SIGNIFICANCE OF TWO-WAY COMMUNICATION IN THE BUSINESS ORGANISATION

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Chapter 1: Introduction

1.1 Background

One of the most critical aspects of a business organization is maintaining an effective relationship between employees. Two-way communication enhances the condition of work effectiveness and helps in the future development of the organization. Apart from interaction with employees, two-way communication is also essential for handling effective relationships with stakeholders. Using an appropriate two-way communication approach helps the organization's management team send messages to internal as well as external stakeholders. External stakeholders are also able to send back information to the management team and employees of the organization. Two-way communication is an essential element, and it plays a vital role in the interchange of information. It helps to enhance transparency within the organization and maintains the knowledge flow. There are two types of two-way communication present in the organization: horizontal two-way communication and vertical two-way communication. The vertical two-way communication conducts when the data and information are exchanged between subordinates and superiors (Williams, 2020).

On the other hand, horizontal two-way communication occurs when people with the same position communicate. For example, in horizontal two-way communication, the product manager of an organization can provide a purchase request to the purchase manager, and the purchase manager sends feedback to the product manager. In order to achieve advantages in the competitive market, organizations must implement an effective strategy of two-way communication (Williams, V., 2020). Using this strategy, the management team is able to motivate their team members to maintain a healthy working culture. This type of communication in an internal environment enhances employee engagement and increases their strength.

Based on the information of a research paper, it can be said that teamHub is one of the most effective solutions to achieve two-way communication (Dolamore *et al.*, 2021). It helps leaders of an organization to share their success stories among employees through the mobile application. This application is very cost-effective and the fastest way of implementing internal two-way communication. Ineffective internal communication is related to low employee engagement, performance, and motivation. Apart from these, poor internal communication provides a direct negative impact on employee experience. Inefficient internal communication harms the relationship between higher authorities and employees. It

also reduces productivity, which reduces the organization's revenue. In order to develop an effective two-communication in the internal environment of the organization, it is essential to follow four steps such as 1) plan, 2) focus on the audience, 3) allow sufficient time, 4) take feedback, and 5) regularly check. Based on the information from multiple research papers, it is clear that two-way communication is better than the top-down approach in order to improve employee engagement (Nawaz, 2020). These days, most organizations follow teamwork and collaborative approaches with their leaders. The two-way communication helps in this process, and leaders are able to maintain transparency. Apart from internal communication, a two-way communication strategy also helps the external communication of the organization. Any organization's customer relationship management team should integrate two-way communication to develop a healthy relationship with customers. It will not only enhance customer engagement but also provide a positive impact on sales. In order to maintain two-way communication with customers, the management team can take help from social media platforms. Multiple methods help in two-way communication, such as polls, NPS, surveys, etc (Dolamore *et al.*, 2021). These communication methods play a vital role in understanding customers' perceptions and help understand the purchase behavior of the target audiences. Using multiple approaches of two-way communication, the customer relationship management team can resolve customer issues that play an essential role in customer satisfaction. There are multiple aspects present in customer support, such as social communities, web assistance, human service, etc. According to the information in the research paper, it can be said that human service is most effective for customer support and can be achieved through a two-way communication system. Face-to-face communication is the traditional way of two-way communication, but in this covid-19 pandemic, situation organizations take the help of software to maintain the efficiency of the communication. Using two-way communication, the sales team of the organization can understand the expectations of potential customers. It also helps to increase the loyal customer relationship and boost customer advocacy. From a research paper, it is clear that a 5% increment in customer relations can increase the 95% of profit growth. Apart from this, two-way communication brings visibility to the organization (Nawaz, 2020).

1.2 Research context

In the current business scenario, two-way business communication is considered as the complete system of communication which includes the message flow from both the end of

the sender and the receivers. Different examples of two-way business communication are the report of business progression to the supervisors, enquiry letter, mail order, telephonic conversation, face to face conversation and many more. The business communication process can be segregated into two different communication types which are one-way communication and two-way communication. The increasing need for transparency as well as comprehensiveness in the communication process has increased the importance of the two-way process of communication significantly (Komodromos, Halkias and Harkiolakis, 2019). Frequent involvement of both parties has increased the scope of shared authority which has also played a critical role in the increasing acceptance of the two-way process of communication in the current business world.

The current research will focus on the communication process of Unilever Plc which is a UK based multinational company and deals in the sector of fast-moving consumer goods. Currently, the company operates in more than a hundred countries across the globe and is highly focused on generating an increasing rate of profit through the implementation of a successful and latest managerial system in the organisation.

1.3 Research problem

As per the current research, due to the absence of comprehensiveness in communication, a considerable number of misunderstandings arise in the day-to-day business process. This reduces the overall efficiency of the organization and the scope of sustainable growth. In this scenario, incorporating the two-way communication process would increase the efficiency of management and decrease the scope of arising authoritative management in the organization. The current research will explore different communication channels that would help the management enhance its efficiency by the identification and elimination of different barriers of communication. Communication issues can be solved by adapting two-way communication for the business. Two-way communication helps the organization to conduct business efficiently and more quickly. They also help increase the productivity of the business. This dissertation has addressed the research problem that has raised issues in business communication and general conduction.

1.4 Research scope

The research scope defines the extent of the research, and they also define the perimeter of the research study. The research scope helps the researcher understand the bound of the

research and specify the area of knowledge the researcher should deal with. In this dissertation, the research scope has defined the concept of two-way communication. The scope has also specified the identification of the different two-way communication channels to establish the way of effective communication in the business corporation. The research scope also defines the strengths and weaknesses of the existing communication process of Unilever Plc. It also defines the mitigation process of the issues in the existing channels. The research process has used a secondary method of data collection. The research scope also defines the two-way business communication of Unilever Plc.

1.5 Justification

The dissertation explained the research extent of the topic of two-way business communication of Unilever Plc. The existing business communication system issues have been discussed and analyzed so that the new and improved two with current research imposed. The dissertation is done for the analysis of the existing system. The current research aims at the strength and weaknesses of the existing system for business communication. Related business communication aims to provide efficient communication between two channels by implementing the two-way communication of Unilever Plc. The current research will explore different communication channels that would help the management enhance its efficiency by the identification and elimination of different barriers of communication.

1.6 Research aim

The aim of the current research is to identify the importance of a two-way communication process in business organisations. The current research will also explore different effective communication channels along with the strengths and weaknesses of those communication processes.

1.7 Research objectives

The research objectives of the current research are outlined below.
- To get knowledge about the concept of two-way communication in the business organisation.
- To determine different communication channels that contribute to the establishment of an effective communication strength and weakness corporation.

- To identify the weakness and strength of the current process of communication in Unilever Plc.
- To explore different ways of resolving the barriers of the current communication channels.

1.8 Research questions

The research questions of the current research are outlined below.

- What is two-way communication in the business organisation and how does it helps to enhance efficiency of the business operations?
- What are different communication channels that contribute to the establishment of effective communication in the business corporation?
- What are the weaknesses and strengths of the current process of communication in Unilever Plc?
- What are the different ways of resolving the barriers of the current communication channels?

1.9 Research rationale

This research study mainly focuses on the two-way communication process and how an effective two-way communication strategy helps business operations. Two-way communication improves the internal environment and enhances communication with external stakeholders such as customers; in order to collect relevant information regarding two-way communication in the organization, the authors of this dissertation select secondary methodology and conduct a literature review. The literature review section plays an essential role in understanding the perception of two-way communication. It provides information regarding the importance of two-communication and how other organizations utilize this strategy to improve their internal and external environments. The discussion section is generated after analyzing the literature review, and it helps to address all research questions.

Chapter 2: Literature review

2.1 Introduction

The following research process has been chosen on the topic that is the *significance of two way communication in the business organization*, which is the trending topic nowadays in the international market, to fulfill the customers' increased demand, competition has been increased between the businesses. This research needs to be done in the way that it can provide the necessary information in this chosen topic and can clarify the importance of the two way communication in the business industries. The literature part of this dissertation is able to provide the necessary information about the two way communication and also can provide how it can be effective to reduce the communication barriers in the organization by the two-way communication.

2.2 Characteristics of Two-way Communication

According to (Strilets, 2018), a two-way communications system in a business environment helps maintain the interconnectivity among the employees on-site and fields. The system allows the higher authority and the dispatchers to stay connected with the individuals coordinating the activities and commands. Two-way communication possesses special sophisticated features that allow a huge number of users to share channels. In this context, face-to-face communications are a natural component of interactivity. The emergence of the internet advances the term of interactivity through the rapid use of digitized media and new communication technologies. The meaning of interactivity is unequivocal, and it is further divided into two; person interactivity and machine interactivity. In this context, the author also stated that two-way communication is conterminous with interactivity (Strilets, 2018). Thus, interpretation of two-way communication is considered as the key principle of interactivity. The dimension of interactivity extends in communication technology in such a way it creates a mediated digital environment enabling users' communication and exchange of messages experiencing interpersonal communication. In the business environment, online chat services provide interactive communication facilities that serve a mediated communicating environment in which the service provider and the service recipient can connect or communicate synchronously and exchange messages (Strilets, 2018). Nowadays, consumers intend to perceive two-way communication facilities through various websites instead of online chat services.

In business environments, two-way communication facilitates consecutive message exchanges relevant in nature; in the case of multiple communicating parties, it enables quick response. As per (Macnamara, and Gregory, 2018), the theoretical construct of the proposed two-way communication system emerges from perceived interactivity. The concept of perceived interactivity is generally based on a degree of operating combinations of various definitions. Some dimensions of perceived interactivity can be extended as two-way communication, active control, and so on. Some overlapping dimensions can be concluded as control of navigation, responsiveness, time to load and find, and so on. The author focuses on two-way communication in the research paper concerning perceived interaction as its core principle and interprets interpersonal communications of business persons and their customers via digital communication technologies.

