

SUMMARY

Rasaq A. Yusuf Evaluation of communication effectiveness in an organisation (“NB Nigerian Breweries Plc, Ama Brewery” as a case study).

Qualifying bachelor paper consists of 62 pages, 11 figures, 11 tables, and 25 references.

The subject of the paper is theoretical and practical aspects of communication evaluation in “NB Nigerian Breweries Plc, Ama Brewery”.

The object of the paper is communications in the organization.

The aim of the paper is to evaluate the communications effectiveness in "NB Nigerian Breweries Plc, Ama Brewery" and to suggest ways for its improvement.

The results are obtained with the following research methods: theoretical analysis, statistical analysis, grouping, comparison, observation, synthesis and others.

Communication strategy development of the investigated organization have been justified; creating an internal communications department as a way to improve internal communications in “NB Nigerian Breweries Plc, Ama Brewery” have been recommended.

The results obtained during the paper writing can be recommended for implementation in the investigated organization activity.

Key words: organization, communications, communication strategy, internal communications, beverage industry.

АНОТАЦІЯ

Разак А. Юсуф Оцінка ефективності комунікації в організації, на прикладі “NB Nigerian Breweries Plc, Ama Brewery”.

Кваліфікаційна робота бакалавра: 62 сторінки, 11 рисунків, 11 таблиць, 25 літературних джерел.

Предмет дослідження – теоретичні та практичні аспекти сфери оцінки системи комунікації в “NB Nigerian Breweries Plc, Ama Brewery”.

Об’єкт дослідження – система комунікації в організації.

Мета дослідження – оцінити ефективність комунікацій в “NB Nigerian Breweries Plc, Ama Brewery” та запропонувати напрями для її підвищення.

Методи дослідження – теоретичний аналіз, статистичний аналіз, групування, порівняння, спостереження, синтез та інші.

Запропоновано обґрунтування щодо розробки комунікаційної стратегії досліджуваної організації; розроблені рекомендації щодо вдосконалення внутрішніх комунікацій “NB Nigerian Breweries Plc, Ama Brewery” шляхом створення відділу внутрішніх комунікацій.

Результати, які були отримані під час написання роботи, можуть бути рекомендовані до запровадження в діяльність досліджуваної організації.

Ключові слова: організація, комунікації, комунікаційна стратегія, внутрішні комунікації, галузь напоїв.

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INTRODUCTION

Relevance of the paper topic. Every person communicates every day both in his private life and at work. However, only some people do it effectively. Therefore, it is significant to understand the importance of communications in the organization. In fact, everything that managers and employees do is aimed to achieve the organization's goals, and all activities require effective information exchange. If people cannot share information, they will not be able to work together, formulate goals and achieve them.

Communication is a complex process. The goal of every manager is to make the communication process as effective as possible without losing its meaning. It is known that ineffective communication is one of the main problems in the organization. With a deep understanding of communication at the individual and organizational level, managers must work to reduce the incidence of ineffective communication, which will contribute to the development of the organization.

Theoretical and practical investigations in the area of communications and their effectiveness evaluation have been made by many scientists in their publications. Among the specialists who research problems of communications effectiveness increasing in the organization are Campbell, S., Campbell-Phillips, S., & Phillips, D. [1], LundeNigeria Breweryurg, F. C. [2], Bodie, G. & Crick, N. [5], Ledbetter, A. M. [10], Miller, K. [11], Ruck, K., & Welch, M. [12], Pulce, R. [16] and others.

The aim of the paper is to evaluate the communications effectiveness in "NB Nigerian Breweries Plc, Ama Brewery" and to suggest ways for its improvement.

The tasks of the paper include:

1. To learn the essence and role of communications in the organization.
2. To overview of theoretical aspects of communication effectiveness in the organization.
3. To characterize "NB Nigerian Breweries Plc, Ama Brewery".

4. To analyze communication process in "NB Nigerian Breweries Plc, Ama Brewery" and in its complaints management policy.

5. To justify the communication strategy development of the investigated organization.

6. To recommend internal communications improvement in "NB Nigerian Breweries Plc, Ama Brewery".

The object of the paper is communications in the organization.

The subject of the paper is theoretical and practical aspects of communication evaluation in "NB Nigerian Breweries Plc, Ama Brewery".

The results are obtained with the following research methods: theoretical analysis, statistical analysis, grouping, comparison, observation, synthesis and others.

Database of the paper includes research and scientific papers of scientists, books, specialized periodicals, information about "NB Nigerian Breweries Plc, Ama Brewery", obtained from the its website and official documents, and others.

The practical significance of the paper is investigated the theoretical approaches of the communications effectiveness evaluation and developed ways for their improvement can be implemented in "NB Nigerian Breweries Plc, Ama Brewery".

Structure and scope of the paper. The qualifying paper consists of introduction, four chapters, conclusions. The paper contains 62 pages, 11 figures, 11 tables. The bibliography includes 25 items.

CHAPTER 1

THE THEORETICAL FRAMEWORK OF EFFECTIVE COMMUNICATIONS IN THE MODERN ORGANIZATION

1.1 Meanings and definitions of communication in the organization

Communication research is crucial because every organizational task and action requires some sort of direct or indirect communication. Organizational administrators interact with and through other people when they plan, organize, or lead. This suggests that each person's communication abilities affect their own effectiveness as well as the effectiveness of their organization [1, p. 33]. It would make sense to draw the conclusion that one of the most important factors impeding organizational effectiveness is poor communication [2, p. 2].

Furthermore, success as a administrator depends on having strong communication skills. In a recent study, recruiters determined that the most crucial characteristic in a potential employee was communication skills [18, p.1].

Information and understanding are transmitted between people through the process of communication. The Latin word *communis*, which means "common," is the root of the English word communication. According to the definition, communication cannot start until there is a mutual understanding brought about by the sharing of information. In Figure 1.1, the definition and key components of the communication process are shown.

Every communication interaction involves two people: the sender as well as a receiver. Contact is initiated by the sender. The sender in a group setting is one who requires to communicate a notion to others. The person who receives a message is referred to as the receiver. In a communication, the sender encrypts the concept by using specific words, symbols, or body language. Encoding creates the message, which can be done with textual, oral, or gestural language. The message is sent over a channel, which serves as the communication's carrier. A phone conversation, an email, or a written statement are all

appropriate mediums. The content of the message is translated into useful information by the receivers. Noise is characterized as any interruption from the message. Noise encompasses divergent points of view on the message, barriers relating to language, disturbances, emotions, and attitudes. The final instance of feedback is when a recipient responds to a message sent by the sender and sends the message back to the sender. Feedback is provided to the sender to determine whether the message was heard and comprehended.

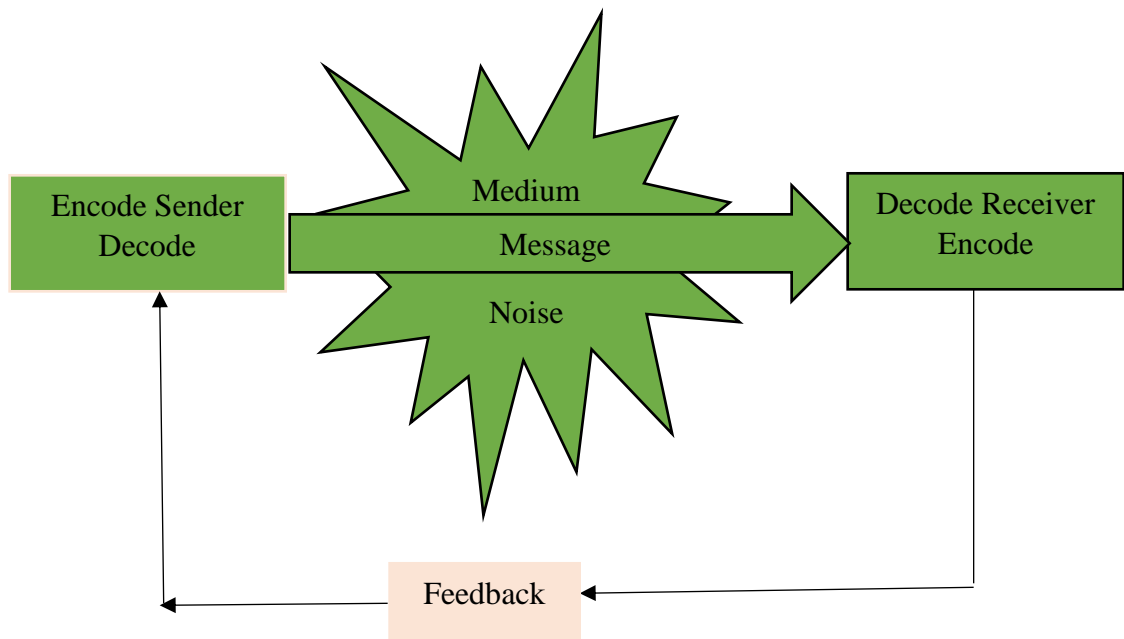


Figure 1.1 – The communication process

Source: [19, p.5]

We can use both formal and informal communication in an organization. Formal communication includes dept meetings for unexpected but critical messages that must be conveyed, possibly on an as-needed basis, all-staff meetings to aid workers comprehend their department's goals and how their work fits into the larger organizational context, and workgroup or staff meetings that include information sharing, updating, and task management [2, p. 4].

Brown-bag lunches, which are informal ways to host speakers, meet and discuss, or present information, are an example of informal communication. They are typically held during the lunch hour.

