



**A STUDY OF THE INFLUENCING FACTORS OF
COMMUNICATION DISORDERS IN ORGANIZATIONAL
MANAGEMENT - A CASE STUDY OF XIAOMI COMPANY**



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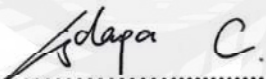
**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
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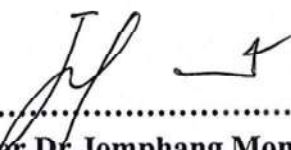
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This Independent Study has been approved as a Partial Fulfillment of the
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ABSTRACT

Communication disorders in organizational management have an important impact on enterprises. Taking Xiaomi Company as a case study, this study analyzed the influencing factors of communication disorders and their relationships. The four research objectives of this study were: 1) To examine the relationship between cultural differences and communication disorders; 2) To examine the relationship between language barriers and communication disorders; 3) To examine the relationship between technical barriers and communication disorders; 4) To examine the relationship between relationship problems and communication disorders.

Based on the analysis of Xiaomi Company, this study adopted the method of quantitative analysis. Through a questionnaire survey, 280 valid questionnaires were collected from customers, and the study found that there is a positive correlation between cultural differences, language barriers, technical barriers, relationship problems and communication disorders in Xiaomi Company. It is therefore proposed that Xiaomi can enhance its organizational management by addressing communication disorders through cross-cultural training and education, implementation of cultural integration activities, provision of effective communication tools and platforms, and cultivation of positive interpersonal relationships.

Keywords: Xiaomi Company, organizational management, communication disorders

ACKNOWLEDGEMENT

Meeting at first sight is too hasty, and the school is prosperous. At this point in writing, the place where I put pen to paper also means that my master's career is coming to an end, and all I can see is memories, all my heart's desire is the past.

First of all, I sincerely thank my teacher. The whole process of topic selection, writing and finalization of this paper was completed under the careful guidance of the teacher. The teacher's serious and responsible work attitude and careful and rigorous character left an unforgettable impression on me, which is an example for my lifelong study. The teacher pointed out the direction when I was confused, and patiently enlightened me when I was upset. It's a lifetime's luck to get this teacher. Graduation is just around the corner, so I would like to extend my most sincere thanks and my wishes to my teacher.

Secondly, I thank my parents for their careful training and education for more than 20 years, and thank them for their selfless support and silent dedication on my way to school, which is my strongest backing. I wish my parents good health and good luck in their future lives. Thanks to the teachers in the college for their inspiration in class and valuable suggestions in the process of writing papers.

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Liu Qian

DECLARATION

I, Qian Liu, hereby certify that the work embodied in this independent study entitled "A Study of the Influencing Factors of Communication Disorders in Organizational Management-A Case Study of Xiaomi Company" is result of original research and has not been submitted for a higher degree to any other university or institution.

(Liu Qian)

Aug 15, 2024



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Chapter 1 Introduction

1.1 Background of the Study

Nowadays, with the rapid development of information technology, people's life and work have undergone earth-shaking changes. In this process of globalization, enterprises, as social organizations and economic subjects, are inseparable from communication. A good communication mechanism can promote mutual understanding among employees, strengthen teamwork and cooperation, and promote work efficiency and organizational effectiveness.

However, in practice, there are various communication disorders in organizational management, such as language barriers, cultural differences, insufficient information transmission, information ambiguity, etc. These communication disorders will cause interpersonal barriers and even affect the management of enterprises (Owens et al., 2000). If the above communication disorders lead to communication errors, inadequate information transmission and inaccurate information, it will directly affect the decision-making and management of enterprises, making it impossible for enterprises to make wise decisions and management.

With the development of China's economy and science and technology, enterprises pay more and more attention to communication management, and some large enterprises pay special attention to the communication mechanism in talent introduction and management (An, 2021). Among them, Xiaomi Company, as a famous enterprise in China's scientific and technological field, has experienced a process of transformation in its rapid development and growth. Xiaomi Company is constantly developing in the tide of economy and technology, and constantly innovating in organization and management, but it will inevitably encounter different communication obstacles and problems. Therefore, this paper took Xiaomi Company as a case study to examine the communication disorders in organizational management, especially the internal communication disorders in the process of enterprise development and innovation. In order to better understand and guarantee the communication mechanism, this paper analyzed the characteristics of communication management in Xiaomi Company, explored the communication obstacles encountered in the organization and management of Xiaomi Company, and put forward corresponding solutions.

Scholars and researchers in related fields have also conducted extensive research on communication disorders in organizational management. First of all, many scholars

have conducted in-depth research on the classification and types of communication disorders. For example, Almutairi (2015) divided communication disorders into language barriers, cultural barriers, psychological barriers and technical barriers, and analyzed the impact of these barriers on organizational communication. Secondly, some scholars discussed communication disorders from the perspective of interpersonal relationship. For example, Pelled et al. (1999) studied the relationship among interpersonal trust, communication and organizational power, and found that trust and communication played an important role in organizational management. In addition, some scholars have studied the relationship between communication disorders and organizational innovation, organizational performance and other factors. For example, Van der Vegt et al. (2003) studied the influence of communication disorders within the team on innovation ability and found the negative influence of communication disorders on organizational innovation.

The in-depth analysis of the communication obstacles encountered in the organization and management of Xiaomi Company will help to better promote internal communication, coordination and teamwork, and improve the overall efficiency and performance of the enterprise. The research on organizational management and enterprise information management is an important part of the construction of new market economy, which is of great significance to strengthen the competitiveness of enterprises in the process of globalization and improve the competitiveness of national economy.

1.2 Questions of the Study

With the process of globalization, enterprise management is facing more and more challenges. One of the important factors is communication barrier, which plays an important role in enterprise management (Zhao, 2020). Communication obstacle refers to the deviation, misunderstanding, confusion and other problems in information transmission between the two sides due to language, culture, habits, psychology and other factors. It will affect the organization and cooperation, efficient communication and teamwork of enterprises, and then lead to problems in the operation and management of enterprises. Xiaomi Company is a rapidly developing technology-based enterprise, and its team members mainly come from different regions and cultural backgrounds. It is certain that it has certain experience and methods in dealing with communication disorders. Understanding Xiaomi's experience in organizing and managing communication disorders will help to further improve and strengthen communication management, improve team cohesion and innovation ability, and enhance the competitiveness of enterprises. Based on this, the following four questions

are introduced for research:

1. Is there a relationship between cultural differences and communication disorders?
2. Is there a relationship between language barriers and communication disorders?
3. Is there a relationship between technical barriers and communication disorders?
4. Is there a relationship between relationship problems and communication disorders?

1.3 Objectives of the Study

The main research objectives of this study are as follows:

1. To examine the relationship between cultural differences and communication disorders.
2. To examine the relationship between language barriers and communication disorders.
3. To examine the relationship between technical barriers and communication disorders.
4. To examine the relationship between relationship problems and communication disorders.

