum difference

The absolute difference matrix is obtained by subtracting the reference matrix from the comparison matrix:

$$\begin{bmatrix} \Delta_{01}(1) & \Delta_{02}(1) & \dots & \Delta_{0n}(1) \\ \Delta_{01}(2) & \Delta_{02}(2) & \dots & \Delta_{0n}(2) \\ \dots & \dots & \dots & \dots \\ \Delta_{01}(n) & \Delta_{02}(n) & \dots & \Delta_{0n}(n) \end{bmatrix} \quad (3-3)$$

$$\Delta_{0i}(k) = |x_0'(k) - x_i'(k)| \quad (3-4)$$

The maximum and minimum numbers in the absolute difference matrix are the maximum and minimum differences:

$$\begin{aligned}\Delta_{0i}(\text{max}) &= \max_i \max_k |x_0(\kappa) - x_i(\kappa)| \\ \Delta_{0i}(\text{min}) &= \min_i \min_k |x_0(\kappa) - x_i(\kappa)|\end{aligned}\quad (3-5)$$

4. Calculation of correlation coefficient

Transform the data in the absolute difference matrix as follows:

$$\xi_{0i}(k) = \frac{\Delta_{0i}(\text{min}) + \rho \Delta_{0i}(\text{max})}{\Delta_{0i}(k) + \rho \Delta_{0i}(\text{max})}\quad (3-6)$$

The correlation coefficient matrix is obtained:

$$\begin{bmatrix} \xi_{01}(1) & \xi_{02}(1) & \dots & \xi_{0n}(1) \\ \xi_{01}(2) & \xi_{02}(2) & \dots & \xi_{0n}(2) \\ \dots & \dots & \dots & \dots \\ \xi_{01}(N) & \xi_{02}(N) & \dots & \xi_{0n}(N) \end{bmatrix}_{N \times n}\quad (3-7)$$

Among them, the resolution coefficient ρ in (0,1) value, generally 0.5. and the smaller the ρ , the higher the difference between the correlation coefficients.

5. Find the correlation degree

$$\gamma_i = \frac{1}{n} \sum_{k=1}^n \xi_{0i}(k)\quad (3-8)$$

The greater the γ_i , the closer x_i is to x_0 .

3.4.2 Relevance Analysis

Collate the data provided by Futong Group as follows:

Table:3-1 F company wrong management communication data

Communication month	1	2	3	4	5	6
Wrong management communication(X_1)	60	38	20	24	23	27
communication path is too long(X_2)	36	20	8	10	12	15
Wrong communication of information(X_3)	4	3	4	4	3	2
Low leadership(X_4)	14	9	5	6	5	6
corporate culture differences(X_5)	6	5	3	4	3	4

By introducing the above formula, we can get the corporate culture differences factor of the greatest correlation degree

3.5 Employee Questionnaire

3.5.1 Creat indicator system

Brooks Petersen, a famous scholar in the field of cultural comparative studies, has conducted a wide range of observation and measurement of corporate culture in the practice of comparative study of corporate culture, using the index system of work style, conflict style, manager role, employee motivation, decision-making style and view of change, cognitive style and communication, conversation style, control over life and business, etc. This index system has also been widely used in the follow-up research.

On the basis of the measurement scale of corporate culture used by Brooks Peterson and Wang Xia, and combining the above discussion on the differences of corporate culture between China and Thailand, this paper makes a slight improvement on the scale again, combining some of the more similar meanings, such as "control of life and business" and "view of change", which have increased Management The

related indicators of communication are "communication style" and "communication channel ", and the names of some of the indicators are modified to make them easier to understand and simpler, and the five parts of the indicators are adjusted to four parts, and the" evaluation incentives "are merged into" management " In the way, after the initial adjustment, this article formulates the Sino-Thai joint venture enterprise culture measurement index system, the specific content is detailed in Table 3-1.

Table:3-2 Management communication type comparison

Communication model	Chain form communication	Wheel form communication	all round channel communication	Y communication	Ring communication
Concentration	Moderate	High	Very low	High	Low
Correctness	High	1. Simple task high 2. Difficult task low	Moderate	High	Low
leadership	Moderate	Very high	Very low	High	low
Employee satisfaction	Moderate	low	Very high	low	High
Problem solving speed	A little fast	Fast	Slowest	A little fast	Slow
Employee initiative and motivation	low	High	Highest	No sure	low
Flexibility in job change	Slow	Fast	Fastest	Fast	Slow
Applicable enterprise	Small business or confidential organization	Urgent task for tight control of information	Free and small organization	Large scale and free enterprise	Innovation research group

In the newly established measurement index system:" ideology "is the first element. Work priorities are to determine whether life is a priority or work is a priority for employees; style of work is to determine whether employees prefer relative stability or change and challenge; freedom and identity is to determine whether employees think status and income are important or freedom is important; pace of

work is to determine whether employees prefer a slower pace of work or faster; and atmosphere is to examine which performance and relationships are more important.

Behavior habits are the second element. Among them, conflict style is to examine whether employees tend to direct conflict or indirect conflict; courtesy etiquette is to examine whether employees tend to be flexible or respectful; behavior is to examine whether employees tend to conform or seek innovation; physical distance is to examine whether employees are physically far away or closer.

Communication style is the third element. Whether the staff communicate more in writing or in person or in other forms; whether the style of conversation is straightforward or subtle; and whether members prefer to keep quiet or argue over some issues.

The "management approach" is the fourth element. Among them, the management role is to examine whether the management is the leader or the team coordinator; the decision-making style examines the individual direct decision-making situation in the enterprise or the collective decision-making is more; the task style examines whether the enterprise is single task or multi task; the employee incentive and reward examines whether the employee is sensitive or insensitive to the incentive policy; the style of making the plan examines whether the planning process within the enterprise is plan-textual research-implementation or plan-implementation-feedback; and the control style examines whether the enterprise is internal process control or result-oriented.

3.5.2 Adjustment of the indicator system

The measurement index system applied in this study is derived from the research results of scholars such as Brooks Peterson and Wang Xia, which have been widely used in the investigation and have good reliability, but in order to make the index more suitable for the current situation of F enterprises, this paper makes some adjustments to the index system. Therefore, after the formation of the management communication measurement index system of the F enterprise to the grass-roots staff, the author also invited the management staff of the digital F enterprise to interview, the purpose of which is to adjust and improve the index system. Through the interview,

each index in the index system can better reflect the meaning of the superior index, and each index can correspond to one question, there is no need to add or delete the index, but from the understanding level of the respondents, this paper has made two adjustments to the index system: first, from the point of view of language expression, because the specific meaning of some of the indicators in the index system may not be understood, in order to make the survey results more persuasive, this paper adjusts the name of some indicators, starting from the design of the index system, because some of the respondents may not know the contents of the enterprise management communication index, which will affect the validity of the results of the questionnaire, this paper adds the explanation of the three-level index to the index system, which makes the index system more clear and clear, and can also facilitate the design of the later questionnaire. The adjusted indicator system is shown in Table 3-2.

Table3-3:Adjusted management communication type comparison table

First-level indicators	Secondary indicators	Tertiary indicators	Instructions
Management communication of the basic staff of F enterprise	Ideology	Work priorities	Work First or Life First
		Work style	Relative stability or change and challenges
		freedom and identity	Status and income are important or freedom is important
		work rhythm	Like slow or fast
		work atmosphere	Work performance is important or interpersonal relationships are important
	Behavior	Conflict style	Direct conflict or indirect conflict
		courtesy etiquette	Flexible or respectful
		manner of behavior	Follow the rules or seek innovation
		physical distance	Far or near
			Communication style

	Way of communication	communication channel	Written form or other form
		conversation style	Straightforward or euphemistic
		adaptation to silence	Keep silent or strive for reason
	Management style	Manager role	Leader or team coordinator
		decision-making style	Individual decision or group decision
		task style	Single task or multi task
		employee motivation and reward	Sensitive or insensitive
		plan-making style	Plan-Research-Implement or Plan-Implement-Feedback
		control style	Process control or result-oriented

3.5.3 Questionnaire design

After the design of the index system is completed, this paper designs a 10-point enterprise culture measurement scale for the three-level index system, as shown in Table 3-3. Management communication The higher the score, the more Management communication Thinking, acting, communicating Ways and management Ways Four aspects of the work performance tends to be more radical, the lower the score tends to be conservative, the use of this scale to produce a questionnaire to conduct a field survey, can directly obtain F enterprise grass-roots management communication Data, through comparison can obtain F enterprise grass-roots staff management communication Data and conclusions.