There are many ways to communicate, from simple face-to-face interactions to phone calls and emails. The suitability of a channel for a given task is determined by factors like noise and capacity. When two parties communicate simultaneously over a channel, this is known as synchronous communication. Synchronous communication and asynchronous communication channels are the typical way to communicate.

Face-to-face communication as synchronous one is commonly regarded as the best medium for conveying complex information because it allows for instant feedback, the use of basic language and multiple cues, and individual focus. The two-way nature of interpersonal communication channels, like team meetings, group problem-solving sessions, and administrator briefings, strengthens management-employee relationships more effectively than publications. Employees prefer emailing organizational leaders over face-to-face interactions.

Email, newsletters, and social media websites are examples of asynchronous communication channels. Many organizations have switched from printed newsletters to electronic ones due to the associated costs. This is frequently published online or sent via email to specific accounts. It is crucial to retain multiple copies of every newsletter, whether it is printed or distributed online, for future reference and event documentation.

A common form of interpersonal communication is email, which is used extensively. Email communication has been viewed as the most practical and preferred computer-mediated communication tool because it has more accurate, detailed, organized, and longer expression [3, p. 5]. Email is efficient because it is immediate and can quickly reach a large audience, but it should be used with caution because the content and intended audience of the message can be misunderstood [3, p. 2].

The regular, scheduled distribution of information to a larger audience is made possible by paper media, for example newsletters. Items may include important or interesting

news, projects, awards, policy changes, or strategic updates. Employee newsletters, give managers, leaders, and employers a way to communicate with a group of people about matters of common interest without resorting to speaking to each person individually [16, p. 1].

Organizations and organizational leaders have been using to communicate and to engage employees. Digital platforms include intranet, blogs, bulletin boards, instant messaging, and social networking sites more and more. Even though they are less effective than face-to-face communication at conveying social information, new media channels with rich features (such as webcams, embedded audio or video, commenting and sharing capabilities, and online chat features) help spread complex information [4].

1.2 Theoretical review of communication effectiveness in the organization

In order to succeed, every firm, manager, administrator, superiors, and worker requires effective communication. Organizations with strong communication are less likely to have the misconceptions that damage relationships, waste time, and produce mistakes because they are more cognizant of the company's overall strategy and how their individual work fits into it. Employees listen to customers, after which they persuasively and clearly describe the products and services that their company offers. Effective communication in the workplace is crucial for both the individual and the business. Gaining employment, carrying out the tasks assigned to them, and moving up the corporate ladder all depend on a person's ability to effectively communicate. Even though effective communication can be learned, it has a greater impact when it is unplanned. For instance, reading a prepared speech has the same impact as speaking it (or appears to be delivered). Naturally, acquiring those skills and becoming an effective communicator take time and effort. A business can utilize a wide range of effective communication channels.

Management should consider first people. Given that it necessitates management to collaborate in teams, the goal of their involvement in the tasks they have undertaken and the efficiency with which they are carried out are both crucial parameters in internal organization

communication process (fig. 1.2). As a result of the work completed, management is concerned with the coordination of their activities, planning, organization, and coordination of pre-established objectives, levels, budget management and control, and assessments. These managerial tasks that support organizational activity add a hint of its vibrancy. Because they are the ones who carry out the tasks assigned to achieve the objectives, the people who make up the organization, or the work force, will be the first to benefit from the results of the strategy, whether they are positive or negative [19, p. 105].

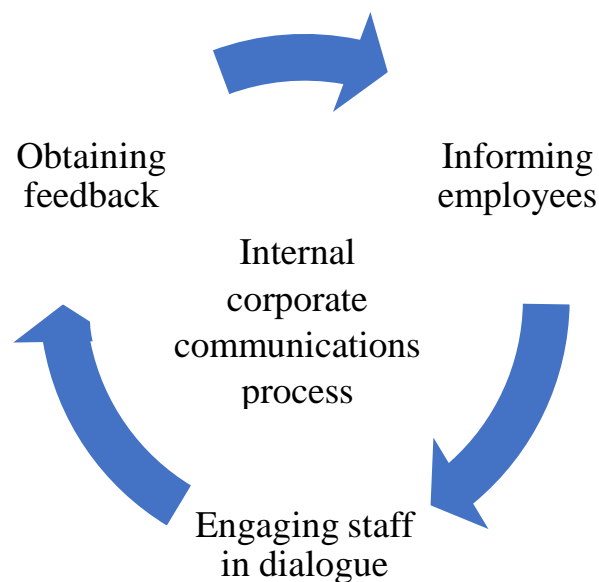


Figure 1.2 – The internal corporate communications process

Source: [19]

In order to make decisions and put them into action, to coordinate business activities, to conclude partnership and cooperation agreements, and other management-related tasks, a manager who is responsible for carrying out managerial functions continually employs communication processes. From a management perspective, communication is the process by which people are informed and led to produce the best results. Effective communication

requires organizing your thoughts, making them accessible to the audience, and articulating them in a way that will grab their attention [4, p. 25].

Collaboration between members of the team is made possible by communication. Through careful and effective communication, a manager should be the first to build bridges between the team members. Activities of organization scroll correctly through communication. A good leader will use information flow to ensure that their message receptor receives it exactly as they believe it should in order to get the desired response at the outset of the communicative process. All of these components serve as the foundation for communication processes that enable members of an organization to build interpersonal relationships that serve as the cornerstone of effective management practices both internally and externally.

As a managerial tool, communication aims to create positive, non-confrontational relationships based on the accomplishment of shared objectives: to raise skill levels, the need to mobilize employees on the channel of changing objectives, in order to utilize their work force to the fullest extent possible the evolution of production forms. It resembles a few of the elements that might account for the goal of enhancing communication. The following conditions must be taken into account in effective communication skills:

- a) a concise and precise formulation of the message to be understood easily and in full;
- b) rapid transmission of the message;
- c) fluency and assurance of reversibility of communication;
- d) use of a common language of the transmitter and receiver;
- e) simplifying the communication channels;
- f) ensuring flexibility and adaptability of the system of communication to be used in any situation [6, p. 148].

The success of these prerequisites, which are crucial to carrying out organization tools, can only be made possible by effective communication. Some authors claim that communication management is a type of interpersonal leadership and a tool that managers

can use to carry out specific tasks like planning, organizing, coordinating, controlling, and evaluating. These communication management boundaries allow the manager to organize tasks more effectively, communicate with staff members more easily, have a starting point for decision-making, and have a well-developed plan.

Communication within an organization and communication with external parties can be divided into two categories. Inside communication contends that the dissemination of information prompts employees to complete those tasks while ensuring that they are motivated to adhere to the organization's goals. Outside communication refers to interactions that are intended to advance business goals through relationships with clients, partners, customers, and the general public, as well as the promotion of these connections.

Internal communication aims to convey appropriate messages to audiences about the organization's social mission. Since it gives everyone the chance to get to know one another and learn about the organization's goals for working effectively, effective internal communication will undoubtedly lead to the fusion of the team working in a sense of harmony relationship between employees and the employer. A routine newsletter is a great internal communication tool to notify, remind, and announce projects, policies, actions, activities, etc. It can be sent via email or printed on paper.

An effective communication strategy is referred to as "external communication" and is used by any organization to convey messages to the general public. The communication strategy should include all forms of information sharing, consultation, advertising, brochures, letters, and other forms of contact between members of your organization and those outside it. The following factors are considered in external communication: the organization's identity, image, brand identity and brand, and integrated campaigns. They help spread awareness of the organization/institution and inform anyone looking for information about the activities and actions taken [14, p. 4].

Additionally, the internal communication management performs three functions:

- Interpersonal role – managers play the role of organizational leaders, interacting with coworkers, subordinates, and clients both inside and outside the company. According

to specialized studies, managers spend about 45% of their time communicating with their peers at the same level of the hierarchy, 45% with employees within their own organization, and only 10% of their time communicating with superiors.

- An informational role, in which managers sought out information from coworkers, subordinates, and other contacts in an effort to stay informed about anything that might have an impact on their work and responsibilities. Additionally, they spread and offer crucial information.

- The function of decision-making – managers carry out new initiatives, invest in specific people, and organize departments within the company. Even though some decisions are made in private, they are still based on previously disclosed information.

Common finding from the analysis of the three roles is the necessity of internal communication within the organization in order for things to function. The company's goals may encounter some issues if there is a lack of communication. Employees are the organization's most valuable resource, and top management must perform as expected if they are actively engaged in achieving the strategic goals of the business for which they work [8, p. 3].

Every employer's dream is to have motivated, dedicated employees because they boost productivity, uphold a positive work environment, and, thanks to cooperation and teamwork, are devoted to the business. They, in essence, are responsible for ensuring the organization's long-term success [7, p. 87]. However, motivating employees is not always simple to achieve. To get success and to achieve organization's goals not the last role is assigned to well-established communications.

In a nutshell, internal communication in a company:

- creates job satisfaction: organizations that encourage a distribution of information between seniors and subordinates, as well as between employees of the same departments; a good feedback brings only benefits, motivates employees to work better and makes them feel valuable to the company; open communication prevents the occurrence of conflicts and helps solving them faster. When a conflict is resolved through discussion, employees

develop mutual respect, which leads to their development, both professionally and personally;

- grows productivity: effective communication in the workplace is an important issue for the success or failure of the organization; managers need to define, to explain thoroughly the objectives to be accomplished, communicate to employees the responsibilities and duties that have to be met; if the line ahead is clear, the employees will know exactly what they have to do and how to focus on that, leading to increased productivity;

- uses resources more effectively: when problems, crises and conflicts arise in an organization, due to the lack of communication between employees, unnecessary delays in the daily routine occur; it comes down to a resource leak and end up in decreasing the overall productivity.