1.4 Scope of the Study

The purpose of this study is to explore the influencing factors of communication disorders in organizational management of Xiaomi Company. Based on the research of 29 related topics and the theories of organizational communication, social psychology and cultural management, this study focuses on cultural differences, language barriers, technical barriers, relationship problems and their relationships with communication disorders, and provide innovatives solutions for the sustainable development of Xiaomi Company.

1.5 Significance of the Study

1. Theoretical Significance

Studying communication disorders in organizational management is helpful to

enrich and improve organizational management theories, including communication theory and organizational behavior theory, and provides a basis and reference for subsequent research. Communication is the process of information exchange inside and outside the organization, and communication disorders are the factors that hinder information transmission and efficient communication. Studying the communication disorders in Xiaomi Company helps to deeply analyze their causes, types, characteristics and influences, provide empirical evidence for communication theory and further improve the theoretical framework of communication. Organizational management refers to the process of achieving organizational goals by coordinating and integrating various resources. Communication is an important link in organization and management. Effective communication helps to promote information sharing, solve problems and enhance team cohesion. Studying the communication disorders in Xiaomi Company is helpful to reveal the communication problems in organizational management and provide a new perspective and enlightenment for organizational management theory.

2. Practical Significance

Xiaomi Company is a fast-developing science and technology enterprise, facing rapid changes inside and outside, and also facing communication obstacles in organization and management. Studying the case of Xiaomi Company is of great significance to practice. Studying communication disorders is helpful to identify and solve communication problems in Xiaomi Company. There are many employees and many communication links in Xiaomi Company, which are prone to errors in information transmission and obstacles in teamwork. Studying communication disorders helps to deeply analyze the root causes and formation mechanism of communication problems, provide scientific and effective communication solutions for Xiaomi Company, and improve organizational efficiency.

In a word, studying communication disorders in organizational management is of great significance for enriching theory and optimizing practice. Taking Xiaomi Company as a case study, we can deeply explore the causes and effects of communication disorders, and provide reference and inspiration for other enterprises and organizations to promote the development and innovation of organizational management.

1.6 Limitations of the Study

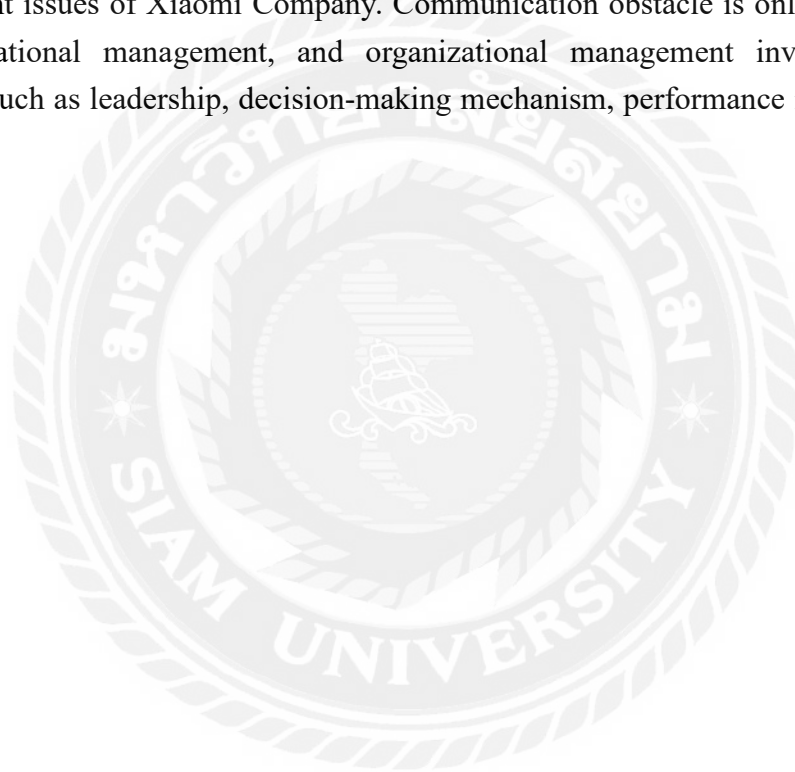
The limitations of the study are mainly manifested in the following aspects:

1. Limited sample selection: Taking Xiaomi Company as a case study, the sample

selection may be affected by limitations. Xiaomi Company is a science and technology company, which is unique in organizational scale, organizational structure and cultural atmosphere, which may limit the universality and popularization of the research results.

2. Data availability: The research needed a lot of data support, including internal communication records and employee questionnaires. However, as a commercial organization, Xiaomi may have restrictions on the disclosure of internal data and may not be able to obtain complete data information.

3. Limitation of research angle: The research focused on communication disorders, and might not be able to comprehensively and deeply study other organizational management issues of Xiaomi Company. Communication obstacle is only one aspect of organizational management, and organizational management involves many problems, such as leadership, decision-making mechanism, performance management and so on.



Chapter 2 Literature Review

2.1 Introduction

This chapter mainly analyzes the research summary of scholars on this research topic from five aspects: cultural differences, language barriers, technical barriers, relationship problems and communication disorders, and summarizes the experience of scholars and provides theoretical support for the following discussion.

2.2 Literature Review

2.2.1 Communication Disorders

Communication disorders refer to various factors that affect effective communication, including language barriers, cultural barriers, psychological barriers and technical barriers (Zeng, 2010). In organizational management, the emergence of communication disorders will seriously affect the efficiency and quality of communication within the organization, and even lead to information loss, misunderstanding, and even mistakes in organizational operation and decision-making.

Wang (2012) pointed out that there are differences in values, beliefs and norms between different cultures. These cultural differences often lead to communication disorders in organizations. For example, different cultures have different views on power distance, which may lead to hierarchical communication disorders within the organization. Zhang (2012) pointed out that different cultures have different preferences for communication methods and information interpretation. In cross-cultural communication, language barrier is often a major problem. For example, differences in grammar and word meaning between different languages may lead to misunderstandings and inaccurate information. Meng (2008) found that technological progress can promote the convenience and efficiency of communication, but it may also lead to technical obstacles, such as unskilled technical operation or technical failure, which will affect the smoothness of communication. Li (2008) believed that the development of interpersonal relationships has gone through different stages, and there may be communication obstacles in each stage. For example, in the early stage of interpersonal relationship development, there may be unfamiliar and distrustful problems, leading to poor communication.

To sum up, communication disorders are closely related to cultural differences,

language barriers, technical barriers and interpersonal problems. Cultural differences can lead to differences in communication methods, language barriers may lead to difficulties in information interpretation, technical barriers may affect communication efficiency, and interpersonal problems may hinder the smooth communication. Understanding and solving these obstacles is very important for organizational management.