As per (Macnamara, and Gregory, 2018), behavioral construct acted as the fundamental in business in building trust. This context emphasizes the relationship between the trust appraisal and its consequences that reflects on behavior. The two-way communication system engaged in identifying consumers' purchase and consumption process, which helps analyze consumers' satisfaction level with business organizations. This also intended to identify the repurchase intention of consumers'.

According to (Stanley, and Osadi, 2021), the advancement of digitalization of business offers more products to the consumers, but the problem withstanding it is consumers' inability to touch more online products. It is very important to mitigate such adverse issues for improving the experience of consumers who have high NFT. Imagined experience of specific research can serve the valuable information of the consumers. This exactly brings the opportunity to online businesses to combat such inability issues.

2.3 Policies of two-way communication

The policies in two-way communication are generally based on some components to provide frequent, timely, and free-flowing communication. The policy converges to providing communication channels within the business organizations. This communication system meets all the criteria that receive appropriate interpretation to the question that needs to be answered concerning its relevant issues. In case of inadequate recognition of issues or concerns in the business, the employees need to develop an "open door" procedure to clarify the issues using consecutive management levels (JOHN, 2018).

This policy applies to all the employees in a business organization. Business management plays a significant role in promoting the plans of two-way communication that enables the process of information exchange efficiently.

In order to encourage the policies, some strategies are developed and implemented by the business management to promote a two-way communication system; the strategy streamlined as:

● Every employee should have the opportunity to attend a weekly meeting, and it is needed to ensure that every employee is engaged because it will help in maintaining an improving level of services.

● Within a business organization, the management team is considered an important element, and the management staff meeting is the primary means of two-way communication. The first-line manager is liable for encouraging a consistent meeting in a week (JOHN, 2018).

2.4 Two-way communication in business

It is considered as a complete communication method that has potential in a business environment. This communication system offers the sender and the receiver a quick exchange of responses. The two-way communication system is reliable in dealing with complex business problems enhancing the capabilities to achieve its targeted goals.

The following points support two-way communication in business:

Smooth transmission of information: this communication method facilitates direct and quick exchanges of the messages and information between the sender and receiver, resulting in a smooth flow of information exchange in the business environment (Radovic and Salamzadeh, 2018).

Enhances management efficiency: In the two-way communication system, the business peers and their employees come into close succession that maintains the connectivity among them. It generates a good relationship among them by eradicating misunderstanding and miscommunication. The healthy relationship of the individuals of a business environment promotes an efficient management system (Radovic and Salamzadeh, 2018).

Encouraging suggestion: The interaction between peers and employees is the ultimate need of a business organization. Employees follow the instruction of their peers to perform other tasks. Similarly, the authorization also seeks suggestions from their employees to make suitable decisions. If there, a two-way communication system is engaged to circulate the

valuable and invaluable information to the management from employees that help formulate the plan and policies for better decision making.

Accuracy of understanding: The two-way communication system helps remove the ambiguity of decision making or receiving, hastening the accuracy of understanding.

Strengthen communication system: In this communication environment, it offers a complete communication system where both the sender and the receiver can interchange information providing the opportunity of sending feedback (Radovic and Salamzadeh, 2018).

Systematic and Smooth Running of an Enterprise: communication is a concrete foundation of any management; strong communication helps the industry run systematically and smoothly as it advances managerial access and prompts human involvement in an organization to develop a spirit of cooperation.

2.5 Two-way communication process and its significance

Two-way communication is a format of communication where one person sends a message from one side and on the other side another person receives it (Mero, 2018). Here one person is considered as a sender of the message and the other one is a receiver. In this communication process, the sender sends a message from one side. On the contrary, the receiver receives the message and gives a reply as a confirmation of receiving the message. For example, emails, phones, online apps, and many more.
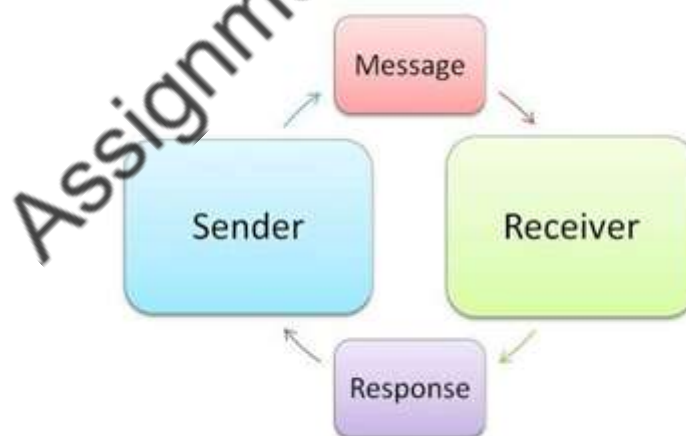

Figure 1: Two-way communication process

Source: (Mero, 2018)

There are many enterprises and several multiple services that depend on the two-way communication system. So the two-way communication system plays a significant role in the field of commerce and business. It plays a significant role for those businesses or enterprises

who conduct their business online and deal with their customers online. For example, e-commerce shopping where customers are only one click away to make a deal (Macnamara and Gregory, 2018). The advantage of a two-way communication system is it is easily available nowadays. It can cover a wide range of areas. On the other hand, one of the biggest disadvantages of this kind of communication system is that communication between both parties can be disrupted. Whatever it is, it plays a vital role for businesses.

2.6 Identification of different effective communication channels

Currently, communication is one of the most important matters for any kind of business. There are various kinds of communication tools and channels available in the market. Every communication channel has its own criteria and features (Smith *et al*., 2018). So an effective communication channel should be considered according to the requirements of the business. Few communication channels are discussed below which are effective also.

1. **Email marketing:** In this 21st century, due to technological advancement and globalization, emailing is one of the most effective ways to communicate. It helps the sender to send the message worldwide within a minute. At the same time, the receiver can also do that.
2. **SMS:** SMS is another effective way of communicating. It is also helpful for communicating in an unofficial format.
3. **Social media platforms:** Various social media platforms, for example, Google, Facebook, Youtube, and so on are effective channels of communication.
4. **Face to face:** One of the greatest ideas to make fruitful communication is face-to-face communication. However, it may take time, but it has no room for misinterpretation.
5. **Websites:** Companies can create their own websites by providing annual fees (Braun *et al*., 2019). With the help of these websites, the company can communicate in a wide range of areas. It allows the company to conduct virtual meetings also.

2.7 Different methods of resolving the barriers of the two-way communication channels

There are several factors that may affect the flow of communication and hamper relationships of management with each other, the factors like cultural diversity, bad choice of communication channels, language barriers, lack of empathy, unclear mindset, not so proper networking for communication, and many more are the major barriers of two-way

communication which can be resolved just by taking certain steps to re-established better, stronger, and intelligible communication. Some alternatives are present here which fixes the loophole present in existing channels of two-way communication. These methods are being made with proper questioning and understanding of the problem and presented with good acceleration and projection proficiency (Saito *et al* . 2021)

Be aware of language: Language may disturb the person's ability to maintain good communication. If the sender uses offensive language in the message then the message and the whole communication would go wrong (Yuan *et al*., 2017). So, the sender should ensure a structured and simple language.

Be aware of the tone: The tone of the message is also important. If the message includes unlawful tones then the message would not be carried out further. So the tone of the message should be easy and decent. It should not disturb the feeling of the receiver.

Consult others before communicating: Communication is one of the most important tools for the modern business environment. Achieving the objective of a company mostly depends on a good communication system. If the content of the message is not clear then it should be consulted with the seniors or other experts before replying.

Understand the topic: Both the sender and the receiver should understand the topic of communicating clearly. An unclear subject cannot provide a good result. It may take communication in the wrong direction.

Networking of communication channels: proper networking of communication channels increases the reachability of communication across mass people as it targets its audience through their respective channels.

Involvement of empathy: empathy involvement in communication makes it more appealing to a person for which the communication is being done as it respects the person's feelings and beliefs therefore empathy involvement should be practiced while establishing communication.

Cross-culture communication: Implying cross-culture factors in communication helps an organization to connect with people or management while respecting their culture and beliefs as often culture diversity creates confusion and disconnectivity among people (Huang *et al* . 2018)

The practice of emotional intelligence: Emotional intelligence is a valuable skill that improves a person's communication to resolve management-related issues, establish rational communications and build social skills.

Effective two-way communication is the foundation of building trust among companies and helps in keeping a work cultural environment. It addresses the issues immediately by implementing a clear, cohesive mindset. Establishing an effective and flawless communication bridge between two managements is very essential as it creates an equal level of understanding, and builds an emotionally and culturally shared environment that empowers the employees with immense courage to speak up and bring out their own thoughts and opinions through which an organization can achieve its set objectives. Many experts believe two-way communication establishes the link between superiors and subordinates by transmitting information and feedback. Two-way communication also channelized the motion of production and purchase by maintaining consistency of feedback and queries between sender and receivers via tangible and intangible channels. It also creates a democratic structural environment in the organization as it allows everyone to give their opinion and ensure no one is unheard or unlisted (Stojanović *et al*. 2020).

2.8 Effective methodology to use two-way communication in the organization

The above section identifies that two-way communication plays an effective role in enhancing employee engagement in an organization (Chung et al., 2020). For this reason, there is a need to develop two-way communication to grab the stakeholders. This procedure handles the complex situation between stakeholders and the employee. For this reason, most of the sector wants to develop this process. To interchange the information the two-way communication plays a vital role (Chung et al., 2020). This section describes the effective methodology to enhance transparency within the organization. Two-way communication is used in different ways in the workplace those are:

- **Understand the audience**

  The top priority in the organization is to give the employees success in their job, and the employee knows where to succeed in the job environment. The type of organization, level and job dictate the most effective channel to meet the requirements (Chung et al., 2020).

- **Create or choose the channel**

After considering the audience's need to choose the channel and the work environment, two-way communication is the best way to engage the employees to share their ideas (Chung et al., 2020). When communicating with the employees, it is a responsibility to gather feedback and understand the organization's situation (Chung et al., 2020).