Table3-4: Questionnaire for Management Communication among Employees of F Company

Serial number	measurement standard	Tendency A	Propensity score	Tendency B
1	Work priorities	Work First	1 2 3 4 5 6 7 8 9 10	Life First
2	Work style	Relative stability	1 2 3 4 5 6 7 8 9 10	change and challenges
3	freedom and identity	Status and income are important	1 2 3 4 5 6 7 8 9 10	freedom is important
4	work rhythm	Like slow	1 2 3 4 5 6 7 8 9 10	Like fast
5	work atmosphere	Work performance is important	1 2 3 4 5 6 7 8 9 10	interpersonal relationships are important
6	Conflict style	Direct conflict	1 2 3 4 5 6 7 8 9 10	indirect conflict
7	courtesy etiquette	Flexible	1 2 3 4 5 6 7 8 9 10	respectful
8	manner of behavior	Follow the rules	1 2 3 4 5 6 7 8 9 10	seek innovation
9	physical distance	Far	1 2 3 4 5 6 7 8 9 10	near
10	Communication style	Layer by layer	1 2 3 4 5 6 7 8 9 10	all-round communication
11	communication channel	Written form	1 2 3 4 5 6 7 8 9 10	other form
12	conversation style	Straightforward	1 2 3 4 5 6 7 8 9 10	euphemistic
13	adaptation to silence	Keep silent	1 2 3 4 5 6 7 8 9 10	strive for reason

14	Manager role	Leader	1 2 3 4 5 6 7 8 9 10	team coordinator
15	decision-making style	Individual decision	1 2 3 4 5 6 7 8 9 10	group decision
16	task style	Single task	1 2 3 4 5 6 7 8 9 10	multi task
17	employee motivation and reward	Sensitive	1 2 3 4 5 6 7 8 9 10	insensitive
18	plan-making style	Plan-Research-Implementation	1 2 3 4 5 6 7 8 9 10	Plan-Implementation-Feedback
19	control style	Process control	1 2 3 4 5 6 7 8 9 10	result-oriented

3.5.4 Target groups

The research object of this article is the employees of F Company, including the Chinese employees and Thai employees of F Company. In order to make the research results more representative and persuasive, the research team tried to ensure that the company F had a wide range of employees. These research objects came from every department of the company F, including the sales department, security department, and research and development department. At the same time, it also attempts to distribute respondents of different genders, ages, educational backgrounds, and working years. And positions.

The questionnaire survey is mainly conducted in the following two ways: one is a paper questionnaire, which is mainly used for the questionnaire survey that the author sends directly to the F company employees, emphasizing that the data in this study is only used for scientific research and production. It will be strictly confidential and try to receive the questionnaires answered on the spot as soon as possible to better ensure the quality of the questionnaires and surveys; the second is the electronic questionnaire, which is mainly used for employees who are not working in the company, and is sent indirectly to the company's management friends. They explain to them various questions related to the questionnaire in advance, please pay attention to ensure the validity of the questionnaire;

3.6 Confirm credibility and validity of the questionnaire by SPSS

The questionnaire work of this study was carried out from the beginning of June 2018 to the end of June 2019, and the author conducted the questionnaire for the grass-roots employees located in the F enterprise. A total of 330 paper, electronic and web-based questionnaires were distributed and 302 questionnaires were collected, with a recovery rate of 91.5%. After examination, 282 valid questionnaires remained after severe data deletion and apparent contradiction. The overall effective rate of the questionnaire was 93.4%, and the overall level was satisfactory.

3.6.1 Credibility analysis

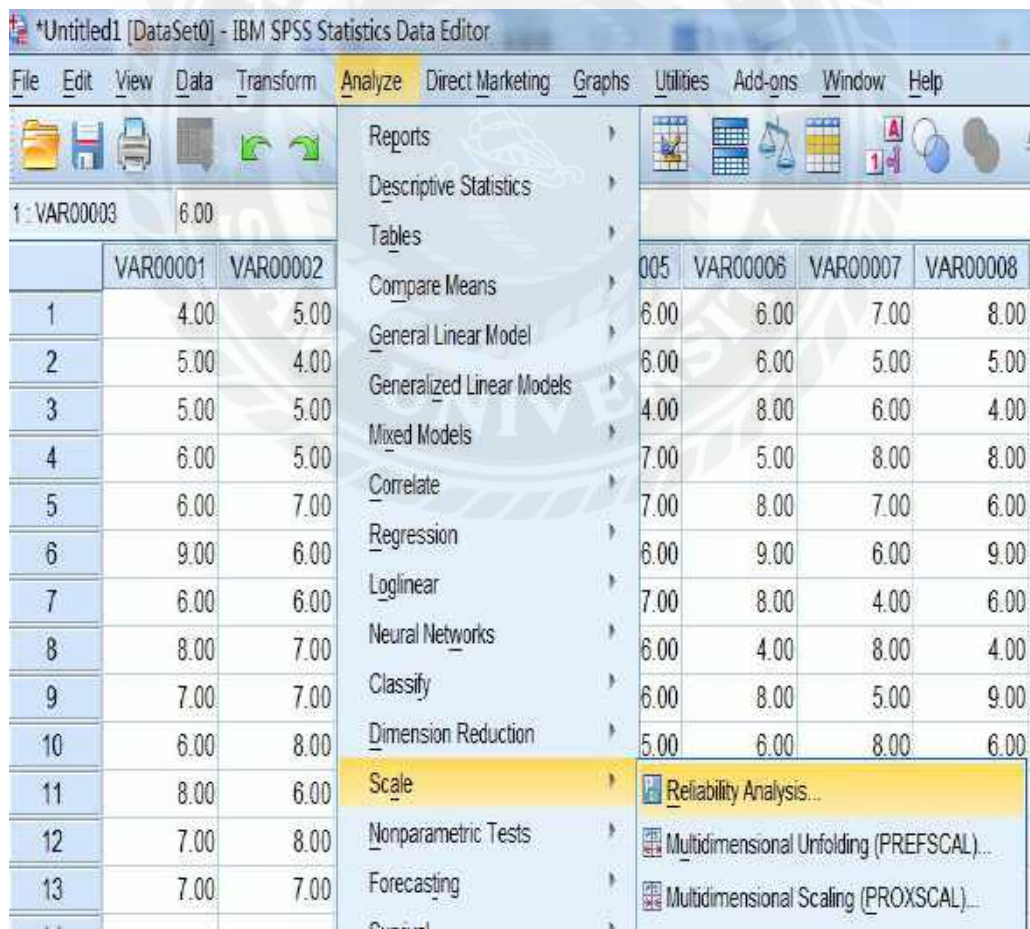
In actual research, many things cannot be directly measured, and a set of questions is usually designed to reflect its real situation indirectly. But whether these topics can achieve research purposes, we need to further analyze through statistical means. Like this study, in order to understand whether employees have problems in management communication, and hope to judge their consistency. For this situation, we can use Cronbach's α analysis. Cronbach's alpha analysis is mainly used to evaluate the consistency of continuous variables and ordered categorical variables, which is applicable to the research data of this study. The analysis process is as follows:

First, determine the research theme. There are 19 research topics in the questionnaire survey, which are set to VAR001 (work priority), VAR002 (work style).....VAR019 (control style). In this study, each topic is based on 10 subscales. After obtaining these valid questionnaires, the data is counted in the SPSS table. Part of the data is shown in Figure 3-1 below: Partial data statistics table

VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008
4.00	5.00	6.00	7.00	6.00	6.00	7.00	8.00
5.00	4.00	3.00	8.00	6.00	6.00	5.00	5.00
5.00	5.00	8.00	7.00	4.00	8.00	6.00	4.00
6.00	5.00	4.00	6.00	7.00	5.00	8.00	8.00
6.00	7.00	7.00	9.00	7.00	8.00	7.00	6.00
9.00	6.00	8.00	7.00	6.00	9.00	6.00	9.00
6.00	6.00	5.00	5.00	7.00	8.00	4.00	6.00
8.00	7.00	9.00	7.00	6.00	4.00	8.00	4.00
7.00	7.00	8.00	8.00	6.00	8.00	5.00	9.00
6.00	8.00	7.00	5.00	5.00	6.00	8.00	6.00
8.00	6.00	8.00	9.00	6.00	9.00	6.00	6.00
7.00	8.00	6.00	7.00	6.00	9.00	6.00	8.00
7.00	7.00	6.00	8.00	9.00	7.00	5.00	7.00

Figure 3-1 : Partial data statistics table

Then, as shown in Figure 3-2, perform the SPSS operation, and then click "Analyze", "Zoom" and "Reliability Analysis" in the main menu. Import all research topics into ITEM.