2.2.2 Cultural Differences

Cultural differences can be defined as differences in cultural systems, values and social behavior habits between different regions, different groups of people and different organizations, which represent people's cognitive ways and collective value beliefs about the world (Sun, 2019). In organizational management, cultural differences usually refer to cultural differences between different departments, different regions and even different countries, which are usually manifested in language, behavior habits, beliefs, values, attitudes and behavioral norms.

Wu (2017) believed that cultural differences can cause communication disorders. For example, individualism culture may show strong concern for independence and individuality, while collectivism culture pays more attention to teamwork and predictability. This will lead to different ways and strategies to achieve goals through communication in the workplace, which will affect the effectiveness of communication.

Xiao (2017) found that there are extensive and serious communication disorders in cross-cultural communication among multinational companies. These communication disorders mainly stem from the following reasons:

First, the language barrier. Different languages and accents may lead to misunderstandings and misunderstandings in information transmission. In work communication, cross-cultural language differences will affect the effective communication between employees. Second, Cultural differences. The difference between different cultures is one of the most important factors leading to communication disorders. For example, in Chinese culture, it is very important to respect and revere the elderly. In western culture, it pays more attention to fluency and clarity, which may lead to misunderstandings and conflicts in communication. Finally, team differences. Due to the distribution of different organizational structures and different work processes, multinational enterprises may have scattered and uncoordinated working environments. This will also make it more difficult for employees to share information and communicate effectively.

In a word, cultural differences are an important issue in the field of organizational management and communication, and also one of the main influencing factors of communication disorders. Understanding cultural differences and taking forward-looking measures will help organizations to manage and communicate better. In multinational enterprises, we need to pay special attention to the great influence of cultural differences. Therefore, organizations should pay close attention to cross-cultural communication and strengthen team culture cognition and communication through training and communication when carrying out international business. This will not only help to ease the communication disorders caused by cultural differences, but also provide new market opportunities for the development and growth of enterprises in the era of globalization.

2.2.3 Language Barriers

Language barrier refers to the phenomenon of problems, misunderstandings or obstacles in communication due to language use or understanding (Shen, 2017). In organizational management, language barriers are often caused by the differences in language use between employees in different regions and cultures. This language barrier may lead to incompatibility among employees and even affect the operation of the organization.

Scholars have done some important research on the influence of language barriers on communication disorders. For example, Xu & Luo (2016) explored the influence of cultural differences and language barriers on cross-cultural organization communication. They believed that language barriers are mainly manifested in two aspects: first, language barriers may lead to misunderstanding and incomprehension, which in turn will affect the accuracy and efficiency of the organization; Second, language barriers will affect the trust and cooperation of organizations. Although the language barrier will have a negative impact on the efficiency and effectiveness of the organization, the problem can be solved through appropriate communication training and cross-cultural training.

In addition, Wu (2015) found that different cultures have great differences in the use of communication language. Through a survey in 50 countries, he found that employees in different regions have their own norms and methods in the use of communication language. This difference may lead to communication disorders, and then affect the operation of the organization.

The research of the above scholars shows that language barriers have an important impact on communication disorders, which may lead to the decline of communication efficiency and the emergence of internal contradictions. In multinational organizations, cross-cultural training and communication training are effective ways to solve language barriers. These trainings can help employees better understand the language norms and expressions used in different regions and cultures, thus enhancing their communication skills and improving the performance and competitiveness of the organization.

2.2.4 Technical Barriers

Technical barriers refer to problems, obstacles or misunderstandings in communication within an organization or with the outside due to problems in the use of technical equipment or systems (Xu, 2018). In organizational management, with the popularization and development of information technology, technical barriers have become a common communication barrier, which may lead to incompatibility among employees and affect organizational operation.

Scholars have also done some important research on the influence of technical barriers on communication disorders in organizational management. For example, Liu (2015) pointed out that technical barriers may lead to communication problems inside or outside the organization, such as information loss, information contradiction and information error. These phenomena will lead to the decrease of the efficiency of the organization, and then affect the operation of the organization. For this technical obstacle, we can solve the problem by strengthening the maintenance and management of information technology equipment and systems and improving the information technology literacy and skills of employees.

In addition, Song (2015) pointed out that due to different technical standards and equipment between different countries, multinational organizations may face problems such as technical language barriers and information exchange difficulties in the process of communication and coordination. This technical obstacle may lead to difficulties in cooperation and coordination of organizations, which will have an impact on the operation of organizations. At the same time, the study also pointed out that through the unification of technical standards, technical equipment and systems, technical obstacles can be effectively reduced and communication efficiency between organizations can be improved.

The research of the above scholars shows that technical obstacle is a common communication obstacle in organizational management, which may lead to the decrease

of organizational efficiency and affect the efficiency of organizational communication and cooperation. Strengthening the maintenance and management of information technology equipment and systems and improving employees' information technology literacy are effective ways to solve technical obstacles. The progress of information technology in the digital age provides more communication ways and means for organizational management, and at the same time, we need to constantly learn and update our knowledge and skills, so that information technology can be more fully and effectively applied, thus improving the management and operation efficiency of the organization and further promoting the development of the organization to the digital road.

2.2.5 Relationship Problems

Interpersonal relationship refers to the contact and interaction between people. In organizational management, the development of interpersonal relationship is very important for the smooth and effective communication within the organization (Wang, 2021). Positive and harmonious interpersonal relationships can establish an open communication atmosphere, bring good teamwork and improve organizational efficiency; And bad interpersonal relationships may lead to mutual distrust, mutual suspicion, mutual exclusion and other phenomena that are not conducive to the development of the organization.

In terms of the influence of interpersonal relationship on communication disorders in organizational management, relevant scholars have also made some important studies. For example, Li (2013) believed that good interpersonal relationships can create a positive working atmosphere, enhance the trust among members of an organization, and make communication smoother and more effective. Good management of interpersonal relationships within an organization can increase the efficiency of employee cooperation and reduce office disputes, thus helping the organization to improve cost control. Excessive expenditure and staff turnover rate.

However, bad interpersonal relationships are prone to contradictions and disputes, which can easily lead to communication problems between employees and affect the efficiency of organizational operations. Chen (2012) thought that bad interpersonal relationships may lead to hidden rules and interest disputes within the organization, thus affecting the communication and trust among members within the organization. Not only that, bad interpersonal relationships may mislead employees' behavior norms and values, and then affect the image and reputation of the organization. In this case, organization managers should effectively reduce the adverse effects of interpersonal

relationships and build a good team through timely communication and coordination.

To sum up, interpersonal relationships have an important and significant impact on communication disorders in organizational management. Good interpersonal relationships can optimize organizational management and strengthen the feelings of mutual trust, harmony and assistance among people in the organization. Bad interpersonal relationships will bring many internal problems, hinder the operation of the organization, and even bring unnecessary labor costs and time costs. In organizational management, we should try our best to build good interpersonal relationships and establish and maintain a good communication atmosphere, so as to increase the synergy and overall production efficiency of the organization.