- **Encourage and Gather feedback**.

    After collecting the feedback, recognize what the issue is in an organization; with the help of two-way communication, it is easy to solve the internal issue in an organization (Chung et al., 2020).

Through this methodology, it is easy to develop two-way communication in an organization.

2.9 Implementation of Two way communication in an organisation

Two-way communication plays an important role in the organization. In today's modern world, every big or small organization faces a huge amount of challenges. After analyzing the research paper, it is identified that Tesco, the largest private sector in the US, develops two-way communication with 295000 employees (Smallman et al., 2018). As per Tesco, each employee has individual needs as well as expectations in their work environment . For this listen in the year 2012 the Tesco launched 'Listen and fixed,' which is the biggest exercise for the company to engage the workforce and understand the employee communication within the organization. Through the two-way communication in Tesco, the employee can easily prove a powerful tool for employee engagement (Smallman et al., 2018). Employee engagement is a powerful tool to make everyone a better organization. There are huge benefits of two-way communication. This type of benefit develops a more democratic environment; through two-way communication, the employee can share ideas, thoughts, and opinions and develop the organization's relationship (Smallman et al., 2018). Effective two-way communication is needed in order to solve a better problem. The two-way communication is effective to understand the better business and develop the better business throughout the company to assure them the latest business update objective and progress (Smallman et al., 2018).

2.10 Theoretical background

It is considered that effective communication is a skill that can be learned and implemented. The majority of the people in the world can talk. However, very few are able to properly

communicate and convey the message. Speaking, listening, and understanding the different verbal and nonverbal communication abilities are skills that managers and staff of Unilever can learn. The basic communication skills are learned through observation of the surroundings and then shaping behavior. It is essential to consider that any information is used when it is received successfully and reaches the person who promptly requires it (Reddy and Gupta, 2020). For Unilever Ltd., communication is an essential ingredient. Good communication skills are priceless assets in the world of business. In many cases, it is found that the company faces communication or understanding problems. The communication point is stated to be made so that it is two-way so that successful communication can occur.

As per the theoretical model of social learning theory proposed by Albert Bandura, it is essential for observing, modeling, and imitating the attitude, behavior, and emotional responses of surrounding people (Nabavi, 2019). The theory states that environmental and cognitive elements at play shape human behavior and response systems. With context to business enterprise, strategic intervention is made by management to shape behavior to align with the larger environment. Enterprises are shifting and evolving constantly. As per some recent studies, it is found that business communication is a strategic and critical partner in the enterprise and its efforts to achieve its targets.

Many scientists believe that for successful communication to occur, there must be two major things that must be kept in mind. First of all, it must be considered that people usually have their concepts and ideas as well as perceptions that require respect. Secondly, it is the closure concept which signifies that all communication is successful if it is closed. Every person who initiates a conversation in a business meeting comes with a perception of what exists, what has happened, or how to solve something. Negating the perception of the communication without facts or logic is unprofessional and inappropriate (Zhang *et al.*, 2020). It is hence significant that one communicates until the message is received and reciprocated or closed. This, in a way, is the basis of a two-way communication flow. Closure here is the fact that all issues are discussed in a conversation, and a mutual agreement is reached upon by all parties concerned.

Such a concept is essential for corporations. Companies like Unilever comprise an enormous number of workforce working in diverse departments and located in varied nations. Each has their own perspectives about the job at hand. It is essential to take into consideration each of the opinions which exist even if they are different. It is always best practice to use communication so that it flows in two directions and thus reaches the closure stage every single time.

2.11 Interpersonal Communication Model – Six Elements

Information in an appropriate communication model flows from the sender directly to the receiver side. The flow discussed some fundamental problems or opportunities. In general, senders are less cautious about the words they choose when communicating and also miss receiving or asking for reposting or feedback from the receiver (Karmos and Karmos, 2018). Such a traditional approach leads to many misunderstandings and miscommunications. There are size elements as given under which is a part of a basic effective communication model.

Sender element: The starting point of the communication is the sender, where encoding begins. This is the process where the thoughts or ideas in the minds of the sender are converted to a language and are spoken out.

Received element: The receiver, when they receive a message they decode it. The language heard is developed in the mind of the receiver (Naumovski and Dana, 2021).
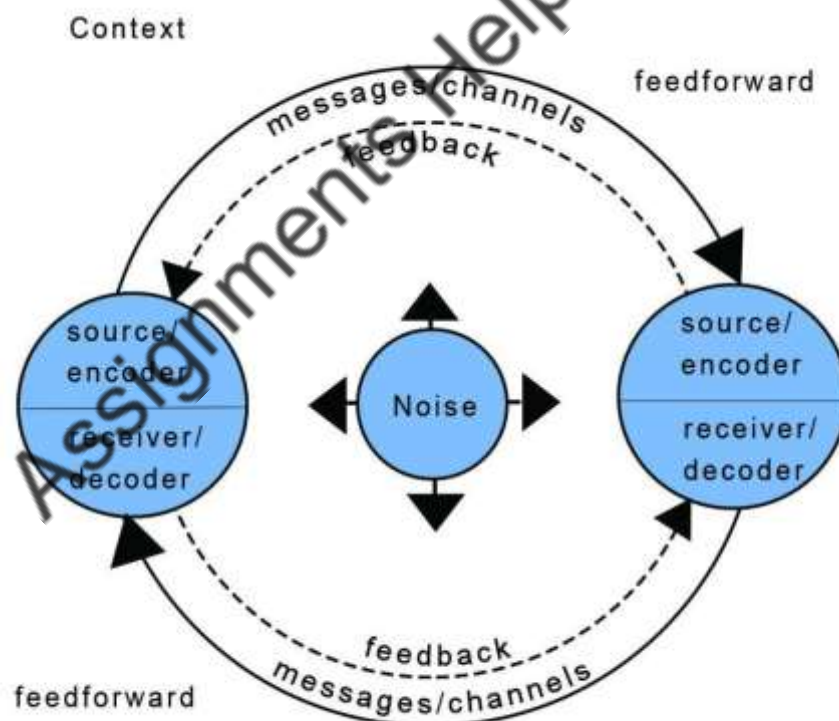

Figure 2: Interpersonal communication process

(Source: Jiang *et al.*, 2020).

Encoding element and decoding element: For the transmission of the meaning properly sender must use symbols or words or signs, and this is sent. On receiving, these receivers decode and get meaning out of the signs and symbols.

Medium characteristics: Choosing the medium or type of communication is done by the sender. The three conventional mediums are written communication, verbal communication, and electronic communication.

Noise element: There can be problems located in the environment that create interference or noise or confusion in hearing or listening or reading a communication sent.

Feedback element: The receiver of understanding responds to a message, which is the essential part of a successful interaction.

2.12 Two-way communication is essential for managers

For managers, it is essential to ensure that two-way channels or flow of communication are used as a best practice. In such a process, the information flows from the person sending it towards the person receiving it, and the receiver responding back to the sender can receive it (Koningstein and Azadegan, 2019). The research studied the importance of such a style of the flow of communication for managers and found the following points:

This brings a smooth information flow: Using two ways communication flow, it is found that the expression of the responses concerning the theme of the message is better for both the sender and the receiver. In two directions, information can flow.

Acknowledgment is adequately made: The communication process in both directions ensures that the receiver of the information responds. This acknowledgment acts as an assurance for managers when they communicate essential information about the company or plans. A non-acknowledgment will mean that there is some internal disagreement which the manager further investigates and addresses.

Directions are integrated: In a Unilever organization, instructions and work orders usually come from the top towards the down to the subordinates. Imagine a scenario where instruction is passed, and there is no response from the subordinate. This signifies that there is some confusion in between (Illia and Rocca, 2018). When a two-way communication channel is intentionally practiced, the manager can ask for some clarifications that showcase that different directions are integrated.

Staff suggestion is encouraged: Every responsible company considers its employee and their feedback and opinion as precious insights. Unilever's organizational policy also encourages its staff to give suggestions. Such an encouragement or culture exists only if there is a prevalent two-way interaction channel between managers and their subordinates.

Satisfaction level of the job is enhanced: The use of a two-way channel of communication will offer the staff a way to share their attitudes, complaints, interest, feeling, and opinions with their management. The management can then analyze them and develop steps or plans of action to better their staff. Overall the satisfaction level of the staff increases if this culture is practiced.

A democratic ambiance is formed: When two-directional communications are practiced overall, express their ideas, viewpoints, and feelings freely. Such information and mutual exchange help create a democratic ambiance in the enterprise.

Ambiguity is removed: Any kind of communication which moves to and fro helps remove any confusion concerning the communicated message (Kania, Radziszewska-Zielina, and Śladowski, 2020). Since two ways allow the recipient to tell their side of the story, ambiguities are removed.

A congenial inter-relationship is formed. Congenial style of relationship is essential for Unilever enterprises for achieving goals and targets. For the creation of such a cordial relationship, more listening skills are used by managers to hear perspectives said by subordinates. It is only possible via the two-way style of interaction.

2.16 The implication of Two Way Communication in Workplace

In order to optimize the communication quality among the employees in the Unilever workplace, the following can be undertaken.

Analysis of the audience: The use of two-way communication is done by first analyzing the audience, which in this case is the staff members. The organization aims to provide the staff members with all such information that is considered necessary, engage them, and develop a high-performing environment (Lee, 2018). A business recognizes the kind of information that the staff must know. Healthy dialogue opportunities must be discovered, so the staff members never hesitate in placing their opinion to the management.

Choosing the communication channel: Once the end-user is recognized, the enterprise must move its focus to the chosen communication channel. The management needs to develop insights about the suitable medium so that flow of information is sufficient. The managers

can also make use of the communication channels already proven. Formal as well as informal communication mechanisms can be used here.