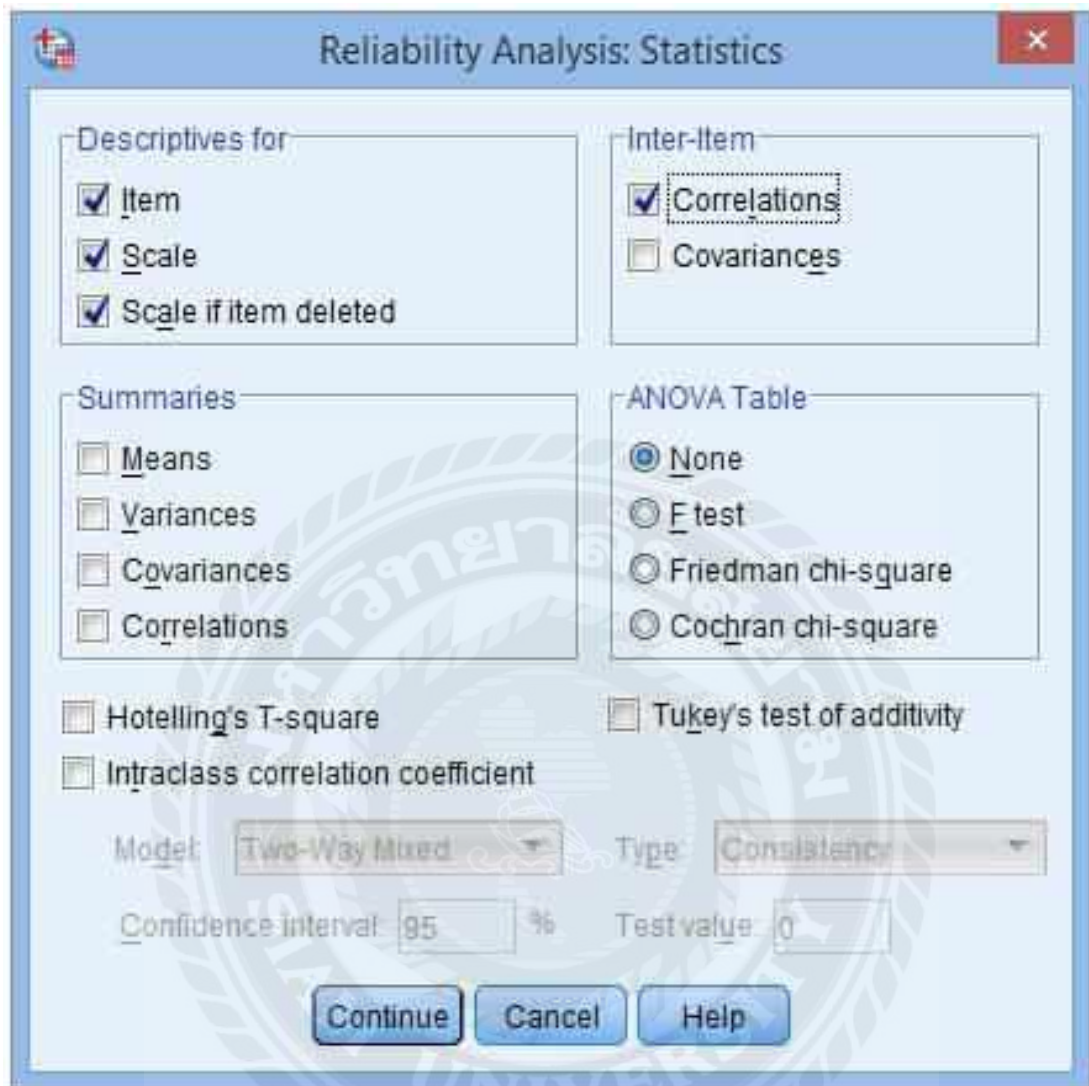


Figure3-2: Operating procedures

Click “Continue” to complete the data analysis.

Reliability is an important indicator to measure the reliability of measurement results, usually using Cronbach's Alpha coefficient As a measure. Table 3-6 shows the reliability analysis results of the Sino-Thailand joint venture corporate culture measurement scale. The overall Alpha coefficient is 0.937, indicating that the reliability of the scale is very good. In addition, the four auxiliary indicators in the scale Reliability analysis is conducted separately. It can be seen that except for the "management method", the Alpha value is 0.792, and other indicators are indicators

They are all higher than 0.8, with good reliability, and can be studied in the next step.

**Table 3-5: Credibility analysis of management communication questionnaire
SPSS-Reliability statistics**

First-level indicators	Secondary indicators	N of Items	Cronbach' s Alpha
Management communication of the basic staff of F enterprise	Ideology	5	0.834
	Behavior	4	0.819
	Way of communication	4	0.861
	Management style	6	0.792
		19	0.937

3.6.2 Validity analysis

The main function of validity analysis is to test the structural validity of the questionnaire. In this paper, the correlation analysis method is used to calculate the correlation coefficient between corporate culture and secondary indicators and between secondary indicators. In the statistics of the questionnaire data In the calculation process, this article takes the average score of each investigator as the "corporate culture" score; The relevant contents of the four secondary indicators are averaged, namely "ideology", "behavior", "Organizational communication" and "Management methods" scores "Organizational communication" and "management methods" scores; input five items of data into the statistical software of relevant points Analysis, the specific situation is shown in Table 3-7:

Table 3-6: Management communication and indicator correlation analysis

	Ideology	Behavior	Way of communication	Management style	Management communication
Ideology	1.000				
Behavior	0.117	1.000			
Way of communication	0.003	-0.059	1.000		

Management style	-0.014	0.054	0.170	1.000	
Management communication	0.915**	0.779*	0.816*	0.894**	1.000

*.Correlation is significant at the 0.01

**Correlation is significant at the 0.05

N=282

These can be seen from Table 3-7, the correlation coefficient between the secondary indicators is below 0.2, and there is no significant Correlation shows that there is good independence between each secondary indicator; between the four secondary indicators and management communication The correlation coefficients are all higher than 0.7, indicating a high correlation. At the significance level ($\alpha = 0.05$, behavioral habits and Organizational communication and management communication are significantly positively related. When $\alpha = 0.01$, ideology and management methods are related to management communication There is still a significant positive correlation between the changes, it can be seen that the questionnaire has good structural validity, and each of the two types of management communication Level indicators can well reflect the management communication itself, the two "thoughts" and "management methods" are two Level indicators are more relevant to management communication.

3.7 Results of the questionnaire

The statistical analysis of the data of grass-roots employees in F enterprises, according to Table 3-8, the statistical results of 142 questionnaires which answered from Thailand employees show that the overall average score of management communication score is 4.33 points, and each index score is below 6 points. Of the total of 19 indicators, below 3 points have a work atmosphere 1 indicator, between 3-4 points have behavioral style, incentive response, work rhythm, decision-making style, work challenge, work freedom 6 indicators, between 4-5 points have communication channel, etiquette, conversation style, plan style, conflict style, communication way work priority 7 indicators, between 5-6 points have task style, control style, adaptation

to silence, body distance 4 indicators, in more than 6 points have a manager role 1 indicator.

Table3-7: Descriptive statistics of management communication (Thai)

	N	Minimum	Maximum	Mean
Work priorities	142	1.00	10.00	4.09
Work style	142	1.00	10.00	3.27
freedom and identity	142	1.00	10.00	3.02
work rhythm	142	1.00	10.00	3.67
work atmosphere	142	1.00	10.00	2.99
Conflict style	142	1.00	10.00	4.23
courtesy etiquette	142	1.00	10.00	4.78
manner of behavior	142	1.00	10.00	3.98
physical distance	142	1.00	10.00	5.02
Communication style	142	1.00	10.00	4.13
communication channel	142	1.00	10.00	4.89
conversation style	142	1.00	10.00	4.72
adaptation to silence	142	1.00	10.00	5.19
Manager role	142	1.00	10.00	6.33
decision-making style	142	1.00	10.00	3.55
task style	142	1.00	10.00	5.02

employee motivation and reward	142	1.00	10.00	3.74
plan-making style	142	1.00	10.00	4.36
control style	142	1.00	10.00	5.34
Management communication	142	1.00	10.00	4.33

The statistical analysis of the data of grass-roots employees in F enterprises, according to Table 3-9, the statistical results of 140 questionnaires which answered from Chinese employees show that the overall average score of management communication score is 6.66 points, and each index score is below 5 points. Of the total of 19 indicators, below 8 points have a work atmosphere 2 indicator, between 7-8 points have behavioral style, incentive response, work rhythm, decision-making style, work challenge, work freedom 7 indicators, between 6-7 points have communication channel, etiquette, conversation style, plan style, conflict style, communication way work priority 5 indicators, between 5-6 points have task style, control style, adaptation to silence, body distance 5 indicators, in more than 6 points have a manager role 1 indicator.