2.3 Introduction to Xiaomi Company

Xiaomi Technology Co., Ltd. was established on March 3, 2010, focusing on intelligent hardware, electronic products, chip development, smartphone, smart electric vehicles, communications, finance, Internet TV and Smart home Global movement of ecological chain construction internet companies, innovative technology enterprises, the company's website is www.xiaomi.com. Xiaomi Company has created a use internet Pattern development Mobile phone operating system, fan Participate in the development of improved models (Xiaomi Technology Co., Ltd., 2023).

‘Born for fever’ is the product concept of Xiaomi Company. ‘Let everyone enjoy the fun of technology’ is the vision of Xiaomi Company. Xiaomi Company applies the internet development model to develop products, use the geek spirit to make products, and use the internet model to eliminate intermediate links, and is committed to letting everyone around the world enjoy high-quality technology products from China. Xiaomi Company is the world's largest consumer IoT platform, connecting more than 822 million smart devices, into more than 100 countries and regions around the world. There are 658 million monthly active users of smartphone and tablet products globally. The Xiaomi family has invested in more than 500 companies, covering smart hardware, consumer lifestyle products, education, gaming, social networking, culture and entertainment, medical and healthcare, automotive and transportation, finance, etc. In June 2019, it was named to the 2019 Forbes list of China's Most Innovative Enterprises. in October, it was named to the 2019 Forbes list of the Top 100 Global Digital Economy at No. 56. in December 18, People's Daily On 18 December, People's Daily ranked 30th in the ‘China Brand Development Index’ 100 list.2021 On 30 March, Xiaomi Group released an announcement on the Hong Kong Stock Exchange, formally announcing its entry into the field of car manufacturing. On the same day, Xiaomi Company launched

a new logo. In August 2022, it ranked 266th among the world's top 500 companies, a significant increase of 72 places. Acquisition of automatic driving technology company Deep Motion Technology, laying out the core technology of automatic driving. Xiaomi Company is also the world's second-largest smartphone maker, the world's fifth-largest TV maker, the world's fifth-largest tablet maker, the world's largest consumer-grade smart IoT platform, and the fastest-growing smartphone brand globally as well as in China.

2.4 Conceptual Framework

Through the analysis and summary of scholars' studies on communication disorders in organizational management, it is found that communication disorders in the organizational management of Xiaomi Company are influenced by cultural differences, language barriers, technical barriers and relationship problems. Therefore, the theoretical framework of this study is as follows:

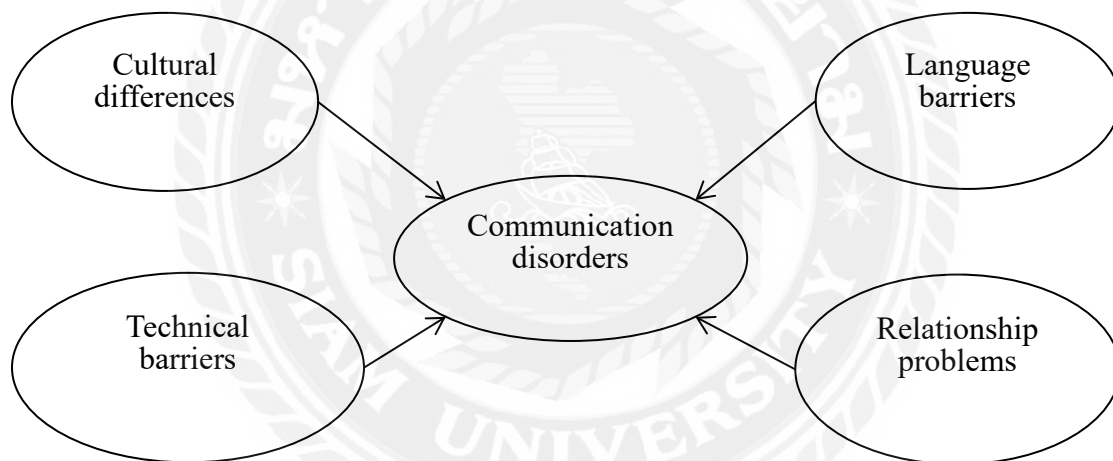


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Introduction

This research adopted the method of quantitative analysis. This chapter first discusses the research design, then introduces the sample size, data collection method, and analysis of the reliability and validity of the survey scale.

3.2 Sampling and Sample Size

The sample group of this study was all employees of Xiaomi Company, covering all employees in the company, regardless of their positions, departments or working years. This group was chosen as the research object, aiming to deeply understand the preferences, attitudes and opinions of Xiaomi employees.

In the sampling method, this study adopted the convenient sampling method in non-probability sampling. Specifically, the study randomly selected 300 employees from all employees as samples. Although this sampling method may not be as representative as random sampling, this method was chosen after considering practical factors such as time and resources. In order to ensure that the sample represents the whole staff as much as possible, the study considered the diversity of employees, including positions, departments and other factors.

3.3 Questionnaire Design

In this study, the communication obstacles in the organization and management of Xiaomi Company were investigated and analyzed in detail, and the corresponding results were obtained through data collection and analysis. A questionnaire survey method was used and questionnaires were distributed to the subjects. By summing up the past experience, a questionnaire about communication disorders was compiled, and Richter's five-point method was used to collect data. Finally, the reliability and validity of the questionnaire were verified by SPSS software, and the specific situation was summarized, which provided the basis for the formulation of questions and strategies. The scales involved in this study are mainly as follows:

3.3.1 Cultural Differences Scale

Yu (2012) discussed the influence of cultural differences on communication. He pointed out that different cultural backgrounds will lead to differences in people's understanding and application of communication methods and styles, which will lead

to communication disorders within organizations. He studied in detail the communication methods and implicit cultural norms under different cultural backgrounds, such as the differences between high-contact culture and low-contact culture, which had a far-reaching impact on the communication effect in organizational management. Therefore, on the basis of scholars' experience, the designed scales are shown in Table 3.1.

Table 3.1 Cultural Differences Scale

Transnational cultural differences	Do you think that cultural differences have a great impact on communication and collaboration in Xiaomi's multinational team?
	Do you think Xiaomi Company should provide more cross-cultural communication training for multinational teams?
Organizational cultural differences	Do you think the organizational culture of Xiaomi Company can meet your communication and cooperation needs?
	Do you think cultural differences are one of the main factors that lead to communication difficulties within Xiaomi?

3.3.2 Language Barriers Scale

Language barrier is an important factor affecting communication in organizational management. The research of Tang & Li (2010) aimed to explore the influence of language barriers on communication in cross-cultural organization management. Through interviews and case studies of employees in multinational enterprises, they have a deep understanding of the challenges and difficulties faced by employees with different language backgrounds when facing language barriers. Research shows that language barriers have a direct and obvious negative impact on communication inside and outside the organization. Language barriers lead to communication problems within cross-cultural teams. Different languages and language habits make it difficult for team members to understand and express each other, which leads to misunderstanding, discomfort and communication disorders. This will weaken the team's cooperation ability and effectiveness, and affect the overall performance and output of the team. Therefore, on the basis of scholars' experience, the designed scales are shown in Table 3.2.