It should also be added that internal communications in the organization must take into account certain factors that significantly affect the effectiveness of communications (fig. 1.3):

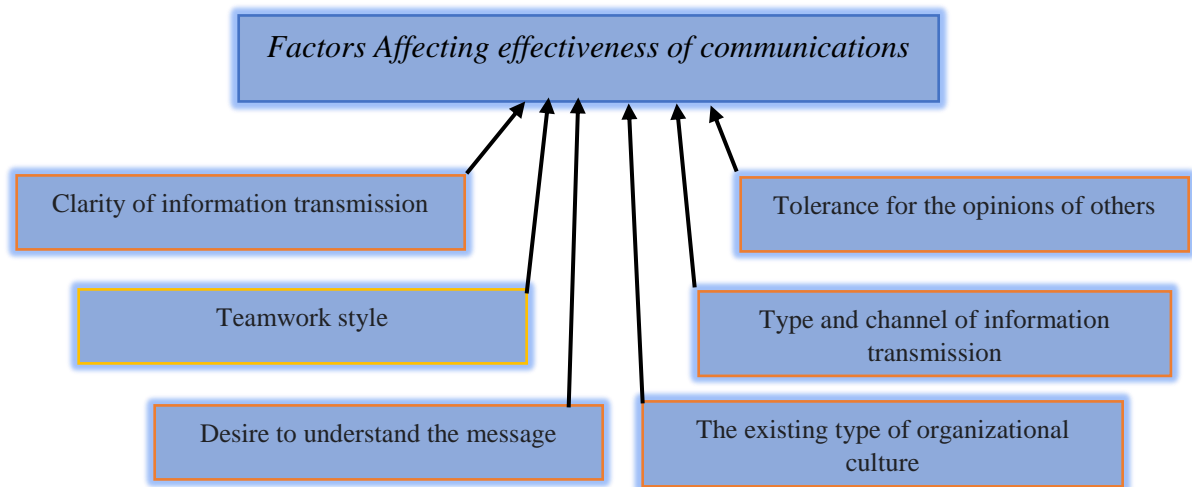


Figure 1.3 –Factors affecting the effectiveness of communications in an organization

In sequence for the information to be processed, the person in charge must communicate clearly and send it to the recipient in a timely manner; if it is lost, then the organizational level will be at fault. Given that the recipient may have understood the message and that there are some differences between both the transmitter and the receiver, effective communication involves conveying the content and intention of the transmitter to the recipient. It is useless to try to control the heart with the mind. We tend to act more in accordance with our feelings than with our thoughts. Emotional barriers will develop if workers don't maintain harmonious feelings with one another. The key to effective communication is self-assurance and tolerance for the thoughts and feelings of others. We can conserve a lot of energy and time if we can set aside social conventions, the spirit of adversity, and our excessive focus on enhancing their perceptions.

Working in teams is crucial to the organization's decision-making process. Driving groups enables the acquisition of information, which is necessary for effective management. If the working group is to function effectively in this situation, open communication between members must be ensured, and the head of the group bears the majority of the responsibility for information flow: the concern to inform the collaborators in the work and to inform them correctly, the ability to create conditions for all to be able to express themselves freely. In this sense, permissive position communication is expressed through the fact that it does not interfere with the stifling premature criticism of an opposite view, but also gives the possibility of discussion [10, p. 458].

It takes appropriate training for individuals with status and leadership duties to develop this open mindset toward the dynamics of group discussion, as it is not an instinctive human ability. The majority of communication-related issues revolve around questions of credibility. Each person interprets the world using a unique frame of reference that is shaped by their emotions, beliefs, and actions. Many credibility issues can be resolved if at least one of the parties involved realizes that the fundamental issue is simply one of perception. The latter must look into the matter in order to comprehend [9, p. 94].

Different elements can be used for effective communication: both verbal elements and language elements. Verbal communication is used in daily interactions as well as interpersonal interactions within an organization. Verbal communication is to be treated as an integral part of every person responsibility towards the people around it.

The spoken language is what enables anyone to interact with other people in a variety of settings, including the home, classroom, social group, workplace, etc. We are good communicators because of the effective ways we use language. Communication is particularly crucial in relationships. It hinges on the way we convey the organization's mission, which is one of the ways they can be accomplished, and on how successful of a career we choose.

No matter where we work or who we work with, our basic professional band supports us in making decisions and expressing our thoughts, ideas, feelings, and attitudes so that we are understood and valued. People use sounds and signs, which are collectively referred to as words, to convey ideas or feelings. Skills are necessary for effective communication, and their growth requires practice. People are learning a language of logical and emotional, with the latter being by far the most potent and motivating effect, in order to convey both content and intention.

The effectiveness of communication is significantly influenced by the desire of the parties to speak and hear, as well as to generally achieve a result in communication. We first listen with our eyes, then with our hearts, and finally with our ears. Without bias, we aim to comprehend the communication's intent. We present the viewpoint of beginning to clearly demonstrate an understanding of other points of view while allowing extra time and patience, attempting to understand and express our heartfelt feelings. The key to effective communication lies in having the other person's confidence and acknowledge their different but, in their eyes, intellectually equivalent feelings and ideas [12, p. 295].

The effectiveness of communication in an organization depends on the type of its organizational culture. The culture in which confidence is fostered by high upright individuals, mature individuals and individuals with an abundance mentality, people are free

to interact with real creativity and synergy, so they can easily infiltrate cultures with low levels of confidence. In order for the members of the team to function, they must have fundamental skills in communication and organization and in resolving problems synergically (the ability to arrive at solutions that represent a third alternative). A manager can provide strategic direction and vision, can motivate and build a team based on mutual respect, which are complementary for each other, whether we are talking more about efficiency than performance, about direction and results than the methods, systems and procedures.

Every organization have to use communication to achieve the stated goals, which are of paramount importance. This asset is viewed as a combination of goods, services, brands, and performance, all of which contribute to upholding the organization's goals, and on the other hand, even as personality. Connections are forged through ongoing communication with the developing organization, whether it be with clients, partners, suppliers, rivals, employees, or other audiences [15, p. 273].

Thus, communication is an interpersonal process in which two or more parties exchange information, understand one another, and exert influence over one another. It is a necessary component for any human collectivities to function at their best. Information is transmitted, received, stored, processed, and used in this process. In order to maintain stability during times of individual and group behavioral changes, communication is a functional method of psycho-social interaction between people. Specialists in the field of communication, which deals with the internal and external communication of information, are needed for effective communication.

Employers need to be aware that people are less manipulable and predictable, and managers need to work with people rather than lifeless things because they have more wisdom, energy, and experience. As a result, the employee's effectiveness is greatly influenced by their relationship and their communication with their employer.

CHAPTER 2

RESEARCH AND ANALYSIS OF COMMUNICATION PROCESSES IN ”NB NIGERIAN BREWERIES PLC, AMA BREWERY”

2.1 General characteristics of the investigated organisation

Nigerian Breweries Plc, the pioneer and largest brewing Company in Nigeria, was incorporated in 1946 as “Nigerian Brewery Limited”. In June 1949, the Company recorded a landmark when the first bottle of STAR lager beer rolled out of its Lagos Brewery bottling lines. In 1957, the Company commissioned its second brewery in Aba and the name became “Nigerian Breweries Limited”. This was followed by Kaduna Brewery in 1963 and Ibadan Brewery in 1982. Following the coming into effect of the now repealed Companies and Allied Matters Act in 1990, the name of the company was changed to “Nigerian Breweries Plc” to reflect its public limited liability status.

Nigerian Breweries Plc is under the management of a board of directors of twelve members made up of the Chairman, the Managing Director/Chief Executive Officer, the Deputy Managing Director, four Executive Directors, and five Directors. All board members are Nigerians. Below the board of directors, is a team of eight top management staff who oversee the day-to-day administration of the firm. The Managing Director/Chief Executive Officer of the firm heads the team [17, 78]. The figure (fig. 2.1) shows the abridged Organizational Chart of Brewery.

The Chairman and the board of directors are the senior members of the organization followed by the Managing Director/Chief Executive Officer. Below the Managing Director/Chief Executive Officer are the heads of other departments in the organization who reports directly to him.

Table 2.1 shows Breweries Nigeria Group five-year financial summary.