Employee feedback is encouraged: Business organizations like Unilever prioritizes taking feedback from their staff members. After selecting the feedback, the channel is made, they must use it regularly to get the employees' opinion. A quick response system or a 5 min online survey helps companies like Unilever keep their staff engaged. Dedicated and skilled employees must be hired to carry out this task of getting employee feedback.

Action plan over the received feedback- It is essential to gain feedback from the staff. Equally, it is essential to take steps if the feedback needs to be addressed (Hardwell and Aamli-Gaagnat, 2019). Through this culture, enterprises effectively develop a strong bond and interrelationship with their stakeholders. Enterprise also uses this technique to engage their staff. The people working in Unilever will receive feedback if their feedback is taken seriously.

2.18 Some Common Barriers

The workspaces today are different. The expectation of each staff member is different. The increased importance of remote work, diverse departments, and multi-country existence have also given rise to new communication mediums. These evolving times showcase that there are some barriers to effective workspace two-way communications.

The style of communication has changed: People today use a drastically different style to communicate. Communication skills are, in fact, varied, and hence at times, this can act as an obstruction caused between the message senders and received. Some people, for example, speak in-depth (Massa and Mengjo, 2018). Some other people might only be focusing on generalized communication. Not giving similar skills of communication can create issues in its effectiveness.

Obstructions of physical nature: Today, due to the coronavirus, a large number of companies depend on virtual mediums for a recommendation. Since digitization and the advent of information technology, there are physical obstructions as more and more companies work remotely. For enterprises that do not use technology, this can be a significant cause of concern. Communication with their remote staff will become an additional challenge.

Disengagement as a barrier: Communication is successful when people involved are closely interacting (Davis and Myers, 2019). But without such engagement, the main aim of communication gets lost. Even if a manager makes two ways of communicating to solve a problem, it will not bring positive outcomes if the worker is not engaged.

Structure of the enterprise: The rigid and complicated structure of the organization can also make communication challenging and create barriers. In such cases, an enterprise cannot make effective use of two-way communication. Instead, they create ineffective communication, which leads to employee disengagement, lowered performance, morale, and productivity.

Overload of information: Just how less information is terrible, so is more information. Overload of information is perhaps a significant barrier to effective communication.

Trust lacks: Without good trust between the people, the two-way communication style will not work. Hence one of the primary aims of enterprises is the development of workplace trust.

Consistency, clarity, and frequency: The professionals who communicate must give priority to the principles of communication frequency, communication consistency, and clarity. Messages conveyed using varied channels in a workplace must be consistent. If employees are, for example, not commuting feedback about their performance frequency or with total clarity and time, they do not find the enthusiasm to work harder (Bailen *et al.*, 2018). Engagement with the workers increases if the leaders conduct clear and consistent communication.

Listening barriers: The communication carried out by the managers must be two-way at all times. However, listening is a skill that is even more important than the skill of being a good speaker. Suppose listening is ignored, then two-way communication will not bring great results. At the same time, employees must also be encouraged to speak out more.

Wrong choices made in channel selection: There is an end number of channels these days being used for communication. A complex ecosystem can make it difficult even for the employees to make appropriate choices of communication channels. A large amount of time is spent researching varied communication channels.

The wrong choice of technology: The technology of communication used can either help or hinder the performance of the enterprise communication strategy. There are many technologies out there, and care must be made to select the right one.

2.19 Strategies to Overcome Barriers

For eliminating the barriers mentioned above, the following strategies can be used:

Begin with the individuals: The integration of the enterprise staff members in the firm and its culture is an essential ingredient needed to bring success and foster long-term bonds and relationships. Sharing the mission or values of using two-way communications is hence recommended to be done from day one. This is the core principle followed by organizations as it helps create an engaged workforce (Schoemaker and Krupp, 2019). Engaged employees become the company representatives. Encourage all new hires to reach out to their leaders and managers for any assistance or information.

The news must be spread: The enterprise which resolves using two-way communications must display it in reality to spread the information. Manager's communication to staff must reach out in intervals to listen to their feedback and concerns. The seasoned staff members must be empowered to approach other new employees and formally or informally encourage them to communicate using two-way mediums in all departments.

Development of community: Enterprise usually develops a work culture where every employee shares a goal and moves in a similar path. The teams are smaller groups of people or small communities created within enterprises. These individuals and communities must be kept connected through two-way communication channels. Developing cross-functional job roles across different teams with similar job roles and positions will be a strategic measure to encourage communication. Managers must develop formalized or informal communication opportunities.

Enterprise development from inside: It works out effectively if managerial team members practice what they teach among themselves. By promoting better leadership growth and mentorship, the company can include its workforce right from the very beginning and challenge them to improve as well as share their learning with other teams. This is developing the organization from the inside. Enterprises must promote the personal growth and professional growth of their staff which helps them develop better competencies.

Lead at all times: The leaders must focus primarily on two things: coaching and communication. As leaders, it is our responsibility that initiatives are taken to carry out these two practices. Leaders must use their outspoken attitude every day to communicate and train their staff.

Better communication possible through technology: The development of remote working gives managers opportunities to the varied online collaboration and communication tools.

The electric tool or cloud-based collaboration can help the companies keep their staff engaged at all times (Lichtenstein *et al.*, 2019). In order to encourage such technology for communication efficiency, the employees must be given adequate training.

Develop an agile approach: Enterprises using a hierarchical infrastructure can find it a struggle with their communication. Hence, in this evolving world, it is necessary to ensure that companies are agile in using communication. Communication can flow in all ways. It is essential to promote both ways of communication as it aids in reaching out to the target audience quicker. Any tool or technique that proves effective and productive can be used, and this agile mindset is essential.

This research helps showcase the dynamic nature of two-way communication. The pandemic has changed this world in many ways. A significant shift in the working style has been witnessed in the last year. A large number of enterprises are operating online and encouraging their maximum staff members to continue working from home. Managers are facing increased pressure due to this as they are required to look after the day-to-day work being carried out by employees located at different places. This is significant as a dynamic process evolves as per the evolving requirements. Two-way communications where communication is done and received and quick feedback are taken to analyze the efficiency of the message transmission can help managers ease their burdens. In good communication, every party associated leaves with a positive feeling.

2.20 Conclusion

Through this literature review of the above dissertation, it has been seen that two-way communication can provide several advantages to the business to remove the communication barriers in several ways. But also there are some drawbacks of this communication system. Before applying this communication in the organization the management needs to understand the effective way to use the communication channel in this way so that they can get advantages through this system and can increase productivity. The communication should be done by maintaining some strategies like maintaining the language, attitude, behaviors, voice tone such that it cannot create issues in the communication.

Chapter 3: Methodology

3.1 Introduction

The research methodology comes forward with a logical and analytical pathway for the researchers. The following chapter highlights the methods which are essential for the researcher to conduct the respective study. Along with that, justifications are also mentioned concerning the frame of reference for the specified research methods. The chapter also provides critical pieces of information on the reality and visibility, philosophy, approach, design, data collection, and analysis to pave an effective conclusion for the research problem statement. The ethical considerations, research limitations are also discussed for providing in-depth knowledge regarding the respective subject.

3.2 Outlining the methodologies

The research methodology is subdivided into different sections that include the type of investigation and types of data. The researcher has primarily focussed on secondary collection and analysis. This provides higher potentiality on the selected research topic (Chen, *et al.,* 2021) The secondary data method is the data that is collected from various external sources including journals, research papers, books, websites, etc, along with that the researcher is required to create a thorough study in this regard to collect the right information regarding the respective research activity.

3.3 Research Onion

The research onion framework can be explained as the basic framework that evaluates the research data concerning each and every layer of the onion and is based on various research operations and modules. This framework is responsible for maintaining and analyzing the data flow and information from the outside layer to the inside and then revealing the next layer. The outermost layer of the framework is associated with research philosophy and the inner layer is associated with the type and basic structure of the data (Melnikovas, 2018). The research onion is composed of various operational layers that are highlighted in the below picture.
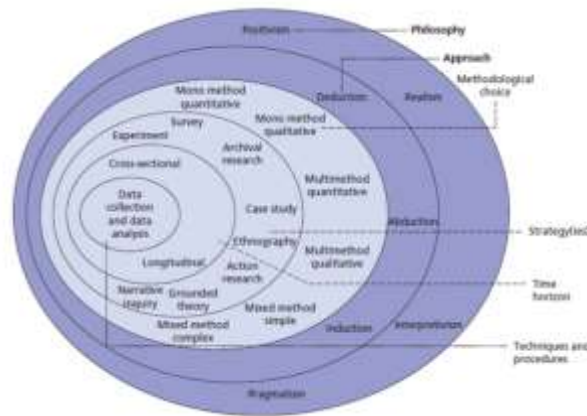
Figure : The research onion

Source: (Snyder, 2019)

3.4 Research philosophy

The authors have selected the pragmatism research philosophy in the current research study which helps them to consider the facts regarding the two-way process of communication to be admissible and relevant when supported by the actions. It has contributed significantly to identify and interpret different ways and methods of effective and efficient communication processes which would reflect and demonstrate the different perspectives of the entire picture of the multiple business processes. This philosophy will also allow the researcher to integrate different research strategies and research approaches in the same research-related methods of research and different actions can also be incorporated in the same study according to the research objective's nature (Koningstein and Azadegan, 2021). It would help the authors to utilize different combinations of research methods in the research process in order to identify the answers to different research questions or objectives. It will advance the current research with the utilization of qualitative data analysis.

3.5 Research approach

The authors have also selected the inductive research approach in the current study in order to utilize the theories and observations to explore the deep insight into the implementation of the two-way process of communication (Melnikovas, 2018). This has enabled the authors to develop a proper explanation of the research topic through the appropriate inclusiveness of the inductive research approach in the current study. The aim of the current research approach is to generate relevant meaning from the collected set of information and data which will determine effective channels of communication. Consequently, the authors have

also analyzed different secondary data in order to develop appropriate decisions and achieve a conclusion (Peffers, *et al*, 2007). The inductive research approach will focus on the behavior approach of team members and construct alternative futures of the study through the incorporation of resilience, emergence, robustness, and different dynamics in the current study.