Table 3.2 Language Barriers Scale

Transnational language barriers	When dealing with transnational projects, you encounter communication difficulties caused by language barriers.
	Do you think Xiaomi Company needs to provide more English training courses to help employees overcome transnational language barriers?
Barriers to professional language in industry	You encounter communication difficulties caused by language barriers in the professional field of the industry.
	Do you think Xiaomi needs to provide more technical terminology training to help employees overcome the professional language barriers in the industry?

3.3.3 Technical Barriers Scale

The research of Xu (2009) aimed to explore the influence of technical barriers on communication in organizational management. Through the investigation and in-depth interviews with employees and managers in the enterprise, he explored the actual influence and influencing factors of technical barriers on organizational communication. It is found that technical barriers have a direct and obvious negative impact on communication inside and outside the organization. Technical barriers affect the communication between internal employees. The complexity of technologies, communication tools and platforms used in companies may lead to difficulties in information sharing and collaboration among employees. For example, data integration between different systems and incompatible versions of software will affect the communication effect between employees. These technical obstacles have a negative impact on workflow and teamwork, which reduces the efficiency and satisfaction of employees. Therefore, the designed scales are shown in Table 3.3.

Table 3.3 Technical Barriers Scale

Information technology equipment	You have good information technology equipment available to support your work.
	You have encountered problems in the use of information technology equipment, which have a negative impact on communication.
Cross-platform communication tool	You use cross-platform communication tools (such as WeChat, Skype, etc.) for cross-border collaboration.
	Do you think cross-platform communication tools play a great role in the communication efficiency of transnational

	cooperation?
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3.3.4 Relationship Problems Scale

The research of Tang & Wu (2009) aimed to explore the influence of relationship problems on communication in organizational management. Through case studies of different organizational types and industries, as well as surveys and interviews among employees and between employees and managers, she studied the actual influence and influencing factors of relationship problems on organizational communication. It is found that relationship problems have a direct and obvious negative impact on communication inside and outside the organization. relationship problems affect the communication between internal employees. For example, interpersonal relationships with conflicts, disputes or distrust will hinder effective information sharing and collaboration among employees. In addition, the existence of power struggle, power relationship or factional struggle will also affect the communication atmosphere and office environment within the organization. These relationship problems hinder communication among employees, restrict teamwork and inter-departmental coordination, and then affect the efficiency and performance of the organization. Therefore, the desinged scales are shown in Table 3.4.

Table 3.4 Relationship Problems Scale

Poor communication of information	You often face poor communication of information.
	Do you think Xiaomi should provide more communication support to help employees overcome the problem of poor information communication?
Improper handling of conflicts	You encounter communication difficulties caused by improper conflict handling.
	Do you think Xiaomi needs to provide more conflict handling training to help employees overcome the problem of improper conflict handling?

3.3.5 Communication Disorders Scale

The research of Chen & Hu(2009) aims at discussing the communication obstacles in organizational management, and deeply studies the reasons and solutions of these obstacles. Through case studies of different organizations and industries, as well as interviews and investigations of employees and management, he revealed the actual impact and root causes of communication obstacles in organizational management. It is found that communication disorders in organizational management often come from many aspects. On the one hand, the structure and culture of the organization may lead

to communication disorders. For example, complex hierarchical structure, poor information flow and lack of transparency in decision-making process will hinder effective communication and information sharing. On the other hand, relationship problems are also one of the reasons for communication disorders, such as conflicts, disputes and distrust, which will hinder communication between employees and between employees and management. Therefore, the designed scales are shown in Table 3.5.

Table 3.5 Communication Disorders Scale

Communication disorders	You know the communication difficulties in Xiaomi Company.
	Do you think Xiaomi Company should take some measures to overcome communication disorders?

3.4 Hypothesis

1. H1: Cultural differences have a positive impact on communication disorders.
2. H2: Language barriers have a positive impact on communication disorders.
3. H3: Technical barriers have a positive impact on communication disorders.
4. H4: Relationship problems have a positive impact on communication disorders.

3.5 Data Collection

The questionnaires were distributed to selected employees via email and the company's internal communication platform, and an anonymous link was provided to ensure anonymity and privacy of the questionnaires. Also, to incentivise participation, the company promised to provide a small gift to employees who participated in the questionnaire and ensured that the results of the survey would be used for research purposes only. During the questionnaire collection process, the research team regularly monitored the returns and increased the response rate by sending reminder emails. The collected questionnaire data were cleaned by double entry and logic check to ensure the accuracy and reliability of the data.

3.6 Data Analysis

In order to verify the authenticity and credibility of the questionnaire, SPSS software was used to test the reliability and validity of the questionnaire. The following

are the specific reliability and validity data of the questionnaire:

3.6.1 Reliability Analysis of the Questionnaire

According to Kellenbach's α coefficient, when the reliability of the questionnaire is greater than 0.7, it can be considered as good. In order to evaluate the reliability and internal consistency of the problem project, the reliability analysis method is used for testing. Specifically, this study uses the Kerenbach's α coefficient (A) to test the internal consistency of the scale, and the results show that the reliability of the scale is above 0.70, indicating that it is highly reliable. In this study, the α coefficient of Kellenbach was tested, and it was found that the results of all questionnaires are higher than 0.7, so it can be considered that the questionnaire is reliable.

Table 3.6 Questionnaire Reliability Analysis

	Cronbach's Alpha	Number of terms
Cultural differences	0.812	4
Language barriers	0.715	4
Technical barriers	0.861	4
Relationship problems	0.742	4
Communication disorders	0.761	4

3.6.2 Validity Analysis of the Questionnaire

If KMO value exceeds 0.7, the validity of the questionnaire needs to be further studied. As can be seen from Table 3.7, the KMO values of all the factors in this study exceeded 0.8, and passed the bartlett sphericity test, with the significance of 0.000, which met the standard.

Table 3.7 Questionnaire Validity Test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity		
		Approx. Chi-Square	Df	Sig.
Cultural differences	0.822	245.416	6	.000
Language barriers	0.831	235.469	6	.000
Technical barriers	0.871	284.491	6	.000
Relationship problems	0.836	269.163	6	.000
Communication disorders	0.815	264.781	6	.000

3.6.3 Analysis of Questionnaire Data

The demographic characteristics of the sample are of great use in the study of organizational management communication barriers in Xiaomi Company. First of all, it helps us to understand the composition of the sample and ensure the representativeness and universality of the research results. By using descriptive statistics to analyze the employees of different ages, genders, educational backgrounds and job levels, we can have a deeper understanding of the performance and influence of communication barriers in different groups.

Correlation analysis in the study of organizational management communication barriers in Xiaomi Company was used to explore the correlation between cultural differences, language barriers, technical barriers and relationship problems and communication disorders by calculating correlation coefficients (Pearson correlation coefficient). This step helped us to understand the internal relationship between different communication barriers and provided clues for subsequent regression analysis.