Table 3-8: Descriptive statistics of management communication (Chinese)

	N	Minimum	Maximum	Mean
Work priorities	142	1.00	10.00	6.02
Work style	142	1.00	10.00	7.04
freedom and identity	142	1.00	10.00	7.46
work rhythm	142	1.00	10.00	5.58
work atmosphere	142	1.00	10.00	7.28
Conflict style	142	1.00	10.00	5.12

courtesy etiquette	142	1.00	10.00	6.04
manner of behavior	142	1.00	10.00	6.42
physical distance	142	1.00	10.00	5.04
Communication style	142	1.00	10.00	7.40
communication channel	142	1.00	10.00	8.64
conversation style	142	1.00	10.00	6.05
adaptation to silence	142	1.00	10.00	5.30
Manager role	142	1.00	10.00	7.00
decision-making style	142	1.00	10.00	6.84
task style	142	1.00	10.00	5.28
employee motivation and reward	142	1.00	10.00	7.79
plan-making style	142	1.00	10.00	7.65
control style	142	1.00	10.00	7.51
Management communication	142	1.00	10.00	6.60

3.8 Questionnaire data analysis

Through the investigation of the management communication data of the employees of F companies in China and Thailand, we can see that in general, China's employee management communication score is slightly higher than Thailand, with a score difference of 2.27 points, indicating that in the F company of the two countries. There is indeed a certain degree of difference in the way employees communicate. Progress, the score of Thai employees is slightly lower, which shows that these four aspects of employees are relatively Tend to be conservative. On this basis, this paper

compares the three levels of management communication of company F. Calculated values, see Table 3-9 for details. The indicators in the table vary from large to large according to the difference in management communication scores between the two countries. The order is smaller, and the greater the difference, the greater the difference in communication methods between the two countries.

Table 3-9: Difference of management communication between China and Thai

Secondary indicators	Tertiary indicators	Score difference
Ideology	freedom and identity	4.44
Ideology	work atmosphere	4.29
Management style	motivation and reward	4.05
Ideology	Work style	3.77
Way of communication	communication channel	3.75
Management style	decision-making style	3.29
Management style	plan-making style	3.29
Way of communication	Communication style	3.27
Behavior	manner of behavior	2.44
Management style	control style	2.17
Ideology	Work priorities	1.93
Ideology	work rhythm	1.91
Way of communication	conversation style	1.33
Behavior	courtesy etiquette	1.26
Behavior	Conflict style	0.89
Management style	Manager role	0.67
Management style	task style	0.26
Way of communication	adaptation to silence	0.11
Behavior	physical distance	0.02
Management communication		2.27

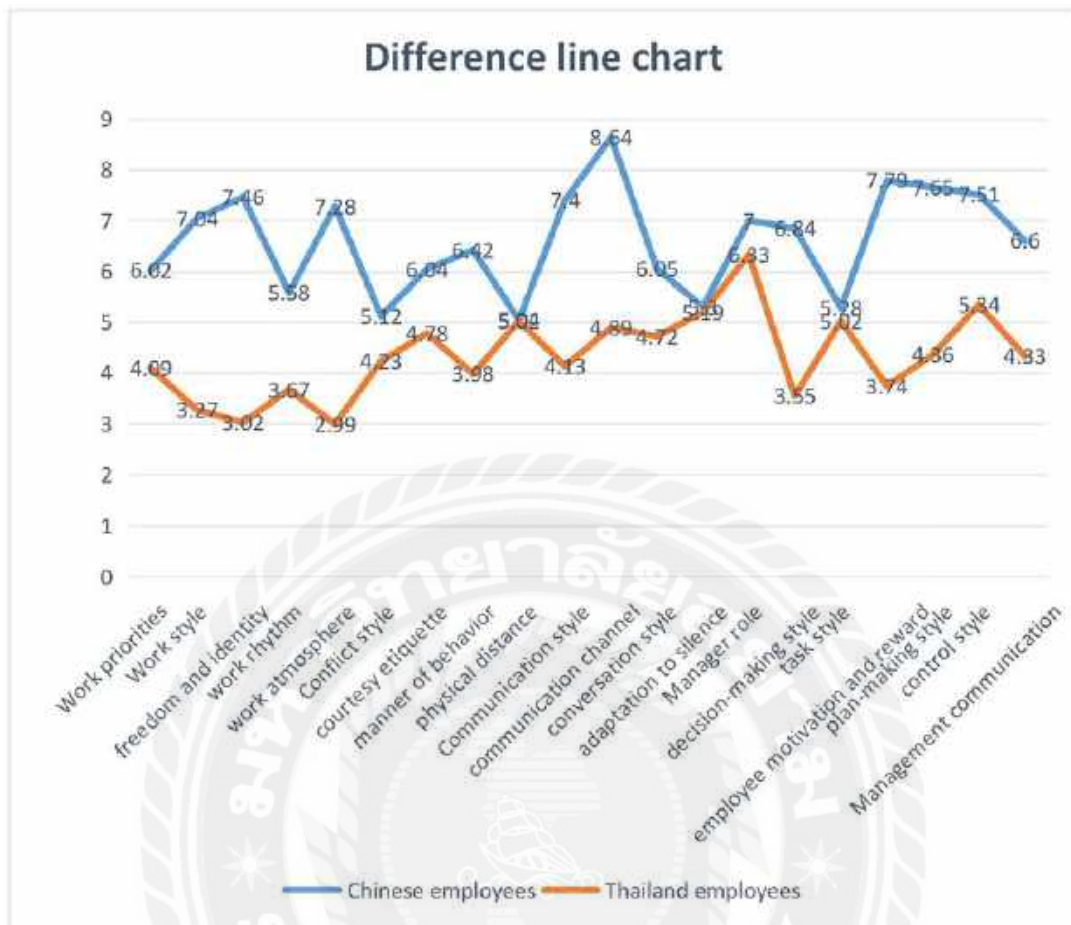


Figure3-3:Difference line chart

From the above chart data, it can be concluded that there are differences in the management communication of Company F, and indicators with large differences (that is, indicators that the overall difference in corporate culture between China and Thailand differs by more than 2.27 points) total There are a total of 9 projects, classified according to different degrees: work freedom, work atmosphere, dynamic response, work challenge Gender, communication channels, decision-making methods, planning styles, communication methods and behavior methods; including ideas and concepts Three kinds of content, three kinds of management methods, two kinds of organizational communication, one kind of behavior habits, sorted according to the size of the difference They are: thoughts, management methods, organizational communication and behavior habits.

According to the survey results, the work style of Thailand employees in F enterprises is obviously biased towards life priority, and the assumption of human nature is biased towards "social people ". One of the work atmosphere below 3 points, indicating that employees attach great importance to the work atmosphere in the interpersonal issues, so in the treatment of work performance is estranged. The six indicators of behavior, motivational response, work rhythm, decision-making, job challenge, and work freedom between 3 and 4 points correspond to compliance, insensitivity, liking slow rhythm, collective decision-making, relative stability, and freedom. If these conditions are not clear, it is difficult to improve the management communication mode of F enterprise. These data are helpful to find problems and solve problems.

3.9 Analysis of the differences in management communication of company F

1. Organization Factors.

(1). Organization Structure.

Organizational structure is the structural system in which all members of the organization work together according to their duties, powers and related relationships, so as to achieve the organizational goals. The organizational structure is the top priority of the enterprise, and a good organizational structure is the cornerstone of the successful management of the enterprise. The process of completing the work is actually the process of organizing members to cooperate and coordinate with each other according to the working relationship and needs. Therefore, different organizational structure has different influence on management communication.

The organizational structure of F enterprise belongs to the typical linear functional organizational structure. The linear functional structure can be highly centralized management, which can realize the unified command, at the same time, the division of duties and responsibilities is meticulous, thus forming a more stable organizational structure.

But its malpractice also brings some obstacles to management communication. A perfect organizational structure is conducive to the employees of the enterprise to perform their respective duties and responsibilities. However, on the other hand, the

organizational structure of F enterprises is a little unscientific, the power and responsibility are not clear, and many departments have the situation of overlapping power and responsibility, so it is easy to shirk each other or waste resources to solve the same problem. The lack of communication between departments lacks the main "coordinator ", and the shortage of horizontal communication channels makes the problem involve multiple departments, do not know how to solve or solve the problem cannot be unified, neither effective communication, but also bring losses to the company. For example, lower-level staff work in cross-departmental contradictions and conflicts, can only report up. Because its communication level is more, reflect step by step, cannot communicate and solve the problem in time, delay the best time to deal with the problem, greatly hit the enthusiasm of the staff to solve the problem. The management style of some senior managers of the company is to like to do things hands-on, too much interference in the work of subordinates, for subordinates within the scope of responsibilities to make decisions, should be involved and careful, which makes it difficult for grass-roots employees to start work normally.