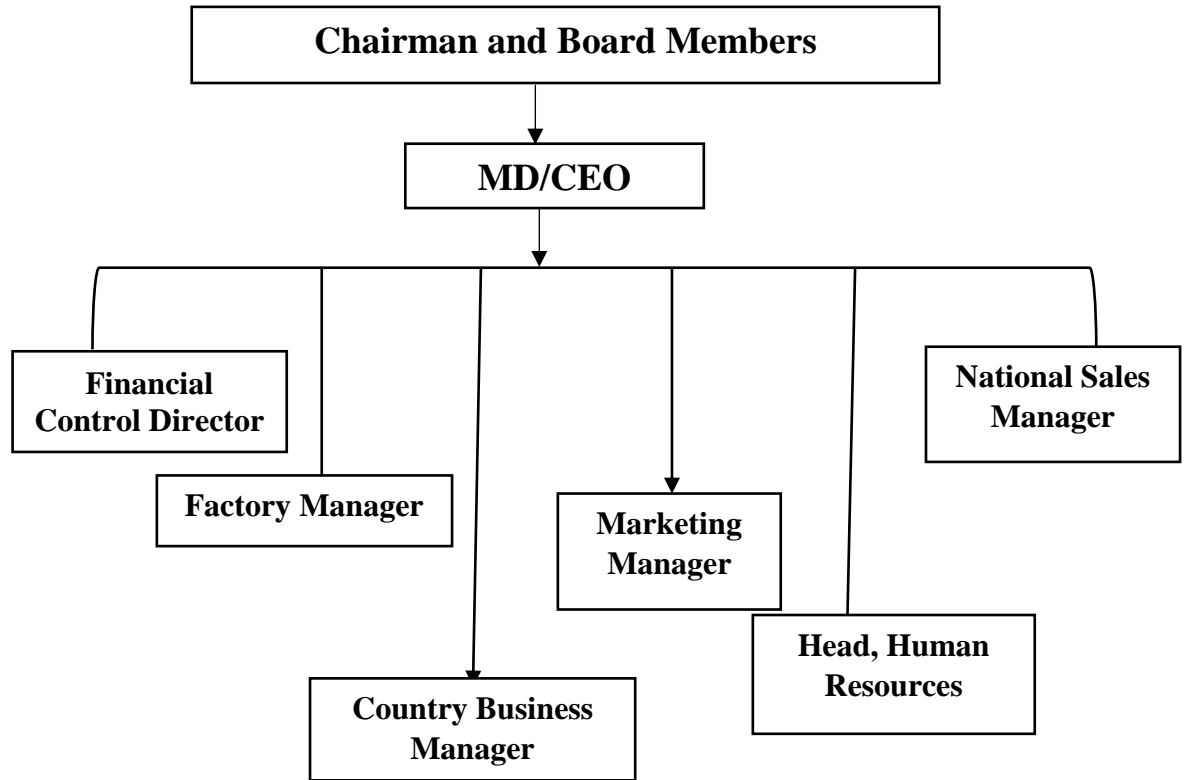


Figure 2.1 – The Abridged Organizational Chart (Organogram) of Breweries Nigeria Plc.

Table 2.1 – Breweries Nigeria Group Five-year Financial Summary (2018-2022), N'000

Statement of Comprehensive Income	2018	2019	2020	2021	2022
1	2	3	4	5	6
Revenue	324,388,500	323,007,470	337,046,213	437,285,189	550,637,994
Results from operating activities	36,951,548	35,205,600	29,605,001	41,494,274	51,756,021
Profit before taxation	29,421,952	23,351,754	11,576,545	23,701,140	17,340,549
Profit for the year	19,437,944	16,105,912	7,368,369	12,671,959	13,186,761
Comprehensive income for the year	17,964,868	19,210,206	6,725,189	15,756,264	13,242,332

The analysis of Breweries Nigeria Group's five-year financial summary from 2018 to 2022 reveals the following trends:

1. **Revenue:** The company's revenue has shown a consistent upward trend, increasing from 324,388,500 Naira in 2018 to 550,637,994 Naira in 2022. This indicates a growth in the company's top-line performance over the years.

2. **Results from Operating Activities:** The results from operating activities have varied during the five-year period. While there have been fluctuations, there is a general increasing trend, with the highest figure recorded in 2022 at 51,756,021 Naira.

3. **Profitability:** The profit before taxation has shown fluctuations over the years, with the highest figure recorded in 2019 at 23,351,754 Naira. Similarly, the profit for the year has varied, with the highest figure recorded in 2018 at 19,437,944 Naira.

4. **Comprehensive Income:** The comprehensive income for the year, which takes into account various components beyond just profit, has also shown fluctuations. The highest figure was recorded in 2019 at 19,210,206 Naira.

Overall, the analysis suggests that Breweries Nigeria Group has experienced growth in revenue and operating activities. However, profitability and comprehensive income have shown variations over the years. It would be important to examine the underlying factors contributing to these fluctuations in order to gain a more comprehensive understanding of the company's financial performance.

The Nigeria breweries have twenty-four (24) products which are well branded and are generally classified under; Lager, Stouts, Non-alcoholic and Spirit. The Lager products are: "33" export, Desperados, Goldberg, Gulder, Heineken, Life, More, Star, Star lite, Star Radler, and Tiger. Stouts are: Legend, Turbo Kings, and Williams. For the Non-alcoholics we have: Maltina, Amstel Malta, Amstel Malta Ultra, Malta Gold, Fayrouz, Hi-malt, Climax, Climax Red, and ZAGG Energy Malt. While the Nigeria breweries have Ace Bitters as the only product under the Spirit category. A collective image of the Nigeria breweries products is shown in fig 2.2 below:



Figure 2.2 – Collective image of the Nigeria Breweries’ product

The quantity of production for each product could not be ascertained as it was not disclosed by the Nigerian breweries. However, the inventory of the company is as shown in table 2.2 below.

Items of inventory such as raw materials, products in process, finished products, non-refundable packaging materials, spare parts, goods-in-transit as well as provision for write down on stock are shown in table 2.2 below.

Table 2.2 – Summary of the Nigeria Breweries Inventories

Indicators	Group 2021 ₦'000	Company 2021 ₦'000	Group 2022 ₦'000	Company 2022 ₦'000
1	4	5	2	3
Raw materials	15,271,058	15,271,058	22,433,847	22,433,847
Products in process	6,018,004	6,018,004	5,984,573	5,984,573
Finished products	4,578,277	4,454,170	9,465,263	9,292,166
Non-returnable packaging materials	12,395,908	12,395,908	20,718,777	20,718,777
Spare parts	16,397,846	16,397,846	14,401,839	14,401,839
Goods-in-transit	10,460,268	10,460,268	14,624,075	14,624,075
Provision for write down on stock	(2,929,851)	(2,929,851)	(4,111,064)	(4,111,064)
Total	62,191,510	62,067,403	83,517,310	83,344,213

Analysis of the Nigeria Breweries Group and Company's inventory for 2021 and 2022 accounting year are as followings:

1. Raw materials: The group and company's raw materials showed an increase from 15,271,058 Naira in 2021 to 22,433,847 Naira in 2022. This indicates a growth in the company's reserved available inventory for production.
2. Products in process: The Products in process has shown a decrease from 6,018,004 naira in 2021 to 5,984,573 naira in 2022. This indicates that the Nigeria Breweries reduced the capital being tied down on product in process so as to reduce the possibility of wastage that may result on product in process in the company.
3. Finished products: The finished products have shown an upward increase from 4,578,277 naira in 2021 to 9,465,263 naira in 2022 for the Group while, the company showed an increase as well from 4,454,170 naira in 2021 to 9,292,166 naira in 2022. This indicated the possibility of the Nigeria breweries having its products readily available for customer demand.
4. Non-returnable packaging materials: The Nigeria breweries non-refundable packaging material increased from 12,395,908 naira to 20,718,777 naira. This shows the readiness of the Nigerian Breweries to package its product for sale whenever they are finished and ready for sale.
5. Spare Parts: The Nigerian Breweries spare parts cost showed a decrease from 16,397,846 naira in 2021 to 14,401,839 naira in 2022.
6. Goods-in-transit: The goods-in-transit inventory of the Nigeria Breweries showed an increase from 10,460,268 naira in 2021 to 14,624,075 naira in 2022.
7. Provision for write down on stock: The Nigerian Breweries' provision for write down on stock was increased from 4,111,064 naira to 2,929,851 naira so as to accommodate the possible decrease in the value of their inventories both the ones used in production and finished inventories.

Generally, the analysis suggests that Breweries Nigeria Group is promoting an increase in its inventory. This shows how committed the company is to ensuring that

customers' needs are met on a timely basis. However, raw materials, finished products, non-returnable packaging materials, goods-in-transit and provision for write down on stock all showed an increase. While, Products in process and Spare parts showed a relative decrease from 2021 to 2022

Table 2.3 below showed the shareholding pattern and free float declaration of the Nigerian Breweries Group. In it are; the price per share for 2022 and 2021 accounting year, issued share capital in unit for the years stated, shareholders with substantial shareholdings (shareholdings above 5%) and the total substantial shareholdings in the organisation.

Table 2.3 – Summary of Shareholding pattern and free float declaration

Indicator	31st December, 2021		31st December, 2022	
1	2	3	4	5
Share Price (Naira)	50		41	
	Units	%, (issued share capital)	Units	%, (issued share capital)
Issued Share capital	8,075,831,900	100.00%	10,276,132,378	100.00%
Substantial Shareholdings (5% and above)*				
Heineken Brouwerijen B.V.	3,074,655,845	38.07%	3,937,890,521	38.32%
Distilled Trading International B.V.	1,254,041,196	15.53%	1,606,123,477	15.63%
Total Substantial Shareholdings	4,328,697,041	53.60%	5,544,013,998	53.95%

The summary of the shareholding pattern and free float declaration for the company as of December 31, 2022, and December 31, 2021, is as follows:

1. Share Price: The share price of the company decreased from 50 Naira in December 2021 to 41 Naira in December 2022.

2. Issued Share Capital: The total issued share capital of the company increased from 8,075,831,900 units in December 2021 to 10,276,132,378 units in December 2022.

3. Substantial Shareholdings: The summary provides information on shareholders holding 5% or more of the company's shares.

- Heineken Brouwerijen B.V.: In December 2022, Heineken Brouwerijen B.V. held 3,937,890,521 units, accounting for 38.32% of the issued share capital. This indicates a significant ownership stake in the company. In December 2021, their shareholding was 3,074,655,845 units, representing 38.07% of the issued share capital.

- Distilled Trading International B.V.: In December 2022, Distilled Trading International B.V. held 1,606,123,477 units, accounting for 15.63% of the issued share capital. This indicates a substantial ownership stake. In December 2021, their shareholding was 1,254,041,196 units, representing 15.53% of the issued share capital.