3.6 Research design

The authors have selected the conclusive research design in the current study which will help the researcher to identify appropriate decisions and reliable conclusions through the generations of valid findings regarding the research subject. This research design will also help them to identify requirements of data and develop research objectives at the preliminary stages of research. The findings and outcomes of the conclusive research design will provide the researcher with valid findings through a properly developed structured and formal process of research (Deconinck, 2008). In order to efficiently demonstrate and explain different phenomenal characteristics and functions of the two-way communication process, along with that, the authors have included secondary data in the current study. The authors have shed light on the context of the communication process in order to identify, describe and determine the different aspects and factors of the communication process which will efficiently be described through the collected secondary data. Through the assistance of the conclusive research, the authors will be able to efficiently explain the purpose and scope of the current study through validation, explanation, and description of the research findings.

3.7 Research strategy

The authors have applied secondary data as their optimal strategic approach for the chapter. The strategy has proven to be quite effective for the research since it has helped the authors to gather qualitative information for analysis and future prospects. The descriptive opinions of the authors are illustrated in the following sections for providing data to substantiate their evidence and justification as a whole. The Research Strategy described is a step-by-step plan of action that gives direction to the thoughts and efforts, enabling to conduct research systematically and on schedule to produce quality results and detailed reporting. This enables the readers to stay focused, reduce frustration, enhance quality, and most importantly, save time and resources (Gorynia, *et al*, 2019). The authors considered research strategy as the nuts and bolts of the methodology describing the rationale for the research and the

experiments which can be conducted to accomplish desired goals. This chapter will discuss an extremely important phase in the process; clearly defining the research strategy. Primarily focussing on the inventory of all research, current, and past. The data gathered will be used to identify specific research targets for both analytical and research prospects. This defined research strategy will also act as a reference point for benchmarking purposes to yield desired results. It requires the clear communication of targets and criteria ensuring all relevant information in the same direction.

3.8 Data type

For research purposes, the authors took secondary data for conducting the methodology. In general, there are two types of data which are naturally taken into consideration. The primary data is immensely focused on quantitative analysis, whereas secondary data is judistricted with qualitative analysis (Donahue and Demers 1985). The primary data is taken from surveys and reports conducted by individuals by taking samples and collecting data. On the other hand, secondary data is taken from already available journals and publications. For the sake of this particular research purpose, the authors have taken knowledge from articles, research papers, journals, etc.

3.9 Data collection process

The researcher will consider the secondary data collection method in the current research which would help the researcher to generate authentic and reliable information about the existing communication process of Unilever Plc. The researcher will observe the communication process by analysing different relevant data and records of the organisation. Apart from this, the researcher will focus on the different previous research works which will help the researcher to understand different contexts of implementing two-way communication processes in the business operation of Unilever Plc (Fischer and Parmentier, 2010). The researcher will also consult different books available in the college library and the public libraries. Furthermore, different newspaper articles, reports and information from the internet will be critically analysed to develop a reliable information base for the current research.

3.10 Secondary data collection

The information available in Google Scholar platform which can be accessed without any regulations were studied along with other relevant books, journal papers, research papers, etc that served as the essential sources for the gathering of the secondary data (Martins, *et al*, 2018). Online resources were prioritized by the author because they provided recent and updated documents and articles which were much relevant and also the authors wanted to make sure that there is a visibility of the data which may be required for future manipulations and analysis. Previous research papers and books were considered equally, the most authentic sources of the secondary information needed for the completion of the research activity were taken and given importance whatsoever. Keeping this thing in mind, the authors have considered several sources. To gather genuine data, the researcher has concentrated on genuine and relevant sources to avoid fraudulent issues and activities.

3.11 Research analysis

The authors have utilized content analysis to illustrate the chapter. The information has been taken from articles which are available in the Google Scholar platform where articles are reviewed and sorted for better qualitative analysis. The analysis is done from isolating metadata from web content and categorized accordingly for feasibility purposes. The analysis provides higher flexibility, unobtrusive data collection. However, displaying certain disadvantages like being reductive, being subjective, and time-intensive (Srivannaboon and Milosevic, 2006). The authors have provided definable units and sets for a better understanding of the subject. The analysis is done by going through relevant data in the appropriate categories. The authors have also taken textual analysis in the context for qualitative interpretation of the chapter. Every specific information is provided for the literal meaning of the subject. The observations made by the authors are also explained in a systematic format. Theories and postulates of various respective authors have also been used to establish a strong link with the existing schemes as well as current research results. To generate a relationship between the research outcomes, the data triangulation is conducted in a relevant manner. In general, the author has highlighted the secondary data analysis to gather authenticity in the current research.

3.12 Research limitations

Certain networking issues raised critical issues in accessing data from reliable sources. Owing to both time and availability constraints, the authors were only able to involve 100 participants. The views of a higher number of research participants could lead to better conclusive results. Moreover, only two cities are considered here for comparison which could make the research result come up with a narrow outlook. The inclusion of more cities could have provided a better way of comparison and better research outlook. That being said, qualitative research is in general a time-consuming process, verification of the results is very difficult, it's considered to be a labor-intensive approach, practically difficult to investigate, and qualitative research is not represented in a statistical manner whatsoever (Yuan, *et al*, 2017). However, The current research will not include any form of primary data in the data analysis process which will hinder the current research to produce a highly relevant research outcome and efficient decisions about the implementation of the two-way process of communication in Unilever Plc.

3.13 Reliability and validity

Both reliability and validity are taken in reference to secondary data collection in the research topic. The concepts revolving around the research are the consistency of the measure and the accuracy of the measure. It is crucial to take reliability and validity into consideration because it will provide appropriate data for qualitative research purposes (Golafshani, 2003). The authors have undertaken appropriate methods of measurement of the data for research purposes along with using appropriate sampling methods for qualitative analysis for ensuring the validity of the chapter. Reliability should be considered throughout the secondary data collection process The author provides substantial evidence, tools, and data to support the subject for ensuring reliability. Similarly, the standardization of the conditions is also taken care for better consistency of the report. The influence of external influences is also neutralized by the respective authors for better reliability purposes.

3.14 Ethical considerations

The authors have maintained all the ethical considerations in the research process of the current study. They will generate written consent and permission from the organisation in order to continue the research process on the communication process of Unilever Plc. The author will not exaggerate the objectives and aims of the research. The author will also

maintain transparency and honesty in any communication process of the current study and will not provide any misleading data or biased data in the current study.The cornerstone of ethical research is 'informed consent'. The term consists of two important elements, with each requiring careful consideration, that is, 'informed' and 'consent'. The authors have taken utmost priority on having complete information of what will be asked of them, how the data will be used, and what (if any) consequences there could be. The authors have provided explicit, active, signed consent to taking part with the research, including understanding their rights to access to their information and the right to withdraw at any point. The informed consent process can be given great importance in the entire research methodology. The Special Issue that is addressed in the chapter here has presented insight to a range of methodologies and methods available to two-way communication researchers along with detailed examples of its practice. However, in addition to the importance of selecting an appropriate research methodology and methods to emphasize the ethical considerations around conducting the research and analyzing its data in this respective issue. The methodology highlights some ethical dilemmas commonly encountered as an 'insider researcher', including the power differential and ongoing relationships with secondary data availability. It is, however, important to further consider the fundamentals of ethical research involving data present in web content. Mostly, the two-way communication methodology is mainly focussed on secondary data collection; therefore, it is fundamentally important that human research ethics related to journal publication approval has been obtained (Fleming and Zegwaard, 2018). It proposed approval has been gained from the authors and publishers before the commencement of data gathering from journals, research papers, articles because human research ethics committees cannot grant approval for research after the data collection has begun (with three expectations; data was collected for non-research purposes is now proposed to be used for research, data was gathered through a 'chance encounter', and if the data was already publicly available, e.g., already published).

3.15 Conclusion

From the suggested methodology we can conclude several prominent aspects of the desired chapter. The outlines mentioned are significant for prolific understanding of the topic. The research also mentions certain reliability and validity of the topic that the authors have emphasized immensely. The approach mentioned is considered as the most efficient way for isolating data and producing plausible reports.The research onion shows a diagrammatic

presentation which can be helpful for better analysis, The authors have also showcased specific philosophy, approach, design and strategy in a prospective manner. The analysis portrayed provides a cumulative structure for research purposes. The chapter is solely based on secondary data collection. The importance, and approach towards gathering datas are also illustrated in the above sections. Along with that, certain limitations are also taken into consideration for providing an unbiased report of the topic. Limitations of the research methodology are emphasized on a greater extent by the authors in general. Certain ethical considerations are also given importance for the readers which can be analyzed likewise. The methodology mentioned is considered as the most efficient way for creating the best possible report for the respective topic of two-way communication. The entire methodology can not only be used for future prospects but also can provide sufficient knowledge for understanding the recent influence of the communication process in recent times.

Chapter 4: Discussion

Two-way communication refers to the process of sending and receiving information from one person to another, referred to as sender and receiver. In business, two-way communication is crucial as it helps to develop a channel of communication. Many businesses tend to engage in a two-way communication process for being a crucial part of the various operations in business. It is regarded as a full-proof process of interaction as both ways of interaction are involved. In any business organization, the two-way communication process tends to occur both in horizontal and vertical format (Cross, 2020). When the information is shared between the higher authority and the subordinates, it is referred to as vertical two-way communication. On the other hand, when the flow of information is between colleagues, it is known as horizontal two-way communication. To achieve the targets and organizational goals and objectives, a two-way communication process is best to be relied upon. Some aspects can be highlighted in this context.