(2). Institutional factors.

Speak with the system and govern with the system. A system is crucial to an enterprise because a clear system can guide its employees to communicate. And the organizational structure to some extent is to establish certain norms and procedures for corporate management communication, and the organizational structure of F enterprises determines the lack of "rule of law" in the management of enterprises. That is: management communication cannot be based on the detailed, practical rules and regulations to regulate inter-departmental communication, communication channels are not perfect or communication path is not clear, forcing the management of the enterprise must command and supervise everything, otherwise employees do not know what to do. This kind of "rule of man" management, a little negligence will be full of holes. Lack of institutional guidance, the departments of grass-roots staff communication is very arbitrary. Faced with thorny problems, managers do not have strong, feasible system support, headache, head and foot pain, to solve the immediate surface problems, not to cure the root cause, difficult to solve the problem fundamentally scientific.

In accordance with the scientific theory and the management communication

system with practical operation, it can help the enterprise to shorten the communication level and perfect the communication channel, so as to standardize the management of the company. Communication plays a significant role in management, not only to share the latest information, promote cooperation among employees, equal communication, create a positive working atmosphere.

2. Employee factors.

In addition to being constrained by organizational factors, information communication comes from employees or individuals. Because the individual employee's differences in perception, character, temperament, attitude, emotion, way of thinking, language, status, and experience will create barriers to information communication to varying degrees. Under W on the six major aspects of staff factors:

(1).Status differences.

Low-ranking people, for timidity or other reasons, always avoid communicating with high-ranking people intentionally or unintentionally. For fear that they will lose or expose their own lack of ability to work, do not take the initiative to communicate with high-ranking people contact. Effective management of communication must be based on equal, open and free communication. Backfire, subordinates fear bosses, communicating with each other due to status differences caused by the state of mind imbalance will create some obstacles to these cooperation. In one, a serious boss automatically alienates employees, giving the impression of being high and inaccessible. If the handling of affairs show a strong attitude, regardless of subordinates, stimulate staff resistance, affect the effectiveness of communication. Second, lower-level employees are self-confident, worried that their skills are outdated, lack of knowledge and skills with the times, such poor mental quality will create communication barriers.

Simply put, differences in status can cause psychological distance. In particular, the strong style of superior work in the performance of the aggressive force is bound to make the lower level of fear, resulting in communication barriers.

(2). Lack of trust.

Trust covers the multiple meanings of understanding, believing, and daring to

trust. Organization necessary factors between. Trust is also a sign of recognition. In the management work, the employee's trust in the enterprise to the colleague is definitely a big impetus of the organization development.

Managers do not understand the conduct of subordinates, cannot fully believe in each other, but also lead to subordinates to the management of distrust. Over time, lack of trust, communication between the two sides will habitually "report good or bad", filter out their own unfavorable information, and the receiving party once found the information distortion or incomplete, will be the other side of the person, quality, work ability and other doubts. Communication is getting worse and worse.

As a high level of the company, there is no 100% assurance, must not casually release information, so as not to cause misleading. In particular, the company personnel, directly oriented to employees, related to the vital interests of employees, its special identity, status determines that the release of the information must have sufficient credibility, must ensure that the information is true, otherwise, only let employees lose trust in the company, which is also due to the lack of credibility of the information, lost staff trust caused by the communication barriers, the consequences are serious.

(3). cognitive bias Poor.

The "cognition" in modern psychology refers to a series of processes, including intuition, memory, speech, thinking and problem solving, which can also be regarded as the activity of people to actively process external information, so as to recognize objective things and acquire knowledge. Because of the differences in the cognitive level of the individual, there may be cognitive errors.

Over time the errors of cognition form a bias that is supposed to be "so and so are others ". Some company leaders say it's best to recruit women without marriage. Because they believe that unmarried people cannot calm the Tathagata into work, or face marriage and children to leave, and so on, the company will bear a great loss of manpower. In fact, women who have not been married may be more impetuous, after all, she has not yet finalized the other half of life, and married women, the family is basically stereotyped, but can work steadfastly. There are too many such prejudices,

such as the same job, where men do better than women. In some cases, women do better than men. Women, for example, tend to be more cautious in financial management, and human resources and administrative departments are usually female-dominated.

In real life, the error of cognition and the prejudice against the outside world are like wearing "colored glasses" to see people, which will undoubtedly affect the smooth communication with the outside world.

(4). Empirical influence.

Experience, is people's understanding of the objective world in the process of practice. Specifically by the sensory direct contact with the objective outside, to obtain an understanding of the surface phenomenon of objective things.

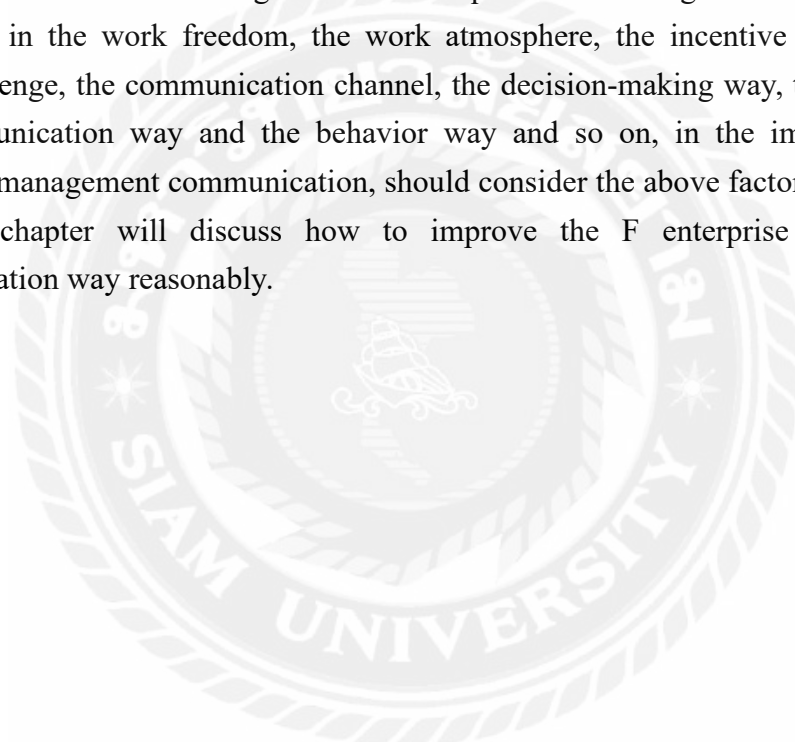
In order to grasp the essence of things and correctly understand and transform the world, experience must be raised into rational understanding. Therefore, past experience is not necessarily correct. When communicating with others blindly subjective intention to start, stressed that "this is my experience, I use the previous practice" virtually formed a communication barrier, it is easy to cause the other side antipathy and resistance to communicate with you. Because old-fashioned ways of talking and empiricism create inequality in communication.

After all, the time has passed, and we often feel good about ourselves, relying on past experience to judge, and even ignoring the nature of the difference between the two situations, the consequences of which may be diametrically opposed to the expected results.

Employees often show managers the idea that employees are willing to go to work as long as they get a raise, but now they aren't just paying for it, considering the charisma and personal prospects of leadership. In the past, obedience is a virtue, now this era of two-way communication to achieve unity of opinion to implement is the company's proper practice. Unlike the challenges we face now, copying the way we think in the past will not solve our problems.

Success is impossible To replicate, we can refer to other people's experiences and practices, but we can't copy them mechanically.If some of the success of chinese domestic companies were to be applied to thai employees, it would be embarrassing and even counterproductive. Therefore, experience is only for reference, if a person stubbornly believe and follow their own experience, this situation of communication management will be bound to deviate from reality.

Starting from the introduction of the current situation of F enterprises, this chapter objectively finds out the existing problems of management communication through the interview of management and the questionnaire of grass-roots employees. Especially in the work freedom, the work atmosphere, the incentive response, the work challenge, the communication channel, the decision-making way, the plan style, the communication way and the behavior way and so on, in the improvement F enterprise management communication, should consider the above factor emphatically, the next chapter will discuss how to improve the F enterprise management communication way reasonably.