4. Total Substantial Shareholdings: The total of the substantial shareholdings, considering those with 5% or more ownership, was 5,544,013,998 units, representing 53.95% of the issued share capital in December 2022. In December 2021, the total substantial shareholdings amounted to 4,328,697,041 units, accounting for 53.60% of the issued share capital.

The summary provides insights into the ownership structure of the company and the concentration of significant shareholdings held by Heineken Brouwerijen B.V. and Distilled Trading International B.V. It is important for investors and stakeholders to consider the shareholding pattern when evaluating the company's governance and decision-making dynamics.

The staff structure of the Nigerian Breweries between 2021 and 2022 is shown below in table 2.4. The total number of employees, number of male and female employees respectively, as well as the statistical deviation of the employees of the Nigerian Breweries over the two years are shown in the table.

Table 2.4 – Staff Structure of Brewery in Nigeria in 2021-2022

Indicators	2021 people	2022 people	Deviation	
			people	%
1	2	3	4	5
Number of employees	2,740	2,685	55	(2.0)
women	1,039	1,023	16	(1.4)
men	1,701	1,662	39	(2.3)

The table 2.4 provides information on the staff structure of a brewery in Nigeria for the years 2021 and 2022. In 2021, the total number of employees in the brewery was 2,740. However, in 2022, the number decreased to 2,685, showing a deviation of 55 employees. This represents a decrease of approximately 2.0% in the workforce. The table further breaks down the employee composition based on gender. In 2021, there were 1,039 women employed in the brewery, but this number decreased to 1,023 in 2022. The deviation indicates a decrease of 16 female employees, which accounts for a decrease of approximately 1.4% in the female workforce. On the other hand, the number of male employees in 2021 was 1,701, which decreased to 1,662 in 2022. The deviation shows a decrease of 39 male employees, equivalent to a decrease of approximately 2.3% in the male workforce.

Overall, the staff structure of the brewery experienced a slight decrease in total employees and a slight decrease in both male and female employees between 2021 and 2022. Table 2.5 below shows the staff cost of the Nigerian Breweries and the provisions made for gratuity liabilities and other long-term employee benefits for 2022 and 2021 accounting year.

The table 2.5 provides a detailed breakdown of staff costs, including the provision for gratuity liabilities and other long-term employee benefits, for the Breweries Nigeria Group and Company for the years 2022 and 2021. The figures are presented in thousands of Naira (N'000). Let's analyze each component:

1. Salaries, wages, and allowance: This category represents the total amount spent on salaries, wages, and allowances for employees. In 2022, the Group incurred staff costs of N36,760,927, while the Company's staff costs were slightly lower at N36,506,256. Comparatively, in 2021, both the Group and the Company reported higher staff costs of N40,346,162.

2. Pension and gratuity: This category reflects the expenses associated with pension and gratuity payments to employees. In 2022, the Group and Company allocated N6,316,297 for pension and gratuity expenses, which remained consistent for both entities. In the previous year (2021), the amount was slightly lower at N5,825,479.

Table 2.5 – Breweries Nigeria Staff costs including the provision for gratuity liabilities and other long-term employee benefits

Indicators	**Group	Company	Group	Company
	2021	2021	2022	2022
	N'OOO	N'OOO	N'OOO	N'OOO
1	2	3	4	5
Salaries, wages and allowance	40,346,162	40,346,162	36,760,927	36,506,256
Pension and gratuity	5,825,479	5,825,479	6,316,297	6,316,297
Expenses/(release) related to defined benefit plans	-89,340	-89,340	88,138	88,138
Training, recruitment and canteen expenses	1,376,756	1,376,756	2,149,426	2,149,426
Share based payments expense/(release)	-387,156	-387,156	1,307,194	1,307,194
Medical expenses	1,202,638	1,202,638	1,056,172	1,056,172
Other personnel expenses*	1,331,036	1,331,036	3,660,328	3,660,328
Total	49,605,575	49,605,575	51,338,482	51,083,811

* Other personnel expenses relate to transportation benefits, cars, uniforms, relocation, etc.

** The group cost refers to the total cost on personnel of the organization and its subsidiary while the company cost is the personnel cost of the company alone.

3. Expenses/(release) related to defined benefit plans: This figure represents any expenses or releases related to defined benefit plans, such as pension schemes. In 2022, there was a small expense of N88,138 for both the Group and Company. In 2021, there was a similar but opposite effect, with a release of N89,340. It indicates that the company made adjustments to its defined benefit plans during these periods.

4. Training, recruitment, and canteen expenses: This category includes expenses related to training programs, recruitment activities, and canteen facilities for employees. In 2022, the Group and Company spent N2,149,426 on these expenses, with the amounts being identical for both entities. The corresponding amount in 2021 was N1,376,756, indicating an increase in expenditure in the given period.

5. Share-based payments expense/(release): This component accounts for any expenses or releases associated with share-based payment arrangements, such as stock options or equity grants to employees. In 2022, there was an expense of N1,307,194 for both

the Group and Company, indicating that share-based payments were made during this year. Conversely, in 2021, there was a release of N387,156, suggesting that certain share-based payment obligations may have been fulfilled or expired.

6. Medical expenses: This category represents the costs incurred by the Group and Company for medical expenses, such as employee healthcare benefits. In 2022, the expenses amounted to N1,056,172, while in 2021, the amount was slightly higher at N1,202,638. It indicates the costs associated with providing medical benefits to employees.

7. Other personnel expenses: This item includes various additional personnel-related expenses not covered by the above categories. In 2022, the Group incurred expenses of N3,660,328, while the Company's expenses were N3,660,328 as well. In 2021, the expenses were N1,331,036 for both entities, indicating an increase in other personnel expenses during the given period.

By summing up all the components, the total staff costs for the Group in 2022 amounted to N51,338,482, while the Company's total staff costs for the same period were N51,083,811. In 2021, both the Group and Company reported higher staff costs, with N49,605,575. These figures provide an overview of the financial resources allocated to employee-related expenses, demonstrating the company's commitment to compensating its workforce and providing employee benefits.

2.2 Evaluation of communication process in nigeria breweries

The company is made up of several departments which are controlled by heads of departments (HODs) who in turn are summarily headed by the brewery manager. They oversee the general activities of the company. Different departments and their functions support and development. The support and development department is saddled with the overseeing of communication across all the other departments. The finance department which provides information for the company to attract investors, establish lines of credit and plan for the future, reports directly to the chairman and board of directors through the manager of the department.

Logistics department conducts stocktaking so as to pass information to the production department to be able to plan their next production appropriately. They also communicate with the public by getting firsthand feedback while distributing the products of the company to the public. The Quality assurance unit communicates directly with the production department in order to ensure continued promotion of product quality within the Nigeria Breweries.

The production and packaging/engineering department communicates with all the departments. For instance, they communicate with the finance department in order to agree on costs and finances needed to aid production within the company. They communicate with the logistic department in order to know the level of finished products that are available in store as well as raw materials needed for production of subsequent products. These departments are:

1. **Support and Development Department:** Generally responsible for the welfare and communications in the brewery. This department is the main administrative in the company since they head decision-making. This department is headed by the support and development manager and he is assisted by the human resource manager that is principally involved with employee welfare and the information and communication manager that is involved with the computer systems operation in the brewery.

2. **Finance Department:** This department is headed by the regional finance manager and takes care of the company's finance which is the fundamental tool for problem-solving. This department provides the information for the company to attract investors, establish lines of credit and plan for the future. They also pay workers' salary. The management and financial accountants assist the manager.

3. **Logistics Department:** This department is responsible for the stocktaking and distribution of products to the public. They take care of the means of distribution of their products and the sales of the products. This department is headed by the regional logistics manager, and assisted by the middle manager.

4. Quality Assurance Unit: This department is in charge of maintaining the standard quality of the inputs (raw materials) and outputs (products) of the company. This department is headed by the total quality manager who is assisted by several analysts.

5. Production Department/Brew House: This department is the largest department and is involved in the actual beverage making process. The brew house is designed for the production of 12 brews per day and is automatically controlled from a central control room and every activity from grains intake to storage is automatically carried out. This department is headed by the production manager brewing, whom several swift managers, operators and technicians, assist.

6. Packaging and Engineering Department: This is the second largest department as it incorporates all packaging, engineering, waste disposal, maintenance and mechanical processes in the brewery. It is headed by the Packaging and Engineering Manager and is assisted by middle manager, technicians and operators

Communication management policy in Nigeria Breweries is the mode of communication in the organization in order to get things done. The mode of communication in the Nigeria breweries is primarily the hierarchical structure which involves a top-down communication. However, other mode of communication is welcomed, such as departmental communication, bottom-up communication, informal communication and the technology-enabled communication. Fig 2.3 shows the hierarchical mode of communication within the Nigerian Breweries.