· Smooth flow of information- in the two-way communication process, the receiver can respond directly to the message or information that he receives. In such a situation, a smooth flow of information starts to arrive in both directions.

· Providing acknowledgment- as soon as the information is sent to the receiver, acknowledgment is provided by him to the sender after receiving the message.

· Implementation of directions- in any organization, higher authority tends to convey orders, policies, instructions, etc, to the employees of the organization, as a result of which, the two-way communication process tends to provide clarification for the process of directions and instructions provided to the employees.

· Encouraging suggestions from the employees- the two-way communication process helps encourage the employees to provide suggestions to them. Any kind of suggestion is encouraged on the part of the employees for further development.

· Enhancing job satisfaction- the two-way communication process helps increase the level of job satisfaction among the employees. In the process, the subordinates can provide proper feedback and responses to the higher authority. In the next step, the superiors can take steps for the well-being of the employees in the organization (Kent and Lane, 2021).

· Setting up a democratic environment- in the two-way communication process, both the sender and receiver can express their feelings and emotions. Such kinds of activities tend to create a democratic environment in the workplace.

·   Completing congenial relationships- two-way communication creates an amicable relationship between the employees and the higher authority. It is considered necessary for achieving the goals and aims of a business. For creating such relationships, the higher authority is needed to listen to the various views and opinions of the employees.

·   Creation of informal relationships- another aspect of the two-way communication process is that it tends to create an informal relationship between both sender and receiver. As the process involves both the participants exchanging information, a sense of mutual understanding tends to develop.

·   Enhancing communication effectiveness- an effective communication system tends to be developed when a two-way communication process exists in the business organization.

Speaking about the importance of two-way communication in business can be stated that both communication and collaboration are the two most crucial aspects for any business to acquire rights as every company that tends to involve their workforce proves to be attractive and competitive to all the employees of the organization. As per the present research, Unilever Plc has been chosen as the organization over whom the two-way communication process will be applied (Erlangga and Sos, 2020). The importance of initiating the two-way communication process in the workplace includes selecting the right platform for conducting the business. Emails and various kinds of mobile applications are to be selected to meet the modern workforce's various needs and requirements. The two-way communication process inspires the employees of an organization to value their thoughts and ideas, and detailed mobile analytics denote the fact of measuring development to introduce a two-way effective communication system. Some of the advantages of two-way communication in a business organization are,

·   The two-way communication process tends to create a very dynamic environment where people can share their ideas, thoughts, and emotions regarding any matter. It also helps to develop relationships in the corporate culture.

·   The two-way communication process also helps to solve any kind of problem. At the same time, it also helps to understand the business better and create better relations in the whole company (Stojanović, 2020).

·   It helps every employee of any company to get accustomed to the objectives, trends, and changes in the business environment.

Some other advantages of the two-way communication process in business organizations are as follows.

· Building up a brand leads to an increase in efficiency of the company- in the present day, every company and product is facing cut-throat competition in the market. It is required by the organization to stabilize the brand or company in the market. Unilever Plc is the organization likely to use a two-way communication process to attract loads of target audience. Branding helps to identify the items, and it helps to provide a unique identity to the company or the product.

· Developing their own brand- any company and not only Unilever Plc needs to develop their own brand. The changes in both economic and social contexts tend to implement a particular company's brand in the market. The brand of any company tends to shed light on the unique features of the organization or any particular product and the ways it is beneficial for the consumers. Two-way communication helps to develop the brand of any company.

· Another significant advantage of two-way communication in business leads to advertising which helps in marketing. As advertising is one of the processes for branding products, Unilever Plc needs to implement a two-way communication process for branding products and the organization.

Besides that, a two-way communication process helps increase both employer and employee relations in the workplace. Therefore, Unilever Plc needs to initiate the communication process to strengthen the relationship between employer and employee.

Communication is one of the most effective mediums to connect with each other in a business environment. There tend to exist mainly three types of channels for communication- informal, unofficial, and formal. Each communication channel has its own features; therefore, selecting the right channel is appropriate for a business (Arwidsson, 2020). Various companies are implementing lots of solutions for developing internal communication processes. Therefore, effective communication in the workplace cannot be achieved easily. The workplace communication types can be divided into two segments, channels of communication by means of communication. And channels of communication by formality.

The formal communication process involves exchanging ideas and information like aims, objectives, rules, and regulations in the organization. Examples that can be cited in this context are agreements, business plans of the organization, board presentations, etc.

The informal channels of communication are involved in the delivery of official messages for the business in a casual way. Examples in this context are lunchtime interactions, communication with colleagues, and so on (Kalogiannidis and Papaevangelou, 2020). The last process of communication refers to the unofficial channels of communication that cannot be explained and cannot be explained separately.

Coming to communication channels by means, it can be said that three main modes of communication can be used in the corporate sector. The first mode is the virtual communication mode that involves various online tools used by the employees of the organization to stay in touch with each other and remain updated with the latest happenings in the company. The virtual channels of communication are the famous and the most commonly used channels in the companies. Examples in this context are email, employee-connected software, and so on.

The second mode of communication is face-to-face communication which includes directly communicating with other colleagues and is still considered the best in spite of the presence of digital media. In this type of communication, a personal touch tends to exist (Ćwiklicki and Wojnarowska, 2020). The third mode is the written mode of communication, which is crucial in certain situations like writing letters, manuals, notices, and any kind of announcement that is to be communicated to all the organization's employees.

Some of the communication channels that have been mentioned in the above context are social media platforms, websites, email marketing, and so on. The email is considered one of the most effective means of communication in the present era. In the case of official communication, email is the most preferred communication medium used by Unilever Plc and any other organization (Castilla-Polo and Sánchez-Hernández, 2020). SMS is the simplest form of unofficial communication. Various social media platforms can be used in this context, like FB, Youtube, and many more. Other than that, many other communication channels tend to exist in the corporate culture, and they are as under.

·   Intranet- it is one of the most commonly used channels for internal communication. It has been formed to keep all the employees informed about the happenings in the company and share important documents with the employees.

·   Project management tools- various tools for project management can be used in this context to enable better collaboration between the teams. The various tools of project management help the employees create and assign tasks to organize the team members into one 'board'. All the details of the employees are stored in one place, and it can also not be considered an alternative for the solutions of various internal communications.

·   Newsletters of employees- employee newsletters are considered one of the most significant ways of getting in touch with the employees of the organization. If the newsletters can be created with a little bit of creativity, it can become one of the most remarkable ways to involve all the employees and keep in touch with them.

·   Online private messaging software and applications like Facebook messenger, Twitter provides a centralized autonomous platform for the users to communicate remotely with the help of mobile devices and other electronic machines. This way of communication not only allows the customers to establish seamless communication but also provides privacy to the uses.

·   In recent times, due to the pandemic, several business organizations and enterprises have made a significant investment in online platforms to boost their productivity. Daily documents and files are essential aspects of any workplace environment, and due to the added pressure of adverse situations, several organizations have shifted towards online document-sharing platforms. This enables the employees to create teams, analyze data and draw statistical reports which can be surveyed remotely without anyone to one interaction.

·   Video conferencing software is required in almost every company nowadays. Such software helps to connect with every employee on a personal level rather than mere messaging applications. It is considered one of the most famous software to get in touch with each other, as it minimizes time limit and also expenditures in business.

·   Internal company blogs are observed in many organizations in the present era. It is one of the best ways to encourage and motivate employees in the workplace. All the blogs cover a wide range of topics associated with both the internal and external environment of the company.

·   Employee feedback software is also one of the essential means of virtual communication to be used in a company. Feedback is one of the most important aspects of encouraging the employees and spreading positivity in the workplace.

·   For the past few years, internal social media has been emerging as one of the most effective mediums in the workplace. The main reason behind implementing such a medium is to achieve the long-term goals of the company.

·   Employee survey solutions are also considered as another best way for developing a business. Such software helps to gather valuable data about the employees of the organization. Though this process does not involve two-way communication, it is helpful for understanding the ways by which employees feel.

Oral communication is also another form of communication other than digital media that can be used in any organization. It is considered one of the most straightforward means of communication which is more convenient than the virtual media and written means of communication.

Unilever Plc, the British multinational company, utilizes the two-way communication system in order to develop a strong communication plan among the employees and interact with their customers. Two-way communication is considered to be an effective form of transmission in which both parties are involved in transmitting the information (Jucha *et al.* 2020). This type of communication is also addressed as interpersonal communication. The two-way communication is very reciprocal where the receiver (communicant) becomes the sender (communicator), as well as the sender (communicator) becomes a receiver (communicant) (Gorynia, *et al*, 2019).

It is believed that this particular communication method is considered to be highly appropriate for situations where problem-solving is required. Two-way communication can be either horizontal or vertical. The communication which is conducted between a superior and a subordinate within the organizational environment can be addressed as vertical two-way communication. On the other hand, communication between employees of the same rank is addressed as horizontal two-way communication (Gorynia, *et al*, 2019).

In Unilever Plc, it is believed that two-way communication is a cyclic procedure that can improve the process of executing the direction of the superiors. Every organization or business requires continuous contact along with the staff or employees because they will not be able to function or interact without conducting any interpersonal communication (Jucha *et al.* 2020). Because of that, communication is considered to be very crucial in order to have a constant flow of data among the stakeholders who are related to the ongoing project works at Unilever Plc (Gorynia, *et al*, 2019).

It has been well observed that many organizations depend on two-way communication systems in order to stay in touch with the employees on-site as well as in the field.

As a result, two-way communication is considered to be the absolute communication process. Some of the major strengths of two-way communication are enlisted below.

Two-way communication successfully ensures the fact that there are no hindrances regarding the flow of feedback as well as message. The senders can smoothly send the message via different channels like emails, telephone, video, and others. On the other hand, the receivers can also respond to that feedback without facing any challenges (Jucha *et al.* 2020).