CHAPTER IV

F Enterprise Management Communication Solutions

4.1 Communicate basic ideas for improved solutions

1. Overcoming cultural prejudices and respecting cultural diversity.

The people of every nation are naturally proud of their own culture. There are employees from Singapore, South Korea, the United States, Taiwan China and mainland China in the M-business of Sino-Thai joint venture. Speaking of their own culture, there are distinct characteristics. For example, singaporean workers see their multiculturalism as a kaleidoscope; american workers see their country as a world superpower, with an unparalleled economic and political status, and their ability to engage with them can sometimes feel unappreciated; koreans have a strong sense of national unity and stick to korea's traditional culture; and every chinese employee is born with a sense of pride that lasts five thousand years. Because each culture has its own praise and promotion, some people out of the national superiority of the national superiority of the national culture, despise other countries, and then produce cultural prejudice.

In F enterprises, the main technology sources are from China. Chinese employees hold the core technology of product development, and the management model is also to draw lessons from China's headquarters. So when co-workers of different nationalities disagree, chinese engineers tend to be too confident to accept what other people's opinions have led to the worst.

The convergence of the world and cultural diversity has become an indisputable fact. "The influence of culture is not limited by time and space and geography," Xi said in a speech at the opening of the 61st Frankfurt International Book Fair. Only more communication and communication can promote the rich and diverse development of culture. Cultural communication requires not only understanding and respect, but also transcending prejudice and misunderstanding. The ideology and development mode of different cultures should not be the obstacle and reason for the

communication of employees of different nationalities. Employees in different countries in joint ventures should actively maintain cultural diversity, promote dialogue and exchange among different cultures and learn from each other.

Therefore, the correct attitude of enterprises and their employees towards cultural diversity is: to identify with the local corporate culture, but also to respect other corporate culture. mutual respect, and jointly maintain and promote cultural diversity. The basis of enterprise survival and development cannot be separated from respecting and preserving cultural differences. For a joint venture such as F enterprise, in daily communication, only by eliminating the bias of cultural differences and respecting cultural diversity, can employees really accept, understand and then respect each other's views from the depths of the inside. Only by recognizing the rationality of both cultures and avoiding the spread of wrong information caused by cultural prejudice can effective communication be realized.

2. Transposition Thinking.

The success of any company is not based on the strength of a person, but rather on the results of cooperation among employees, and more often than not requires coordination among the various departments. Because of the different culture, culture and quality, the employees involved have different values, even for the same problems, the ways and means of doing things, the perspective of analyzing problems, and the view of things are often very different. But that doesn't mean the other side must be wrong. In the process of getting along with colleagues who have grown up in different cultural backgrounds, it is helpful to eliminate their own extreme and narrow ideas by looking at each other's words and deeds from an appreciative perspective and actively absorbing their advantages. From the other side's point of view, analyzing and discovering the bright spot in the other side's culture and viewpoint, reflecting on the improvement of oneself, will not only enhance their own understanding, but also close the distance between the two sides. To better understand others, listen to suggestions and form a smooth communication.

Therefore, efficient and smooth communication needs to actively absorb the merits of each other's culture, respect each other, think in a different position, accept the ideas arising from different cultural backgrounds, and reject the new cultural

values without being narrow, stubbornly and persistently. Only the positive transformation and adjustment of sample delivery can realize the efficiency of management communication.

3.Adjust communication style and skills.

Taking advantage of the applicable communication advantage in the other culture for their own use will greatly improve the efficiency and effectiveness of our communication. Because learning and using each other's familiar communication methods, virtually enhance the other person's psychological affinity, more easily accept reasonable opinions.

Team formation to maturity is not achieved overnight, need to go through the formation period, growth period, normative period and maturity period, different stages apply different communication methods. But at present, F enterprises mainly use the communication mode of e-mail. For example, sales managers ask employees to provide a market feedback information, the first contact, do not know each other, not only wait for a long time to get a reply, email more need a lot of, and not necessarily achieve the purpose of communication. Simple communication becomes unusually tortuous and complex. In fact, management and staff because of language problems and other reasons, informal communication is very few. But in thailand, co-workers have the habit of having dinner in groups of about three or five after work, where they share problems and ideas they encounter at work and swap their lives with each other. Invisibly, the distance is drawn closer, in a foreign country, together and born, full of cohesion and unity. If the management can occasionally join such a potluck, push a cup for a change to talk about each other's real ideas, and tell each other about the problems and ideas that are not formally expressed in the normal work, it may be more convenient and easy to communicate.

In cross-cultural communication, the main body of communication grasps its own cultural advantages and the other party's communication habits to ensure effective communication, thus deciding what can be done in the two parties or even in the multi-cultural team cooperation To do, what is taboo, but How to improve communication.

4.2 Specific implementation of communication improvements

4.2.1 Organizational and management improvements

The organizational structure and management system of an enterprise are determined by the scale of its production and operation. F enterprises now have more than 200 employees, their complex organizational structure and numerous reporting and approval levels seriously affect the efficiency of F enterprises daily operation. Therefore, the establishment of organizational structure conducive to communication is the fundamental to do a good job of communication, and the adoption of appropriate organizational structure and management system is the fundamental guarantee for enterprises to play a supervisory, management, control and coordination role. In the current organizational structure of F enterprise, there is a phenomenon of unclear power and even overlapping of powers and responsibilities. When multiple leaders give orders to one task or matter at the same time, it is difficult for employees to judge which order to carry out, and the work cannot be carried out normally. Much of the work of an enterprise involves the cooperation of cross-cultural organizations, and a flat, fully empowered framework ensures that its work is carried out efficiently. Flat organizational structure, shorten the top-down too many authorization links and management levels, highlight the highest level of management authority, the purpose is to achieve rapid and efficient horizontal organization. Flat organization In order to simplify the cumbersome management chain of command, clear decision-making power, improve the efficiency of management communication.

The organizational structure of F enterprise is a typical linear functional organizational structure, and one of its weaknesses is the horizontal communication between departments. The communication and coordination of the existing inter-ministerial cooperation mostly depends on the individual, the information transmission level is too many, which affects the timeliness of the transmission, and the subjective filtering causes the correctness of the information transmission to be questioned, so it is necessary to establish a professional executive supervision organization or management elite to be responsible for the management communication at the grass-roots level in view of the lack of general communication coordination department and the lack of horizontal communication. The proposed executive oversight body is a management communications committee backed by the highest decision-makers and with the participation of all middle and senior levels of

the enterprise. Its main responsibilities include: participation in the formulation of corporate communication strategies, communication policies and systems; evaluation and feedback on the effectiveness of communication plans, organization, implementation and monitoring; and the formulation of strategies and recommendations for improving communication effectiveness. To solve the phenomenon of lack of main body of management communication, people are floating in the matter. When large-scale multi-department coordination communication is needed, the management communication committee convenes, leads the related staff to solve the problem efficiently, guarantees the department timely and effective horizontal communication.

All members should abide by the system, which is the means to guide people's behavior. The management of the organization relies on the corresponding communication system to lead the development of the organization to success. Communication system is one of the hardware facilities of enterprise management. Within the enterprise, the process of doing things and the way of communication need to make certain norms to avoid information errors caused by different ways of communication. In view of the current system of emphasizing people rather than people at the grass-roots level in F enterprises, "rule by man "is greater than" rule by law ", and all departments take the leadership of the departments as the central and unclear division of labor among the departments. Take the "rule of law" as the goal, take the "grass-roots employees" as the object, use the goal-oriented thought, let the rule of law become the goal that the grass-roots employees pursue, and let the system determine the way they work instead of the leadership. Only in this way can the communication between the grass-roots staff and the management be fundamentally changed, because in the F enterprise, everyone is fair and part of the rule of law, eliminating the poor status.

4.2.2 Improvement of communication channels

1. Sound channels.

Multiple factors affect the communication of information between managers and employees, such as the background, scope and method of communication between the two sides In order to communicate the clarity of the message, but it is more important to have a sound and adequate communication channels.

The healthy communication within the enterprise cannot be separated from the smooth communication channel, and further, it needs the standard communication channel to make the basis. Employees according to the unified standard of communication channels, with the appropriate way of communication, in order to achieve twice the result of the communication effect, the effective information sent out, in order to reduce friction in the communication process, fully integrate resources. Therefore, enterprises should establish and improve the communication channels that are consistent with the enterprise strategy, integrate various communication methods, integrate the characteristics of comprehensive functions and personal psychological characteristics, and combine the advantages of ancient and modern communication with each other. Such channels of communication should be diverse and Make sure it's faster and faster more information, wider coverage to deliver. The current communication channels of F enterprises mainly focus on the general formal communication channels such as work report, network communication and discussion meetings, and the attention of the staff at the level of psychological needs is still insufficient, resulting in the lack of team spirit at present. It is recommended that managers conduct regular one-on-one communication (individual conversation). This direct communication of two-way interaction not only avoids the information filtering and distortion that the multi-layer information transmission may cause, but also can capture the employees' insights firsthand, let the employees have a more say in some things, arouse the enthusiasm, help realize their own value, and retain the talent for the company. In addition to the level of psychological needs of concerned members, enterprises should also be good at using informal communication channels. Informal communication, its communication object, communication time, communication content are uncertain, suitable for more temporary and casual occasions. Informal communication has the advantages of wide channels, diverse forms, wide audience and high accuracy. It is an indispensable part of communication. For example, every year's annual dinner, festival gathering, spring and autumn tour, enterprise sports meeting, foreign travel and other ways to give full play to the advantages of informal communication, when management and employees let go of the barriers to different positions, talk to each other about business, life fun and even social events, virtually close each other's examples, create a sense of trust and promote unity.