The Board recognizes the need to communicate and disseminate information regarding the operations and management of the Company to all relevant stakeholders (including Shareholders, regulatory authorities, media, analysts and the general public). Here is an analysis of the communication channels within the organization:

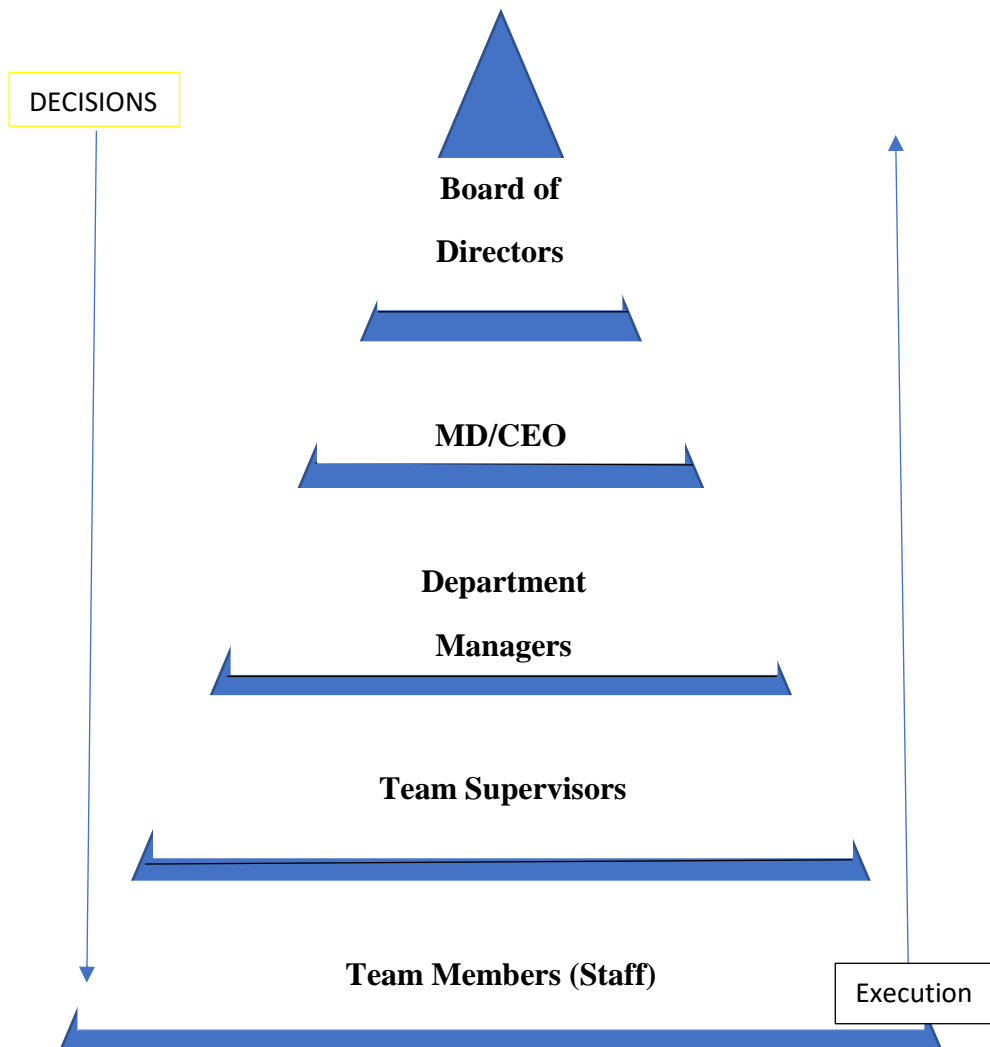


Figure 2.3 –Nigeria Breweries’ mode of communication

1. **Top-down communication:** As a large company, Nigeria Breweries relies on top-down communication, where senior executives and managers communicate strategic goals, objectives, and directives to lower-level employees. This communication typically occurs through official channels such as company-wide meetings, email announcements, memos, and formal presentations. Top management sets the tone and direction for the organization, ensuring that important information is disseminated to all levels of the company.

2. **Departmental communication:** Within Nigeria Breweries, communication also takes place horizontally between departments. Department heads and managers share

information, updates, and collaborate on projects that involve cross-functional teams. This communication facilitates coordination, problem-solving, and decision-making within specific areas of the company. Meetings, team briefings, and project updates are common methods of departmental communication.

3. **Bottom-up communication:** While top-down communication is prevalent, Nigeria Breweries also encourages bottom-up communication. This means that employees at lower levels are encouraged to share ideas, suggestions, feedback, and concerns with their supervisors, managers, and even top executives. This feedback helps in fostering a culture of transparency and open communication, allowing employees to contribute to decision-making processes and providing valuable insights from the frontline.

4. **Informal communication:** In addition to formal channels, informal communication plays a significant role in Nigeria Breweries. Informal communication occurs through informal conversations, water cooler talks, and social interactions among employees. These interactions foster relationships, build rapport, and facilitate the exchange of non-work-related information. Informal communication channels can enhance employee engagement and collaboration, contributing to a positive work environment.

5. **Technology-enabled communication:** With the advancements in technology, Nigeria Breweries likely utilizes various digital communication tools to facilitate information sharing and collaboration. This includes email, instant messaging platforms, intranets, and project management tools. These tools enable real-time communication, document sharing, and virtual meetings, especially for employees working remotely or in geographically dispersed locations.

Overall, Nigeria Breweries' line of communication follows a hierarchical structure with top-down communication as the primary mode. However, the company also encourages departmental collaboration, bottom-up feedback, and informal interactions to foster a culture of open communication and engagement. Utilization of technology-enabled communication tools further enhances the efficiency and effectiveness of information sharing within the organization.

2.3 Communication in complaints management policy

It is important to stress that complaints in an organisation should always be entertained and used as a yardstick for improvement of service delivery or product quality. Complaints (both internal and external) from all stakeholders should be welcomed. Whenever complaints are received they should be communicated to the appropriate persons within the organization ensure that timely measures are taking in order to aid improvement.

The policy of Nigeria Breweries Complaint Management Policy (“the Policy”) has been prepared pursuant to the requirements of the Securities & Exchange Commission’s Rules Relating to the Complaints Management Framework of the Nigerian Capital Market (“SEC Rules”) issued on 16th February, 2015 and The Nigerian Stock Exchange Directive to all Listed Companies (“the NSE Directive”) issued on 22nd April, 2015. Here's an outline of Complaints Management Policy in Breweries:

1. Objective: The policy should state the objective of the complaints management process, which is to provide a fair, transparent, and efficient system for addressing and resolving customer complaints, employee grievances, or any other issues that may arise within the organization.

2. Scope: The policy should clearly define the scope of the complaints management process, indicating the types of complaints or grievances that are covered, such as product or service-related complaints, workplace issues, or any other relevant areas.

3. Complaint Handling Procedure: The policy should outline the step-by-step procedure for handling complaints. This may include guidelines for reporting a complaint, channels through which complaints can be submitted (such as email, hotline, or in-person), and the timeframe within which complaints should be acknowledged and resolved.

4. Complaints Handling Responsibilities: The policy should clearly define the roles and responsibilities of different stakeholders involved in the complaints management process. This may include designating a complaint handling team or individual, establishing

their authority to handle and resolve complaints, and specifying the escalation process for complex or unresolved complaints.

5. Confidentiality and Privacy: The policy should emphasize the importance of maintaining confidentiality and privacy when handling complaints. It should assure complainants that their personal information will be protected and that the details of their complaint will only be shared with relevant parties involved in the resolution process.

6. Resolution and Redress: The policy should outline the organization's commitment to fair and prompt resolution of complaints. It may specify the methods or approaches used for investigating and resolving complaints, such as conducting internal investigations, seeking additional information, or engaging with relevant stakeholders.

7. Continuous Improvement: The policy should highlight the organization's commitment to continuous improvement in the complaints management process. This may include periodic reviews of the policy and procedures, analysis of complaint data to identify trends or areas for improvement and implementation of corrective actions to prevent similar complaints in the future.

8. Communication and Reporting: The policy should address the communication channels for providing updates and feedback to complainants throughout the complaints handling process. It may also outline the reporting requirements for complaints, such as maintaining records, tracking metrics, and generating reports for management review.

9. Training and Awareness: The policy should emphasize the importance of training employees on the complaints management process and creating awareness about the policy among all stakeholders. This can help ensure consistent and effective implementation of the policy throughout the organization.

It's important to note that the actual Complaints Management Policy of Nigeria Breweries may have additional or specific elements based on their unique requirements and industry regulations. In ensuring that the complaint policies are effective, the Nigeria breweries came up with "Speak Up!" Figure (fig 2.4) below.



Figure 2.4 – Nigeria Breweries Speak Up System

The speak up is a system which makes it easy to report complaints or any other incident about workplace issues like financial and auditing concerns, harassment, theft, substance abuse and unsafe conditions. Speak Up is available to anyone, either inside or outside of the Company.

Employees can raise any concern they have through their Manager, HR Representative, Legal team, P&CI team and Trusted Representatives appointed for their locations. They can also drop their concerns in the Speak Up Drop Boxes placed strategically at all the Nigeria Breweries locations. Employees and people outside Nigerian Breweries can call the Integrity line operated by a 3rd party US based company, send an email or visit the company’s website to raise concerns.

The Nigeria breweries also have an online speak up system which promotes anonymous and confidential ethics or compliance questioning or inquiry regarding a

company policy. Therefore, it's recommended to refer to the official policy documents or contact Nigeria Breweries directly for accurate and detailed information regarding their specific Complaints Management Policy.

Effective communication is the make and break of any organization. Without effective communication, organizational performance tends to suffer. Over the years, the effectiveness of the Nigeria Breweries communication has been of great importance in that, it has led to the continued existence and expansion of the organization. The communication of reviews and complaints of internal and external stakeholders has also led to the introduction of several new products by the Nigerian Breweries under their four brands.

The urgent attention to complaints from any source contributes to the success of any organization which is why Nigeria breweries is of no difference and this is evidential with the setting up of its "speak up" physical and online system of communication that aids complaints from both internal and external stakeholders.

It was also established that effective communication has an effect on organizational performance. There are other factors which may be influential in the process of communication, such as, interpersonal relationships, cohesion, leadership style, communication climate, and so on. Moreover, other organizational outcomes such as work performance, job satisfaction, communication satisfaction, intention to leave, and so on, could also be included.