Regression analysis was used to quantify the influence of different communication barriers on the dependent variables of employee's work efficiency and satisfaction in the study of organizational management communication barriers in Xiaomi Company. A multiple regression model was constructed, including cultural differences, language barriers, technical barriers and relationship problems. Through regression analysis, we could get the coefficients of their respective variables, so as to understand the specific degree and direction of their influence on communication barriers in organizational management of rice companies.

Chapter 4 Findings

4.1 Introduction

This study used a questionnaire survey to collect data. On this basis, this chapter analyzes and summarizes the relevant data on the communication obstacles in the organization and management of Xiaomi Company, and verify the validity of the hypotheses.

4.2 Demographic Characteristics of Sample

Table 4.1 below presents the demographic characteristics of the respondents. According to the data, Xiaomi's employees are mostly relatively young groups, accounting for 54.7%, which is because young people are more energetic and suitable for Internet work. At the same time, from the gender perspective, the proportion of male employees is significantly higher than that of female employees, accounting for 59% of the total number of employees. The position distribution shows a large proportion of logistics specialists for 39.4%, followed by sales managers accounting for 25.0%. This job distribution is helpful to understand the experience and views of employees in different positions on communication barriers from multiple angles and levels.

Table 4.1 Descriptive Statistics on Demographic Characteristics of Respondents

Survey Items	Category	Number of people	Percentage (%)
Gender	Male	177	59.0%
	Female	123	41.0%
Age	Under 30 years old	164	54.7%
	30-40 years old	78	26.0%
	40-50 years old	42	14.0%
	50 years old or above	26	5.3%
Position	Sales manager	75	25.0%
	Financial analyst	64	21.3%
	Product designer	43	14.3%
	Logistics specialist	118	39.4%

4.3 Relationship between Cultural Differences and Communication

Disorders

In this study, the correlation between two dimensions of cultural differences and communication disorders was analyzed by the correlation analysis method, and the results are shown in Table 4.2. As shown in the table, the correlation coefficients between the variables are positive, which are 0.712 and 0.764 respectively, and the P values are all less than 0.01, which is significant after significance test. Therefore, this study shows that there is a significant positive correlation between the two dimensions of cultural differences and communication disorders, and the correlation is strong.

Table 4.2 Correlation Analysis Results of Cultural Differences and Communication Disorders

Dimension	Transnational cultural differences	Organizational cultural differences	Communication disorders
Transnational cultural differences	1		
Organizational cultural differences	.613**	1	
Communication disorders	.712**	.764**	1

The above correlation analysis shows that there is a positive correlation between the two variables. In regression analysis, cultural differences are taken as independent variables and communication disorders as dependent variables. The results are shown in Table 4.3. It can be seen that the R² of the model is 0.543, that is, the research variable can explain 54.3% of the satisfaction change. F-test results show that the model passed, indicating that cultural differences have an impact on communication disorders. In addition, B=0.722, P<0.05, indicating that there is a significant positive relationship between them.

Table 4.3 Regression Analysis Results of Cultural Differences and Communication Disorders

	Non-standardized		Standardized	t	p	R ²	AdjustingR ²	F
	B	Standard Error	Beta					
(Constant)	.643	.075	-	4.162	.000			
Cultural differences	.722	.043	.775	12.459	.000	.543	.531	283.164

4.4 Relationship between Language Barriers and Communication

Disorders

Correlation analysis was used to explore the correlation between communication disorders and language barriers, and the results are shown in Table 4.4. The table shows that the correlation coefficients between the variables are positive, which are 0.734 and 0.812, respectively, and the p values are all less than 0.01, which means that they pass the significance test. Therefore, this study concludes that there is a significant positive correlation between language barriers and communication disorders, and this correlation is relatively strong.

Table 4.4 Correlation Analysis Results of Language Barriers and Communication Disorders

Dimension	Transnational language barrier	Barriers to professional language in industry	Communication disorders
Transnational language barriers	1		
Barriers to professional language in industry	.634**	1	
Communication disorders	.734**	.812**	1

The above correlation analysis table shows that there is a positive correlation between the two variables. In regression analysis, language barriers are taken as independent variables and communication disorders as dependent variables. The results are shown in Table 4.5. It can be seen that the R² of the model is 0.513, that is, the research variable can explain 51.3% of the satisfaction change. F-test results show that the model passed, indicating that language barriers have an impact on communication disorders. In addition, B=0.756, P<0.05, indicating that there is a significant positive relationship between them.

Table 4.5 Regression Analysis Results of Language Barriers and Communication Disorders

	Non-standardized		Standardized	t	p	R ²	AdjustingR ²	F
	coefficient		coefficient					
	B	Standard Error	Beta					
(Constant)	.602	.086		4.496	.000			
Language barriers	.756	.064	.701	11.492	.000	.513	.563	204.183

4.5 Relationship between Technical Barriers and Communication

Disorders

Using the correlation analysis, this study explores the correlation between two dimensions of technical barriers and communication disorders, and the results are shown in Table 4.6. It can be observed from the table that the correlation coefficients between the variables are positive, which are 0.731 and 0.834, respectively, and the p values are all less than 0.01, which passes the significance test. Therefore, this study concludes that there is a significant positive correlation between technical barriers and communication disorders, and this correlation is relatively strong.

Table 4.6 Correlation Analysis Results of Technical Barriers and Communication Disorders

Dimension	Information technology equipment	Cross-platform communication tool	Communication disorders
Information technology equipment	1		
Cross-platform communication tool	.576**	1	
Communication disorders	.731**	.834**	1

The above correlation analysis table shows that there is a positive correlation between the two variables. In regression analysis, technical barriers are taken as independent variables and communication disorders as dependent variables. The results are shown in Table 4.7. It can be seen that the R² of the model is 0.511, that is, the research variable can explain 51.1% of the satisfaction change. F test results show that the model passed, indicating that technical barriers have an impact on communication disorders. In addition, B=0.789, P<0.05, indicating that there is a significant positive relationship between them.

Table 4.7 Regression Analysis Results of Technical Barriers and Communication Disorders

	Non-standardized		Standardized	t	p	R ²	AdjustingR ²	F
	coefficient		coefficient					
	B	Standard Error	Beta					
(Constant)	.713	.098		5.189	.000			
Technical barriers	.789	.045	.701	13.492	.000	.511	.566	186.642

4.6 Relationship between Relationship Problems and Communication Disorders

Using the correlation analysis, this paper explores the correlation between the two dimensions of relationship problems and communication disorders, and the results are shown in Table 4.8. It can be observed from the table that the correlation coefficients among the variables are all positive, which are 0.765 and 0.712, respectively, and the p values are all less than 0.01, so the significance test is passed. To sum up, the results of this study show that there is a significant positive correlation between relationship problems and communication obstacles, and the correlation is strong.