2. Communication skills.

The process of managing communication is actually a process of conveying one's ideas to the outside in a technical language, action, or other medium, and as much as possible ensuring acceptance of one's views. Communication skills I think we can start from the following three points:

Choose appropriate means of communication according to the object and purpose of communication. Good management communication effect based on understanding the cultural background of the communication object, psychological needs, personality characteristics and management style, etc., otherwise it is difficult to achieve. Americans have a lighter sense of hierarchy and use easy directness to communicate with their American colleagues. Chinese employees, before communication needs to be thoughtful, the Chinese good face, straight to the unavoidably injury and anger, with euphemistic, indirect communication is more suitable for Chinese employees to achieve effective communication. Before communication, make clear the real purpose of communication. The content of communication must revolve around this purpose. Because there will certainly be arguments in communication, but endless arguments cannot form a unified conclusion. So the best premise for ending the debate is to define the purpose of communication.

Thinking about transposition. Communication is the core and fundamental of organizational management and needs to be based on sincerity, identity, equality and openness. By imposing opinions on the other person, we can really understand and accept the communication basis of the other person's views and ideas, adjust the communication thinking skills, and achieve twice the result with half the effort. For example, for an encouraging team, too much pressure can stimulate a team's negativity if the management is putting pressure on it. For a down-to-earth and cautious team, a successful team can be achieved by respecting and affirming its working methods, listening carefully to their work programme and understanding each other.

Listen and feedback. Communication is two-way, with information sent and returned. Both need to communicate both sides to invest in positive communication. As an "audience", when listening to each other's views, whether or not agree, do not rush to interrupt, wait for the other party to complete the statement, in order to correctly understand the other party's intentions. Listen not only to each other's words,

but also to their tone, manner, rhythm and even implication. Fully understand each other's views. After receiving the information, there must be feedback of the information. Feedback can lead to further explanation and clarification, and active problem communication and discussion can solve the problem more effectively. Because of the limited language and introverted communication, the Chinese colleagues in F enterprises do not give active feedback and often make it impossible for their colleagues of other nationalities to judge whether their views are accepted or not. Without feedback, the message sender's view for himself has been fully understood, which greatly reduces the effectiveness of communication.

3. Molding benefits Communication Organization Culture.

The smooth communication within the enterprise depends on whether it has a democratic and open organizational culture. Creating mutual trust and positive organizational culture conducive to communication can help enterprises gradually form values characterized by good communication. Organizational and cultural communication that is conducive to communication can reduce noise and other interference with communication. The stable values, thinking habits and mental structure brought by this organizational culture will greatly enhance the trust and identity of both sides of communication, thus improving the communication efficiency and effect.

Through the organization of collective sports activities, more staff to create contact and communication opportunities, increase interaction, promote harmony, resolve contradictions, eliminate misunderstandings. To promote equal and easy communication among employees, encourage communication between employees, set up rationalization proposals and other measures, and gradually create a good and honest communication at any time, anywhere, with anyone can communicate with a good, open, inclusive, family-style communication atmosphere, enhance the sense of responsibility of staff ownership, staff in the material return, but also gain emotional conversion, and the company also shape the enterprise characteristics, open management communication organization culture.

In F enterprise, the staff who grow up in the background of different education and culture work together to complete the task together, the first premise of which is

the mutual integration of different cultures, which must be based on effective management and communication. Cultural integration needs to find out the base point and identity of communication in cultural communication, and the advanced enterprise culture, which represents the trend of social development, is undoubtedly the best soil-leveler to improve the identity of employees. When the common culture and values of the enterprise are clearly defined, the objectives of integrating the various departments can lay the foundation for cooperation among the departments. Enterprises have been adhering to the "INTHANK" corporate culture, to some extent, help insiders Mutual understanding and support of workers' thinking and behavior.

But there are also some managers who lack basic communication knowledge and skills, deal with affairs often self-centered, impose their own will on the staff, regardless of the situation to blame the staff, do not do at least mutual respect and understanding, official thinking is serious, these have caused poor communication. One of the organizational cultural practices that has been shaped to facilitate communication is the improvement of managers' communication concepts and ways to help managers enhance their knowledge and competence through advanced management courses such as leadership training.

4.2.3 Improved communication environment

Communication environment is divided into social overall environment and social regional environment, which is the general name of the surrounding environment and conditions when communicating. From the country's politics, economy, morality to individual units, families, interpersonal communities and so on belong to the communication environment.

The noisy environment will seriously interfere with the sending and receiving of information, which will inevitably cause information loss and information error in the process of information transmission. Therefore, the creation of an undisturbed communication environment is the first prerequisite for smooth communication. The communication between the two sides can affect the effect of information transmission by means of the situation, the distance, the mental state and the quality of the equipment. Therefore, to create a good communication environment in the enterprise, that is, to choose the appropriate communication place and time, to provide

some column of high-quality communication assistance equipment, can effectively improve the communication effect.

First of all, the timing of the communication choice between the two sides is particularly important. Wherever possible, ensure that the environment and time required for effective communication are protected from external interference. If the communication environment does not meet the above conditions and the adverse conditions cannot be changed, it is recommended that such communication cannot achieve results.

In a business, communicating with your boss doesn't necessarily have to be in a formal office or conference room-like situation. Serious atmosphere and invisible pressure can make communication less effective. It is recommended to set up proprietary communication time such as "tea break" and "communication time" to enhance the opportunities for face-to-face communication between employees and leaders at different levels, in order to reduce the distance between employees and between employees and leaders.

Secondly, the internal layout environment of the enterprise should avoid the closed as far as possible, the department is divided by the specific area, the responsibility relation is the regional division basis; the same department, whether middle-level cadres or ordinary employees are working in the same open area. To facilitate communication, supervision and understanding of their work status. Set up the necessary bulletin board, information bar, whiteboard, projection in the office location to facilitate the meeting to discuss and issue the announcement at any time. For the top management of the enterprise, it is recommended to implement the "open door" policy, that is, the senior leadership office to open the door office, unless it is a meeting or official business trip, other time leaders should actively receive visiting staff.

Finally, the implementation of "walking management" in enterprises."Walking Management" At IBM, HP, West In Europe and the United States, such as the prevailing, managers often go deep into the line of work to understand the dynamics of employees and the company's existing problems of effective management.

As a complementary means of improving environmental communication, it is also possible To provide portable computers and mobile phones for key employees to facilitate their communication efficiency by checking work mail and accessing OA systems without geographical restrictions when travelling or whenever needed.

Communication is not confined to some place at some time. Meeting a manager on a walk is called communication, drinking coffee in a coffee shop is communication, and eating together at lunchtime is also called communication. W communication is everywhere. The most important thing is: take the initiative to communicate with people.

4.3 Implementation of communication improvements With effect feedback

4.3.1 Implementation of communication improvements

The author believes that the implementation conditions of communication improvement cannot be separated from Next Three aspects.

First of all, the highest level of the enterprise must change its thinking, unswervingly implement the communication improvement measures and programs, and ensure that the improvement is not influenced by the interests of some authority or small group.

Once the management communication improvement measures and decision-making have been carefully evaluated, the feasibility of the senior leadership should be firmly implemented. In the face of resistance and vacillation at the grass-roots level or at the hands of others, the leadership's approach to change must not waver or change overnight, and management change is likely to fail. To be sure, there are some "government-oriented ", self-centred management and business leaders in M's enterprise, and communication improvement measures and decision-making are likely to involve their direct interests, such as weakening their position and their right to speak in the company.

Secondly, there is a good communication decision-making and management concept change, still need specific The organization has developed a series of

measures to monitor the implementation of these improved decisions.

It is suggested that a special communication improvement committee should be set up within F enterprise, whose main function is to grasp the overall management and communication work of the company, to participate in the formulation and implementation of the communication improvement system, to provide decision-making data for the leaders and to provide feedback on the evaluation of the effect of communication improvement, and to establish a reward and punishment system related to communication improvement. Only through the establishment of a special door of management communication improvement responsibility department mouth, can the specific improvement measures in the enterprise management in all aspects of supervision in place, to avoid due to inertia and communication improvement halfway. Therefore, while establishing a sound management rules and regulations supporting the communication improvement measures, it is essential to set up a special responsibility department to regularly evaluate the implementation of the company's improvement measures, and to design a corresponding performance reward and punishment system to supervise the implementation of each department.