CHAPTER 3

IMPROVING OF THE COMMUNICATION EFFECTIVENESS IN “NB NIGERIAN BREWERIES PLC, AMA BREWERY”

3.1 Justification of the communication strategy developing of the investigated organization

Communication in the organization is very important, because the organization (its employees, managers and owners) communicate with the external environment, including existing and potential consumers, suppliers, competitors, partners, the public, authorities, and so on. In addition, it is necessary to remember that communication within the organization between levels, departments or individual employees is part of all internal processes of the organization. That is why, in our opinion, it is important to bring all possible rules and policies relating to communications in different fields into one communication strategy for “NB Nigerian Breweries Plc, Ama Brewery”.

An important point during the development and implementation of a communication strategy is that it is not worth turning it into a means of informing customers about certain events or changes in the organization. Properly constructed communication strategy is the most important tool of a successful organization.

Communication is an effective management tool aimed at developing and implementing all measures leading to the achievement of the strategic goals of “NB Nigerian Breweries Plc, Ama Brewery”. This is why communication activities and, therefore, communication strategy must be strategic in nature, be thoughtful, systematic, implemented on a regular basis, and also subject to control. In other words, the communication strategy should form the connection of the correct message with a specific target audience using appropriate tools for “NB Nigerian Breweries Plc, Ama Brewery”.

Communication is a bilateral process that to be successful requires audience orientation and effective feedback. The basis of communications is a management approach,

according to which communications lead to the achievement of goals (strategic and tactical, future and current) and contribute to the establishment of dialogue both within the organization and between the organisation and its environment. However, an important aspect of communication is that it is an activity whose purpose is to study the opinions of all stakeholders, to take into account their opinions when making decisions, to monitor their attitudes and to establish a dialogue between them and the organization.

A communication strategy is an internal document that plays a guiding role in conducting activities with consumers, in the field of media and public relations. This document is formed, but never left in the form of a monolith. It must be alive and flexible, that is, it needs to be changed, supplemented, adapted to changes and needs of the organization. communication strategy should work for the organization, not be in the folder in the leadership. The main advantages for “NB Nigerian Breweries Plc, Ama Brewery” from the availability of a communication strategy are presented in the table (table. 3.1)

Table 3.1 – Advantages of having a communication strategy for “NB Nigerian Breweries Plc, Ama Brewery”

No	Advantages
1	2
1	Forming effective information interaction between the organization and its stakeholders
2	Promote the organization and its products
3	Increase the potential of the organization (financial, personnel, etc.)
4	Improve the level of satisfaction of stakeholders with the activities of organizations and their products
5	Accelerate the resolution of problems of the organization and its stakeholders
6	Established feedback from stakeholders on the activities of the organization
7	Improve positioning and promotion of the organization and its products

The basis of the communication strategy should be the main idea of the organization, which gives the opportunity to position it in the market and which should be communicated to all stakeholders. The recommended main objectives of the communication strategy “NB Nigerian Breweries Plc, Ama Brewery” are depicted in the (figure. 3.1).

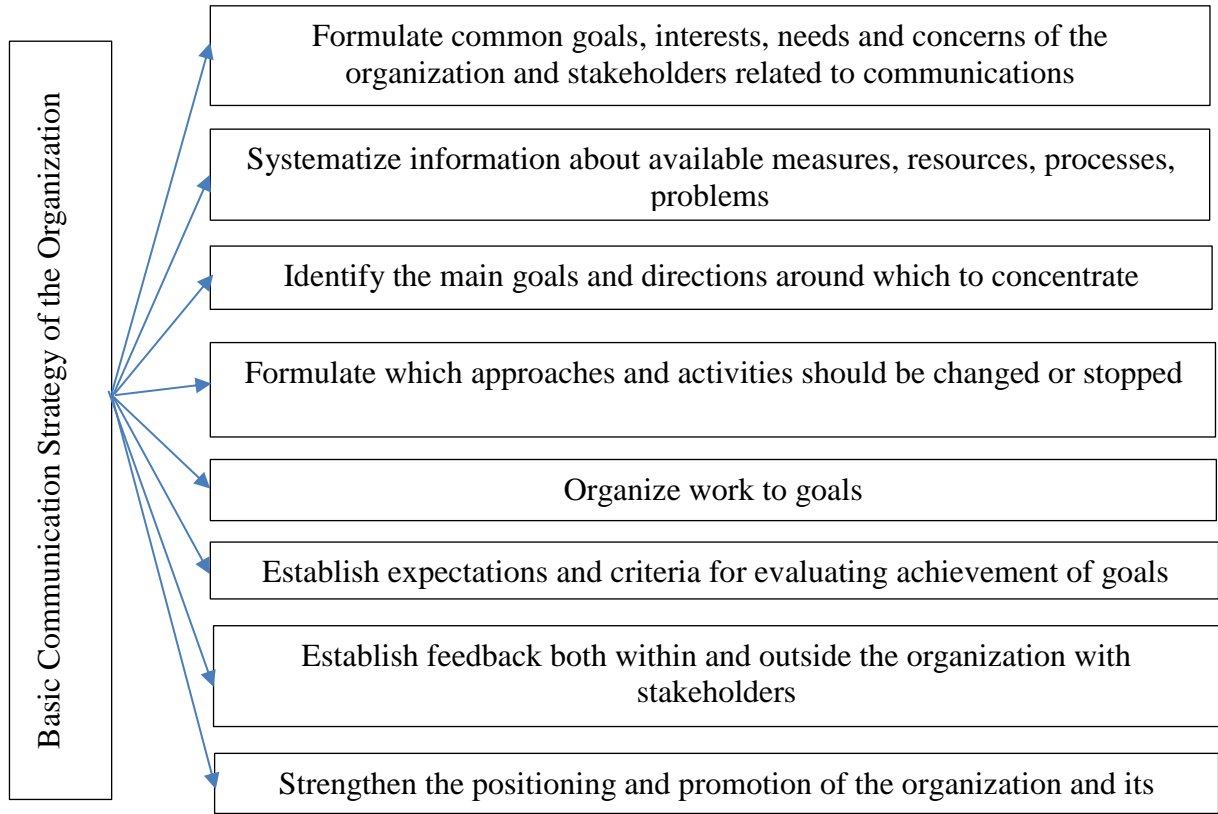


Figure 3.1 – Recommended main objectives of the communication strategy “NB Nigerian Breweries Plc, Ama Brewery”

The comprehensive communication strategy for “NB Nigerian Breweries Plc, Ama Brewery”, in our opinion, should include communication work in two main directions, as shown in the figure (Fig. 3.2).

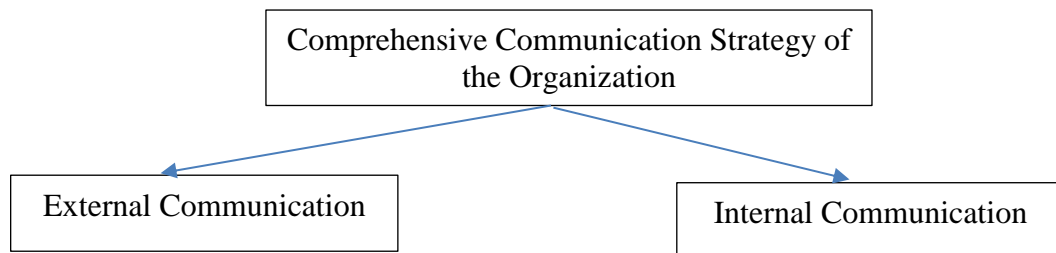


Figure 3.2 – Recommended main directions of the integrated communication strategy “NB Nigerian Breweries Plc, Ama Brewery”

External communications are the relationships of an organization with the environment beyond its borders, in particular:

- With different target groups (consumers, suppliers, competitors, partners, beneficiaries, etc.)
- Media of mass information;
- Representatives of business within the field and region;
- Representatives of the government.

Internal communications are communications within the organization, among its staff. They lead not only to solving the problems that arise and achieving the goals set, but to increasing the role of staff in familiarizing and transmitting the necessary messages and reducing the risk of missing important information.

The communication strategy “NB Nigerian Breweries Plc, Ama Brewery” should include different blocks. In our opinion, the main blocks of the communication strategy of the organization being studied should be such as depicted in the figure (fig 3.3).

Consider in more detail the essence of each block of the communication strategy of the organization being studied.

Block "Initial information" includes the analysis and forecast of the situation, the assessment of the needs of stakeholders. This information is provided in the introductory part of the communication strategy. Here often provide a brief description of the activities of the organization being studied, its main functions and products, positioning in the industry and region, audit of existing communications, as well as information about the role and objectives of communication strategy, about target audiences for informing, etc. In order to understand the future directions and the essence of communication activities of the researched organization, an assessment of its communication capabilities should be carried out, in particular which messages and channels have been successful over the past few years, what is the purpose of communicating with various stakeholders, etc.