Table 4.8 Correlation Analysis Results of Relationship Problems and Communication Disorders

Dimension	Poor communication of information	Improper handling of conflicts	Communication disorders
Poor communication of information	1		
Improper handling of conflicts	.601**	1	
Communication disorders	.765**	.712**	1

According to the above correlation analysis table, there is a positive correlation between the two variables. In regression analysis, relationship problems are taken as independent variables and communication disorders as dependent variables. The results are shown in Table 4.9. It can be seen that the R² of the model is 0.632, that is, the research variable can explain 63.2% of the satisfaction change. F-test results show that the model passed, indicating that relationship problems have an impact on communication disorders. In addition, B=0.776, P<0.05, indicating that there is a

significant positive relationship between them.

Table 4.9 Regression Analysis Results of Relationship Problems and Communication Disorders

	Non-standardized		Standardized	t	p	R ²	AdjustingR ²	F
	coefficient	Standard Error	Beta					
(Constant)	.676	.032		4.612	.000			
Relationship problems	.776	.075	.732	14.295	.000	.632	.514	215.486



Chapter 5 Conclusion and Recommendation

5.1 Introduction

In the previous chapter, the correlation between variables was analyzed and the corresponding conclusions were drawn. Based on these conclusions, some improvement measures and corresponding guarantee suggestions are put forward to support the future development of the company.

5.2 Conclusion

According to the analysis results, Xiaomi Company has many problems, which are summarized as follows.

5.2.1 There is a Positive Correlation between Cultural Differences and Communication Disorders

According to the above empirical data, the P value between cultural differences and communication disorders is less than 0.01, indicating that it is significant at the level of 10%. The correlation coefficients between cultural differences (transnational cultural differences and organizational cultural differences) and communication disorders are 0.712 and 0.764, respectively. It shows that there is a significant positive correlation between them, and the correlation is strong.

In view of the communication obstacles in the organization and management of Xiaomi Company, due to the influence of cultural differences, the following are three related suggestions:

1. Cross-cultural Training and Education

Provide cross-cultural training and education for employees, so as to enhance their understanding of communication disorders in different cultural backgrounds. Training content can include awareness of cultural differences, cross-cultural communication skills and methods to solve cultural conflicts. By improving employees' cultural sensitivity and cross-cultural ability, communication disorders can be reduced and more effective teamwork can be promoted.

2. Cultivation of Multilingual Ability

Encourage employees to learn and improve their multilingual ability, so as to improve the language barrier in cross-cultural communication. Provide language training, foreign language learning resources and language exchange platform, so that employees can communicate in multiple languages more freely. This will help to eliminate language barriers and improve mutual understanding and effective communication among employees.

3. Promotion of Cultural Sharing and Interaction

Establish a working environment that actively promotes cultural sharing and interaction. Encourage employees to share their cultural background, values and beliefs, so as to increase mutual understanding and respect for different cultures. Organize cultural exchange activities, such as celebrating international festivals, organizing cultural exhibitions and lectures to stimulate employees' interest and promote cross-cultural exchange and understanding. Through these interactions and sharing, intercultural communication and teamwork can be improved and communication disorders can be reduced.

Through the above suggestions, Xiaomi Company can better cope with the impact of cultural differences on communication disorders. This will promote good communication and cooperation within the company and improve work efficiency and team cohesion. In the end, Xiaomi Company will be able to make better use of cross-cultural advantages to achieve global development and success.

5.2.2 There is a Positive Correlation between Language Barriers and Communication Disorders

According to the above empirical data, the P value between language barriers and communication barrier is less than 0.01, which means it is significant at the level of 10%. The correlation coefficients between language barriers (transnational language barriers and professional language barriers) and communication disorders are 0.734 and 0.812, respectively. It shows that there is a significant positive correlation between them, and the correlation is strong.

In view of the impact of language barriers that Xiaomi Company faced in

organizational management on communication, the following are three related suggestions:

1. Multilingual Training Programs

Establish multilingual training programs to provide employees with opportunities to learn different languages. Language courses can be offered, professional language teachers can be invited to give guidance, and online learning resources can be provided. Employees can choose the language to learn according to their own needs, such as English, Spanish or other languages needed for business. By enhancing employees' multilingual ability, communication between multinational teams can be improved, and misunderstanding and confusion caused by language barriers can be reduced.

2. Cultural Integration Activities

Organize cultural integration activities to promote language exchange and cultural understanding among employees. Cross-cultural exchange activities can be held regularly, such as language corner, cultural festival celebration, etc., to encourage employees to communicate in different languages and share their cultural background and customs. This can help employees better understand each other's language and cultural differences and enhance the communication effect.

3. Translation and Interpretation Services

Provide translation and interpretation services to help employees overcome language barriers. Xiaomi Company can employ professional translators or use translation software and equipment with the help of modern technology to provide employees with instant translation services. This will help to promote effective communication among employees and play an important role in meetings, training and project cooperation. Ensure the high quality and timeliness of translation and interpretation services, so as to improve the effect of cross-language communication.

Through the above suggestions, Xiaomi Company can better cope with the impact of language barriers on communication. This will help to promote mutual understanding and effective communication among employees, and improve team cooperation and work efficiency. In the end, Xiaomi will be able to make better use of the opportunities brought by language diversity and achieve better development and success on a global scale.

5.2.3 There is a Positive Correlation between Technical Barriers and Communication Disorders

According to the above empirical data, the P value between technical barriers and communication disorders is less than 0.01, indicating that it is significant at the level of 10%. The correlation coefficients between technical barriers (information technology equipment and cross-platform communication tools) and communication disorders are 0.731 and 0.834, respectively. It shows that there is a significant positive correlation between them, and the correlation is strong.

In view of the impact of technical obstacles that Xiaomi Company faced in organizational management on communication, the following are three related suggestions:

1. Efficient Communication Tools and Platforms.

Provide efficient communication tools and platforms for Xiaomi Company, so that employees can communicate and collaborate conveniently. You can choose appropriate instant messaging tools, collaboration platforms and project management tools, such as enterprise-level communication software, team collaboration tools and online project management systems. Such technical tools can simplify communication procedures, promote real-time communication, and provide convenient functions of sharing files and information, thus reducing communication obstacles caused by technical obstacles.

2. Technical Training and Support

Provide technical training and support to help employees overcome communication problems caused by technical obstacles. Provide training courses for employees, covering the use methods and skills of some commonly used technical tools, so as to improve their technical ability and proficiency. In addition, the establishment of a special technical support team can answer the questions and puzzles of employees when using technical tools at any time, ensure the smooth use of technical tools, and thus promote an efficient communication process.

3. Cross-time Zone Collaborative Management

In view of Xiaomi's global business, and employees are distributed in different

geographical locations and time zones, a cross-time zone collaborative management mechanism can be established. This includes arranging suitable working hours, flexible working arrangements and effective project management. At the same time, we also need to pay attention to and consider the work-life balance of employees to ensure that cross-time zone cooperation will not bring excessive pressure to employees. Through reasonable time arrangement and flexible working methods, communication problems caused by technical obstacles can be minimized and effective cooperation among global teams can be promoted.