Two-way communication enables the receiver in terms of acknowledging that the message has been received as well as understood. Once the sender transmits the message, the receiver deciphers the message. After that, the feedback is sent or acknowledged, or sent through the exact same channel (Ćwiklicki and Wojnarowska, 2020). Two-way communication helps in

order to optimize the commitment, support as well as skill in terms of understanding the group members, colleagues.

On the other hand, with the help of this communication, the subordinates or employees can clarify their queries from their trainers or superiors easily. In this way, two-way communication ensures that whatever direction, order, instruction, the policy the superior has given has been conducted or executed in a proper manner (Ćwiklicki and Wojnarowska, 2020).

As Unilever utilizes the two-way communication model, the company can hardly face any kind of ambiguity. In this case, whenever the receiver faces any kind of confusion that is related to the message (Gorynia, *et al*, 2019). The receiver can successfully contact the sender so that the individual can receive some clarity regarding the message. Communication turns out to be very effective when the information is well comprehended by both the sender as well as the receiver who is involved in this current communication procedure (Jucha *et al.* 2020).

Another strength of the two-way communication strategy is that it successfully ensures the fact that the effectiveness of the conversation is maintained by critically enabling the receiver and sender in terms of evaluating along with assessing the stances of the other party (Gorynia, *et al*, 2019). The employees within Unilever Plc can be very demonstrative about their feelings, interests, complaints as well as opinions. This helps the superiors at the company to take the necessary measures in terms of promoting the welfare of the employees (Ćwiklicki and Wojnarowska, 2020).

With the help of this particular communication strategy, Unilever Plc can understand their audience so that they can receive valuable feedback from their customers regarding their products and services, which can effectively provide the necessary help in terms of improving their quality of service and products. Employee feedback can also be successfully encouraged in this manner (Gorynia, *et al*, 2019).

On the other hand, one of the major weaknesses of two-way communication is that it is very time-consuming to be executed as it involves the procedure of transferring important messages or information to the receiver from the sender, and feedback is obtained from the receiver and sent back to the sender (Jucha *et al.* 2020). So, the time delay can be noticed at Unilever Plc while utilizing the two-way communication strategy to build a communication plan among the employees to interact better with the customers.

In spite of this weakness of this communication strategy, Unilever Plc utilizes this particular communication strategy in order to receive important feedback from their customers

regarding their products and services. This will effectively provide the necessary assistance to the company in terms of improving their quality of service and products and expanding more (Ćwiklicki and Wojnarowska, 2020).

Each and every day Unilever Plc should manage both of the external and internal communication from the national to each and every part of the world. Here this can be stated that the communication audit has been considered the way Unilever Plc has been appropriately managing its communication system within the business in order to communicate with its stakeholders. Unilever Plc holds general information within the communication with the community (Jucha *et al.* 2020). Besides, regarding the company, its vision, its mission and the business models are generally communicated with the community itself. Apart from that Unilever Plc has also a quite dedicated website that is significantly utilised in order to make possible communication with the different global investors. The fact is, Unilever Plc is the 3rd largest manufacturer of the consumer goods within this world. The data and information regarding Unilever Plc's yearly report, share prices, and the latest market trend are also delivered to the website that the investors can appropriately be able to check on. This is a significant type of the communication that Unilever Plc holds while communicating with the core investors of its business within the current competitive market (Jucha *et al.* 2020).

Unilever Plc knows the benefits of communication technology, therefore, usage of the communication technologies significantly helped Unilever Plc in order to deliver a swift mode of communication. It has been observed that the email is quite a cheaper way in comparison with a phone call as well as the usage of email can further help to save Unilever Plc's significant cost within the company itself. It has also been observed that there is a hindrance of Unilever Plc's tools and technologies regarding communication (Mustafa and Al-Abdallah, 2020). Unilever Plc has been operating its business all over the world, where a system break down can significantly lead to a crucial communication gap over the cybercrime or attacks that can potentially further corrupt the data and information to the network server. The fact is Unilever Plc utilises the RSS feed where this RSS stands for Reality Simple Syndication (Jucha *et al.* 2020). This has been considered as the most essential as well as easier way in order to significantly stay up-to-date regarding the data and information which are quite essential to stakeholders. RSS also helps in eliminating the requirement to continuously visit the website for the need of updates quite frequently.

Utilising this RSS, latest web content is also delivered quite directly to the different stakeholders. The documents, contents and other associated data and information can be both

delivered and received through utilising this RSS (Mustafa and Al-Abdallah, 2020). Unilever Plc has also experienced a strong disruption within the RSS feed where distributed data and information upon time of technical challenges can be faced. Communication with both of the stakeholders and shareholders are made usually through publishing and preparing the annual reports for Unilever Plc that are also utilised by the other stakeholders. There arecertain technologies used within the communication including internet, email, RSS feed, and website (Jucha *et al.* 2020). The internet has been considered as the main communication technology that is utilised by the enterprise itself. This has been providing a significant contribution to the communication system of the enterprise. This internet has also been considered as the core network of the public, private and personal computers that are significantly improved utilising the multifarious technology including fibre optic, mobile network and so on. This usage of the internet typically contains multifarious forms such as websites, email and RSS feed through which Unilever Plc has been able to resolve the major barriers of its own communication channels within the current competitive market quite appropriately.

Apart from that, the communication policies as well as procedures of Unilever Plc have also provided appropriate guidelines to the workers for a communication type selection and the communication channel. The fact is, in absence of the communication policies as well as procedures, the workers will be able to make their respective choices regarding the communication channels and modes that will lead to ineffective communication and strong inconsistency. There are certain barriers to the effective communication plan of Unilever Plc such as language, overload, noise, insufficient knowledge regarding a typical subject and lack of core communication skill (Mustafa and Al-Abdallah, 2020). Here for the language issue, the communication message may also not utilise the vocabularies which are comprehended by the Unilever Plc's receiver such as high usage of either financial or technical jargon. Besides, there are multifarious things that can stop the messages from being heard such as background noise, poor connection, distraction and multifarious people speaking (Mustafa and Al-Abdallah, 2020). There too much information can also lead to challenges such as slowing down the core decision making. A lack of core communication channels can also arise where the receiver is quite less likely to comprehend the messages if the senders have trouble while choosing the appropriate words that are required as well as arranging them in grammatically appropriated sentences. In addition, insufficient knowledge regarding a subject can also arise if the senders have a lack of information regarding something where the receiver will receive the mixed or unclear messages.

Here the fact is, being the multinational enterprise Unilever Plc utilises the two way communication mode in order to communicate with their respective peers. The fact is, they have a strong ability in order to further exchange the ideas and knowledge over their respective phones as well as to further getting possible essential feedback from the other parties quite appropriately (Duralia, 2018). By the year 2020, Unilever Plc had 3 million interactions with its customers considering different technologies such as emails, consumer careline calls, webchats and social media. Unilever Plc's engagement with consumers are strongly guided by both the Privacy Code and Personal Data Policy.

The computers networks of Unilever Plc are utilised for implementing the two-way communication through having a strong computer system to change data and information. This is quite possible for Unilever Plc to enable both of the wireless interconnects and wired interconnections.

Chapter 5: Implication and recommendation

5.1 Implication

It is evident from the above discussion that the efficient implementation of the two-way communication process in the current business operation is highly significant to enhance its operational proficiency. Through a clear and comprehensive communication process, the business objectives and goals of the organization can be communicated to the employees who would enhance the scope of business profitability (Singh et al., 2019). The roles, responsibilities, and assigned tasks of the business can also be comprehensively communicated to the employees, increasing the efficiency of the overall business process and contributing to the establishment of the long-term sustainability of the business. The skill of communication implies the performance growth to ascend positively in one organization, person, and a team. The two-way or interpersonal communication flows simultaneously between two outputs, one is the sender, and the other is on the recipient end. The flow increases when the communication commences in an organization, and the interpretative and logistical data vary. The management of two-way or interpersonal communication is complex, and it needs extreme expertise for each strategy. If the management goes astray, the whole idea will leap into failure. To build a better communication system, the authority should be responsible on behalf of the management from the very start and encourage the general foundation of the business organization to understand the processes and everything related to the system. Some constructive ideas are there, and those can benefit the implication process of the system in a business organization (Wang *et al*., 2017).

To increase the efficiency of the communication process and the overall business operation, the current research would suggest the below-mentioned recommendation for Unilever Plc. These are as follows-

5.1.1 Unification of the Individuals and Creating an Organized Team

It is as if a new culture is generated in an organization when one group of individuals involved are unified under the knowledge of the organization's mission, vision, values, and tactical plannings. A team is a smaller unit in an organization participating in various fields, helping in the development and the procession of the ideas (Wang *et al*., 2017). The most crucial role of the Communication system in an organization is to link the individuals and the vision of the said community. For the two-way communication to rule out the confusion, the

knowledge of the process should be comprehensive to all the individuals of the system and to promote that some ideas can be taken into measure-

- The leading authority should deliver theoretical information to the employees of the processes involved in the two-way communication to build the general ideas involved (Mero, J, 2018).
- The involvement of employees should never be centralized in one field only, but the projects should include individuals from various fields to improve on behalf of the efforts.
- One individual should not be limited to one functional role only, and the positions should be shared by reshuffling the roles here and after. The training sessions should be frequent as one might need constructive ideas to progress in their consecutive roles.
- Casual opportunities should be offered as much as the professional ideologies are used. Celebration of the individuals with organizational success should be commenced to gain harmony and keep the circle close. This will allow the space for having open communication and develop connections between individuals irrespective of their fields (Mero, J, 2018).
- The most suitable communication channels must be identified by the management of the organization, which ensures the frequent and hesitation-free sharing of insight and ideas by the employees. New communication channels can be developed, or the existing channels can be improvised as per the requirements of the business objectives, access of employees to the latest technology, the commitment of the workforce, and the time of the employees.
- In order to improve the effectiveness and efficiency of the business communication process, the management must provide adequate information to the employees to successfully execute their tasks and increase the rate of employee engagement. The audience of the communication process, such as the laborers, workers, suppliers, customers, and other stakeholders, must be understood appropriately, which enhances the effectiveness of the information content of the communication process (Mero, J, 2018).