Finally, employee identity must be enhanced.

In addition to the responsibility department with the management management communication improvement decision and the specialized door to supervise the implementation of the improvement measures, there is still a need to cultivate and enhance the sense of ownership and identity of the staff. Recognition is two-way, the enterprise first respects the personality and dignity of employees, adhere to the people-oriented, close the needs of employees, can stimulate the strong sense of ownership of employees, with the enterprise breathing, common destiny of identity. Employees are more willing to open their own door, for the company's development advice, enterprises are also listening to the process of employees, fully understand the ideological dynamics of employees, more targeted to strengthen communication and communication with employees.

4.3.2 Communication improvement effect

Since the implementation of internal management communication improvement program in F enterprises, managers have gradually realized in their daily management work that management communication is the premise for enterprises to make decisions in line with the company's development strategy. The communication improvement effect is mainly reflected in:

Group The improvement of the organizational structure and management system enables F enterprises to implement a flat organizational form, to set up a multi-faceted communication mechanism between the upper and lower levels, to create a relaxed and active, democratic and harmonious communication atmosphere, and to stimulate the employees to give advice for the development and construction of the enterprise.

Second, consciously cultivate the communication consciousness and communication skills of the internal personnel of the enterprise, and greatly improve the coordination and coordination of the staff at different levels. Plan A variety of formal and informal means of communication and channel construction and improvement, the adjustment of effective communication channels, the adoption of innovative and efficient communication methods that are easily accepted by employees, such as organizing outdoor expansion, regular meetings and other activities, increase the contact opportunities between employees, virtually promote the formation of staff thinking, resolve the confusion and contradictions in the work, effectively form the cohesion of the enterprise and the sense of belonging of the staff, and finally reached Organization The goal of communication.

After trying to implement communication improvement measures for some time, enterprise M Grass-roots staff The results of communication improvement were investigated by questionnaire:

Thirty-two percent of employees said the company's range of communications improvements helped a lot in its day-to-day communications,55 percent said it helped,8 percent said it didn't help much, and only 5 percent said it didn't. From the data point of view, the improvement of management communication has played a positive role in the communication of most employees.

To sum up, the improvement of management communication is helpful for F enterprises to create a harmonious working environment, improve their own competitiveness in the market, and at the same time, make employees and enterprises achieve win-win through smooth and harmonious interpersonal relationship.



CHAPTER V Conclusion

5.1 Research conclusion

This paper takes F enterprise as the object of study, through the difference of Management Communication, the fusion of Management Communication and the related research and present situation of management communication in F enterprise, this paper defines the concept of management communication difference and management communication fusion, and obtains the significance and necessity of carrying out the research and practice of management communication difference and fusion in F enterprise, on the basis of the previous research results, this paper re-adjusted and developed the measurement index system and questionnaire of management communication differences in F enterprises Through the descriptive statistical analysis of the basic situation of the interviewees, the basic situation of the Chinese and Thai employees was obtained. Through the descriptive statistical analysis of the management communication between China and Thailand, the cultural differences in the joint venture were obtained, this paper discusses how to Fuse Management Communication for these differences in F enterprises, and puts forward the basic principles, paths and guarantee mechanism of management communication. The specific conclusions of this paper can be summarized as follows:

(1)through literature sorting and analysis, the establishment of F Enterprise Management Communication Measurement Index System. The index system is composed of four secondary indexes: idea, behavior habit, organization communication, management style, and work priority, Work Challenge, work freedom, work rhythm and work atmosphere, conflict Style, behavior style, Communication Channel, conversation style, Manager Role, decision-making style, task style, motivation and Response, Planning and Control Style and 19 secondary indicators.

(2) through empirical analysis, we find that there are obvious differences between the two kinds of management communication in F enterprises. In general, employees in Chinese management communication are relatively aggressive in their work, while those in Thai management communication are relatively conservative. Specifically, the second-level indicator of the biggest difference in management communication between the two countries is ideology, the second is management style

and organizational communication, the smallest difference is behavior habits; there are 9 different three-level indicators, in order of difference, they are: Work Freedom, work atmosphere, motivation and reaction, work challenge, communication channel, decision-making style, communication style and behavior style.

(3) Through the comparison and analysis of the two kinds of management communication, the author puts forward the way of the fusion of Management Communication in F enterprise. F Enterprises May, on the premise of following the seven principles of equality and mutual benefit, systematicness, seeking common ground while reserving differences, persisting in communication, proceeding step by step, adapting to local conditions and dynamic innovation, in accordance with the development of Management Communication Integration Strategy, the establishment of leading groups and teams, the determination of objectives and principles, prior investigation and evaluation, the development of phased plans, the establishment of a sound communication mechanism, training and learning, improvement of management methods and other ways to establish new management communication, finally, we should carry out regular feedback on the effect of Management Communication and integration, and adjust the integration strategy in time when there are problems, in order to achieve the best.

(4) in order to ensure the smooth implementation of the integration, put forward F management, communication and integration of the protection measures and recommendations. First of all, the enterprise should strengthen the managers and all employees of both sides to understand the difference of management communication, fully understand its possible impact and risk, and the importance of cultural integration; Secondly, it is necessary to set up a feedback mechanism for managing communication conflicts, which can react quickly after a conflict is resolved, and even give early warning before the problem occurs, in order to reduce or avoid the occurrence of conflicts, we must also unswervingly adopt the localization strategy and strive to give full play to the advantages of the host country. It is hoped that the measurement index system and fusion path of management communication in F enterprises established by the research can provide some references for the future of F enterprises, and it is also hoped that this paper can be Tossing out a brick to get a jade gem, for joint ventures, multinational companies and other enterprises involved in cross-cultural management in the integration of management communication and management help.

5.2 Recommended conclusion

With the arrival of the high-tech era, knowledge innovation, technological innovation and management innovation as the basis, leading technology and knowledge workers for the largest capital of high-tech enterprises stand at the forefront of the times, creating a great value for society. When this kind of high-tech enterprise develops to a certain stage, the personal charm and exemplary role of the enterprise leader alone cannot adapt to the rapid development of the company business and the solution of the problems arising from it, many of which are caused by the poor management communication, so the improvement of management communication effectiveness plays an important role in the promotion of enterprise value.

The research object of this paper is that F enterprise not only has the general characteristics of high-tech enterprise, but also has its own management and enterprise culture characteristics. The main research content is to describe and analyze the current situation of management communication of F enterprise's basic staff, dig out the hidden obstacles in the management communication of F enterprise from the organizational factors and personal factors respectively, and put forward four solutions for the improvement of management communication, that is, to overcome the cultural prejudice and respect the cultural diversity, to think, to adjust the communication style and skills, and to integrate the different organizational culture. The conclusion of this paper is that the enterprise can carry out flat and fully authorized organizational structure from the aspect of organizational structure and management system; perfect the system construction of communication channel and communication path, with dedicated personnel responsible for supervising the implementation of internal communication improvement measures; master the diversity of communication means of formal and informal; and establish the communication environment of democracy, openness and equality.

In the preceding paragraph, this article also refers to some obstacles that the management communication improvement program may encounter in the implementation process, such as the decision to change management The heart, the various parts Door Management resistance in concept and behavior Therefore, it is necessary to improve the management communication barrier of F enterprise effectively by means of management viewpoint Change of state of mind The

responsible body of the portal monitors the implementation of communication improvement measures To develop and enhance employee's corporate identity.

This paper takes the management communication case of F enterprise's grass-roots staff as the research subject, and the conclusion of the research is not generally applicable. On the subject, the micro-level findings of management communication issues and collated solutions cannot reach strategic heights and need to be further studied in the future.

Management communication is an important subject of enterprise management, any communication strategy formulation needs to be adapted to local conditions, specific problems specific analysis and solution. This paper is a summary of the author's mba and work practice at siam university, but it is limited by my research knowledge level, the empirical research data and relevant data and case analysis of the paper are not sufficient, only basic research. In the face of the rapidly changing domestic and foreign market environment, we should absorb the experience of enterprise management in developed countries, and adopt the management communication mode suitable for the development and strategy of our own enterprises in combination with the cultural environment of our own country and nation. In the future management practice, how to balance the cultural and environmental differences between China and Thailand will manage the communication and its improvement plan to get the effective implementation in the grass-roots staff management link of F enterprise, and how to raise the executive power of the management of China and Thailand in F enterprise will be the direction of my research in the future human resources management work and study.

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