Through the above suggestions, Xiaomi Company can better cope with the impact of technical obstacles on communication. This will improve the efficiency and quality of communication, promote teamwork and collaboration, and ultimately achieve higher work efficiency and business achievements. At the same time, Xiaomi Company can keep up with the latest technology trends and tools, and continuously improve the application level of communication technologies and tools to adapt to the ever-developing business needs and environmental changes.

5.2.4 There is a Positive Correlation between Relationship Problems and Communication Disorders

According to the above empirical data, the P value between relationship problems and communication disorders is less than 0.01, indicating that it is significant at the level of 10%. The correlation coefficients between relationship problems (poor information communication and improper conflict handling) and communication obstacles are 0.765 and 0.712, respectively. It shows that there is a significant positive correlation between them, and the correlation is strong.

In view of the impact of relationship problems that Xiaomi Company faced in organizational management on communication, the following are three related suggestions:

1. Good Interpersonal Relationships

Xiaomi Company can take various measures to establish good interpersonal relationships, so as to reduce communication obstacles caused by relationship problems. Diversified activities such as outdoor activities and recreational activities can be organized regularly to increase interaction and mutual understanding among employees and alleviate potential conflicts and contradictions. At the same time, the company can

award awards to encourage cooperation and outstanding performance among employees, thus promoting the atmosphere of teamwork and cooperation.

2. Effective Communication Channels

Establishing effective communication channels for employees can avoid communication obstacles caused by relationship problems. Online communication channels and anonymous feedback channels can be established, so that employees can easily feedback their opinions and suggestions to the management. At the same time, the management should actively respond and take actions to solve the problems raised by employees and keep the effective communication channels smooth all the time, thus promoting smooth communication between people.

3. Communication Based on Mutual Trust

Establishing a communication mechanism based on mutual trust can effectively alleviate the communication bottleneck caused by relationship problems. This can be promoted by establishing employee relationships, social groups or organizing group activities, so that employees can understand each other and establish a foundation for communication. At the same time, in the process of management, the management should maintain fairness and transparency, actively deal with behavioral problems among employees, and maintain friendly and harmonious relations among employees.

Through the above suggestions, Xiaomi Company can better cope with the impact of relationship problems on communication. This will help to promote mutual understanding and communication efficiency among employees and reduce communication obstacles caused by relationship problems. At the same time, it will also help Xiaomi to establish a better and healthier organizational environment, and improve the work efficiency of employees and the productivity of enterprises.

5.3 Recommendation

With the increasing complexity of organizational structure, communication disorders have become an important factor affecting the efficiency of organizational management. In the future, the research on the organization and management of communication disorders will be more in-depth and extensive. Taking Xiaomi Company as a case study, this study discusses the performance, influence and coping strategies of communication disorders in organizational management, and looks forward to the future research direction.

1. Identification and Evaluation of communication disorders

Future research will pay more attention to the identification and evaluation of communication disorders. Through the in-depth investigation of the communication situation within the organization, we can identify communication obstacles at different levels, such as information transmission, teamwork, decision-making and so on. At the same time, the study will further explore the causes of communication disorders, including organizational structure, culture and individual factors, so as to provide a basis for formulating targeted management strategies.

2. Relationship between communication disorders and Organizational Performance

The influence of communication disorders on organizational performance is one of the focuses of research. Future research will further explore the relationship between communication disorders and organizational performance, and reveal the influence mechanism of communication disorders on organizational performance through empirical analysis. At the same time, the study will pay attention to the influence of different types of communication disorders on organizational performance, and provide guidance for enterprises to formulate targeted management strategies.

3. Research on communication disorders under Cross-Cultural Background

With the accelerated development of globalization, the issue of organization and management under the cross-cultural background has gradually attracted attention. Future research will further explore the characteristics, causes and coping strategies of communication disorders in different cultural backgrounds. By comparing the organizational management practices of different countries and regions, we can deeply understand the influence of cultural differences on communication and provide more targeted cross-cultural communication management solutions for enterprises.

To sum up, the future research will be more extensive and in-depth in the field of organization and management of communication disorders. By constantly improving the knowledge and understanding of communication disorders, we will be able to better cope with the challenges in organizational management and enhance the overall efficiency and competitiveness of the organization.

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Appendix

Dear Mr./Ms, in order to have a deeper understanding of the present situation and future development of communication disorders in the organization and management of Xiaomi Company. Now we need to make a questionnaire about communication disorders. Please fill in the questionnaire according to your actual situation. Thank you! Thank you for your support and cooperation.

Part I: Basic information

1 Your gender:

- Male
 female

2 Your age:

- below 30 years old
 30-40 years old
 40-50 years old
 50 years old or above

3 Your position in the company is:

- Sales manager
 Financial analyst
 Product designer
 Logistics specialist

Part II: Please choose the most suitable option for the investigation of the influencing factors of communication disorders in our company.

Questionnaire on Influencing Factors of Communication Obstacles in Xiaomi Company

Factors	Title item	Degree of agreement				
		1	2	3	4	5
Transnational cultural differences	Do you think that cultural differences have a great impact on communication and collaboration in Xiaomi's multinational team?					
	Do you think Xiaomi Company should provide more cross-cultural communication training for multinational teams?					
Organizational cultural differences	Do you think the organizational culture of Xiaomi Company can meet					

	your communication and cooperation needs?					
	Do you think cultural differences are one of the main factors that lead to communication difficulties within Xiaomi?					
Transnational language barrier	When dealing with transnational projects, you encounter communication difficulties caused by language barriers.					
	Do you think Xiaomi Company needs to provide more English training courses to help employees overcome transnational language barriers?					
Barriers to professional language in industry	You encounter communication difficulties caused by language barriers in the professional field of the industry.					
	Do you think Xiaomi needs to provide more technical terminology training to help employees overcome the professional language barriers in the industry?					
Information technology equipment	You have good information technology equipment available to support your work.					
	You have encountered problems in the use of information technology equipment, which have a negative impact on communication.					
Cross-platform communication tool	You use cross-platform communication tools (such as WeChat, Skype, etc.) for cross-border collaboration.					
	Do you think cross-platform communication tools play a great role in the communication efficiency of transnational cooperation?					
Poor communication of information	You often face poor communication of information.					
	Do you think Xiaomi should provide more communication support to help employees overcome the problem of					

	poor information communication?					
Improper handling of conflicts	You encounter communication difficulties caused by improper conflict handling.					
	Do you think Xiaomi needs to provide more conflict handling training to help employees overcome the problem of improper conflict handling?					
communication disorders	You know the communication difficulties in Xiaomi Company.					
	Do you think Xiaomi Company should take some measures to overcome communication disorders?					

Thank you for your active participation in this questionnaire, and have a nice life.