5.1.2 Forming the Organization with Better Technologies

For the business organization to work seamlessly with the interpersonal system, the technological front should be secure from any points that may lag the system behind. For the remote development of the workforce, the technology used in the organization should be estimated in respect of the suitability of the whole organization. An automated service system implemented with advanced languages to protect data from further decryption should be used. If the system is not supportive of futuristic and integrated technology, it is impossible to manage a system with so many outputs (Yuan *et al*., 2017).

5.1.3 Qualities of the Leading Authority

The leader always holds the most considerable responsibility to communicate with each of the aspects in an organization and to promote those if the need is working consecutively at the moment. The Interpersonal System of Communication needs perfect guidance to progress through time, and a leader should always closely monitor that. Any unnecessary activity or impractical nature towards the vision of the task should be handled sternly by one leader. The responsibility of a leader is also to encourage mentorship and coach the individuals in respect of time and need (Yuan *et al*., 2017). If a leader works in a proper way, the voluntary work will increase. A leader is capable of boosting the morale of the employees with regular encouragement and motivation while celebrating every little success. An active reward system of mentoring the employees, in this case, comes with the best possible outcomes. The leader should be outspoken to develop the idea of two-way communication with others. The management and higher authority of the organization must efficiently act on the procured feedback through the two-way process of communication (Baiyere, Salmela, and Tapanainen, 2020). Frequent sharing of the outcomes of the feedback and asking for additional feedback would develop consistent and predictable two-way interaction that would help the existing employees to understand that the provided ideas by the employees are valued by the organization and encourage the workforce to assume ownership.

The implication of this much-advanced communication system should be estimated with all the possible outcomes, which can make the process much easier to understand for others and to facilitate the process without any further difficulty. All the above-mentioned prospects are implied upon the system if one wants to experience the best results from the interpersonal or two-way communication system.

5.2 Recommendations

The two-way or Interpersonal Communication system is based on the objective of establishing better understanding amongst employees or the group of individuals related to the system. Communication helps to facilitate the workflow in an organization, and systematization looks at better prospects with the time ascending. A two-way communication works with specific rules to incorporate the process, and these should be taken seriously while conducting the respective process (Yuan *et al*., 2017).

Plan

A communication before taking place is planned with the best of knowledge and then only delivered.

Focus

The people contributing to the communication must develop their audience while identifying the market. The focus should be on the receivers for delivering the best understanding of the said matter (Lee *et al*., 2017).

Allowance of Time

The time should never be compromised to spend when the foundation of a productive discussion is growing. The facilitators should make sure that the right of time is provided to the participants while they are building towards comprehension.

Openness

All should be open-minded enough to accept all the interpretations and feedback to ease the process of discussion. This causes the flow of discussion to go on.

Monitoring

It should be regularly checked if the understanding is reaching all the expectations and the audience are optimistic about the whole process as well (Lee *et al*., 2017).

These are the regular angles of the system, and one organization is bound to follow all these. But for Unilever Plc to witness a successive outcome, the author implies some recommendations for the betterment of the system. These are as follows-

Understanding the Audience

The priority should be utmost when one organization needs to identify their audience and understand their approach and expectations for the resources from one organization. A compact organization with experienced and knowledgeable employees always ensures that there are additional sources for building a well-engaged audience for the system. The

employees also keep on updating their knowledge to improve while discussions take place over time (Lee *et al.*, 2017).

Channel Creation

After considering and identifying the potential audience, the business organization should create a channel to interact with them. Through this channel, one organization can understand the needs of the customers and then can develop their products. As for Unilever Plc, the employees should be more insightful and have constructive ideas. This way, their existing channel can multiply to several more, and the business will grow more in different regions with several audiences from different cultures while also attracting others to consider as well. The channels should consist of a two-way feedback control system that can facilitate the understanding in a better light (Bhowal and Kshetrimayum, 2019).

Encouraging the Feedback System

The feedback system should be implemented in a communication system from the very beginning as it enhances the responses to come forward in an effortless manner (Bhowal and Kshetrimayum, 2019). It generally is composed of some processes which are very uncomplicated to handle, and both parties take part in it. It has two methods to follow as well-

● **Encouraging the Process**

The process should consist of one input and various outputs where a vast network is constituted by the organization. The feedback system can be used in both the inside network and also in the outside network too. The inside network influences the interaction between the leader or the authority with the employees of the consecutive fields. One idea or question can be quickly answered in a feedback control system by the rating method followed by the panel of the constructive recommendation to improve. In the case of the outside network, the organization can create sets of questions for the audience or the users and then can take out the points where they are lacking. Through these messages, one can understand the commitment and engagement of individuals in the system. These reactions allow one organization to keep the information personal, and the prominence of information is hardly compromised. Unilever Plc can use this system without any doubt to enhance their productivity and establish their empathic approach towards their customers (Bhowal and Kshetrimayum, 2019).

● **Acting on it**

Acting on the feedback-controlled mechanism is necessary for those who are immensely involved with the company. The higher employees always consider the betterment of the

organization before any other matters in hand, and they always consider contributing to that matter (Bhowal and Kshetrimayum, 2019). For this engagement, the company can facilitate its roles through the feedback mechanism without any worries. For one organization to implore each day without any barriers, they need to make sure that their foundation is well-established from the very start. The prospect of Unilever Plc to see a futuristic outcome from the installation of the two-way communication system is to identify their highly active employees and engage them in the process of the feedback mechanism.

Chapter 6: Conclusion

From the dissertation, it can be concluded that two-way business communication has been considered one of the complete communication systems between the sender and receiver. Various kinds of two-way communication have been provided like inquiry letters, telephonic interaction, mail, and so on. There tend to exist two forms of business communication- one-way and two-way communication. In the present dissertation, Unilever Plc has been selected, which is an MNC based in the UK. At present, the company operates in more than a hundred countries and is dedicated to building up a systematic implementation of an organizational system in an organization. The research problem, in this case, can be referred to as the series of misunderstandings that may arise due to the lack of a proper communication system. The organization's overall performance tends to get reduced if proper interaction and communication systems are not followed. The research paper aims to address the significance of the two-way communication process in a particular company. The various modes of communication along with the strengths and weaknesses of the process have also been shed light upon.

A literature review has been conducted on the topic by focusing on the viewpoints of various authors. In the section of literature review, the importance of two-way communication in business, particularly in Unilever Plc, has been focused on, along with the strengths and weaknesses of the process have also been centered. The various modes of communication have been identified, and they are explained. The mitigation strategies of the issues existing in this context are also explained. Coming to the process of research philosophy, pragmatism research philosophy has been selected in this context as it helps the researchers in addressing various ways of communicating with the colleagues and higher authority of Unilever Plc. Various research strategies and proposals have also been integrated into the same research paper to study the research objectives. It helps the researcher by involving various combinations of research methods to answer all the research questions. An inductive research approach is selected to utilize all the theories and observations to implement a two-way communication process in the organization. Various secondary data have been analyzed by the researcher for developing appropriate decisions and deriving conclusions.

A conclusive research design has been selected for developing various research objectives to identify the requirements of data relevant to the topic. Coming to ethical considerations, it can be stated that the research has been conducted by maintaining all ethics, and no illegal method is adopted. All the aims and objectives are followed, and the results are error-free.

Besides, no exaggeration or modification of the information is done. Moreover, transparency has been maintained while completing the research, and no partial data have been provided. The limitations of the research have also been discussed. As it is secondary data, it creates barriers for producing relevant data, and efficient decisions can be taken to implement the two-way communication process in Unilever Plc.

After completing the methodology the next section of this dissertation is discussion where the researcher researches major points for the particular topic. In this dissertation, the main objective is to find out the two-way communication into the business. The dissertation's discussion section focuses on the four major research questions that are beneficial to understanding the exact information. From the first research question, understand the concept of two-way communication for the business organization. In the business sector, two-way communication develops a complex platform for the communication channel. The discussion section elaborates that two-way communication provides a tremendous amount of benefit for the business. With the help of two-way communication, it is easy to share the more complex information between two sectors. The bullet points describe the objective and goal of the organization for two-way communication. In the second research, the question elaborate on the different communication channels that contribute to the establishment of effective communication in business. When describing the importance of two-way communication in the business organization based on communication and collaboration. From the discussion section, it is also understood that Unilever Plc has been chosen as the organization over two-way communication to be applied. Through two-way communication, it is easy to solve the complexity of the organization. The discussion section shares the two-way communication process for the dynamic environment. The discussion section shares the advantages of two-way communication in a business organization. The two-way communication helps in advertising which is beneficial for the marketing. For Unilever, Plc requires the development of two-way communication for branding the product and the organization. After the end of this discussion, it is understood that two-way communication is the practical procedure for the business to connect with each other. For communication, three types of channels are communication- informal, unofficial, and formal. Each communication channel has its features; therefore, selecting the right channel is appropriate for a business. In the implication, the section understands the effective development of the two-way communication process for the current business.

The role and responsibility of two-way communication are to develop the efficiency of the two-way business. The recommendation for this dissertation topic is that two-way

communication provides a specific rule to grab the process when conducting the respective process. Plan, Focus, Allowance of time, openness monitoring, understanding the audience are part of the two-way communication in the organization. If the organization maintains this recommendation, then the two-way communication procedure quickly develops the organization's needs. From the overall conclusion, it is understood that two-way communication is effective in maintaining the functional relationship between the employee. Through the two way communication, it is easy to develop the condition for effective work. To develop an effective relationship with the stakeholders, the two way communication is beneficial for the business. After using the secondary research methodology, it is easy to gather adequate information from previously published research papers. The secondary research methodology plays an essential role in mitigating the challenges of the two-way communication-related issues.

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