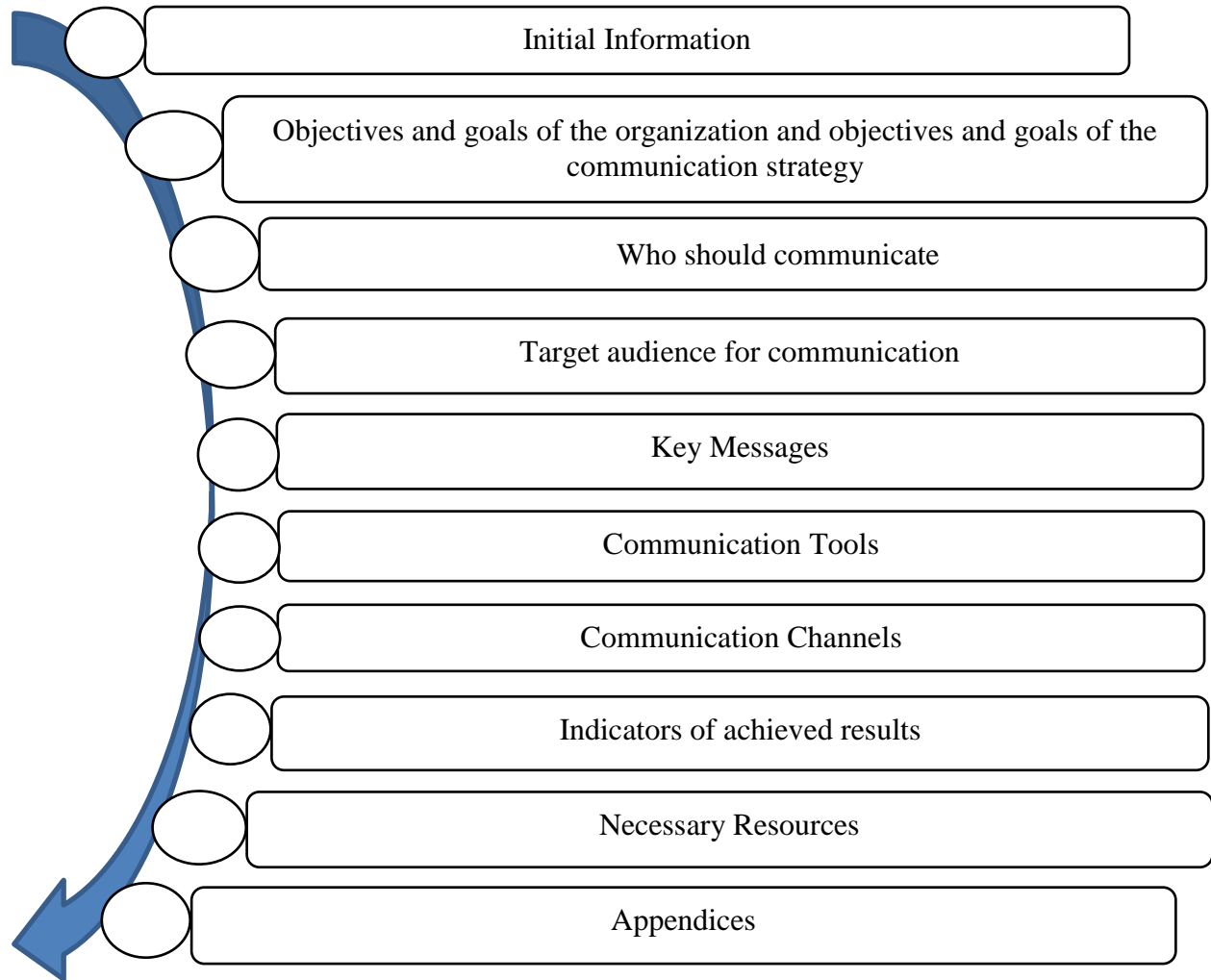


Figure 3.3 – The main elements of the communication strategy “NB Nigerian Breweries Plc, Ama Brewery”

Another important sub-point in this element of communication strategy should be the analysis of the current situation in the organization and around it. To do this, you can use various tools, including SWOT analysis, PEST analysis, five-factor model M. Porter’s assessment of needs.

In the block " Objectives and goals of the organization and objectives and goals of the communication strategy" you need to clearly describe the goals and goals of the organisation for the future, as well as the objective and objective of communication strategy. It is important here to determine the interrelationship and interaction of the goals and tasks of the

organization and the communication strategy, that is, to understand the answer to the question: why communicate?

In the block "Who should communicate" you need to clearly describe who will perform the role of a communicator and on what issues, that is, to provide communication relationships with the environment and to manage all communication activities. Usually, one person (communication manager) is identified for this purpose, who already establishes and coordinates communication with all stakeholders, writes texts, fills pages in networks and generally manages the communication policy of the organization.

In the "Target Audience for Communication" block, you need to describe who you want to provide different information about the organization being studied, i.e. describe the main target audiences. Understanding the target audience of the organization allows you to better choose the tools and channels of communication. The main characteristics that should be determined when evaluating the target audience can be as follows:

- 1) Social and demographic characteristics of stakeholders (gender, age, status, profession, level of income, etc.);
- 2) Where and how they spend their time;
- 3) What their needs (or problems) can satisfy (or solve) the products of the investigated organization;
- 4) What associations or emotions the researched organization and its products cause in them;
- 5) What reasons may encourage communication with interested parties.

Knowing your own target audience, in order to improve the effectiveness of communicating with it, experts advise to put themselves in their place, that is, to understand what representatives of the audience live and are interested in, and when communicating - to use understandable language, images, to provide interesting information for them. That is why in the "key messages" block you need to take into account all aspects.

In the "Communication Tools" section, you need to define which tools are best used for the organization being studied. communication is unilateral or bilateral and, accordingly,

communication tools are also thus shared. To the tools of unilateral communication include those that provide information to the target audience, but usually do not need feedback for further communication (for example, a section on the site or in the media, messages in the form of ads, posts in Facebook, creation of special groups in networks, various infographics with explanations, etc.). In turn, the tools of bilateral communication are aimed at establishing long-term communication (for example, meetings or meetings, creation of special groups in messengers, conducting surveys, etc.). Thus, thoughtful tools enable effective communication with stakeholders for “NB Nigerian Breweries Plc, Ama Brewery”.

In the "Channels of communication" block, you need to identify the main communication channels that are appropriate for the transmission of different messages. However, when choosing channels, you need to remember that each channel has its own characteristics regarding the desired form of message. In other words, when using different channels, the same message must be submitted in different forms. Examples of communication channels can be messengers, television or in the press, Facebook, advertising board or website. All these channels have their advantages and disadvantages when communicating, but at the same time they can be more convenient for different target groups.

In the block "Indicators of achieved of results" you need to specify which criteria are appropriate and appropriate for evaluating the results of the communication strategy “NB Nigerian Breweries Plc, Ama Brewery”. However, only quantitative indicators are not sufficient to assess the results of a strategy (such as the number of interviews, demonstrations of advertisements, Facebook posts or meetings with stakeholders). An important outcome of communications is how much the message has interested the target audience and whether they have responded to the message, i.e. here they already mean a qualitative indicator (for example, a change in the organization's rating, the change of the opinions of stakeholders on certain situations, changes in the level of trust to the organization or its product, etc.). It is the combination of quantitative and qualitative indicators that will enable you to evaluate the results of the communication strategy more deeply and understand the relationship of

communication measures with the outcomes of the activities “NB Nigerian Breweries Plc, Ama Brewery”.

An important point in the presence of indicators of achievement of results (as indicated in the relevant block) is that they are aimed at quickly collecting data on feedback from the activities carried out, monitoring and monitoring the results of the implementation of the communication strategy, as well as correctly adjusting it according to the needs.

It is clear that all communication measures, and therefore communication strategy, require certain costs for their implementation. In the block "Necessary resources" you need to indicate the cost estimates for various communications and combine them into the communication budget. This will allow you to understand the volumes of costs for the implementation of a communication strategy, as well as to understand how additional costs on communications enable you to receive additional profits from the activities of the organization.

In addition, to evaluate the effectiveness of communication measures within a communication strategy, you can use a simple test, which includes five questions:

- 1) Is the message honest?
- 2) Does the message contain information about what concerns or interests the target audience?
- 3) Are the messages simple and understandable to the target audience?
- 4) Do the target audiences share official information or rumors?
- 5) Is there a sense of openness of the management of the organization?

Answering “yes” or “no” to these questions will allow you to understand the state and existing problems “NB Nigerian Breweries Plc, Ama Brewery” in the communication sector.

In the block "Appendices" of the communication strategy it is worth to submit the necessary applications (detailed calculations, schemes, analysis results, etc.), which are volume, confirm certain provisions in the strategy or regulate certain activities.

We estimate the costs of developing a communication strategy for “NB Nigerian Breweries Plc, Ama Brewery”. The average time to develop a communication strategy is 3

months. To develop a communication strategy in the organization being studied, you need to create a working group, which should include:

- The head of the organization (as the coordinator of the processes of development and implementation of the communication strategy);
- Chief of the Economic Unit;
- Chief of the personnel unit;
- Head of Marketing Unit;
- Communication Managers;
- Employees of the corresponding units.

The working group will meet during working hours in the conference room, which for developing a communication strategy will be the best place to work. The conference room has everything you need to hold meetings, so the development will not require capital expenses. Here, the investigated organization will bear only current costs, to which can be attributed to the costs of office goods, etc. The calculation of the cost of developing a communication strategy is shown in Table 3.2.

Table 3.2 – Calculation of current costs for the development of the communication strategy “NB Nigerian Breweries Plc, Ama Brewery”

Article Expenses	SUM, N’OOO
1	2
1. Costs of canvases and other waste materials	205,600
2. Expenses for meeting organization	576,540
3. Additional remuneration for members of the working group	810,200
4. Expenses for attracting external specialists (if necessary)	156,260
Total Expenses	1,748,600

Thus, the amount of current expenses on the development of a communication strategy for “NB Nigerian Breweries Plc, Ama Brewery” will be 1,748,600 Naira.

Thus, the development and further implementation of the communication strategy for “NB Nigerian Breweries Plc, Ama Brewery” will enable to establish more efficient communications and closer cooperation with all stakeholders of the organization, and the establishment of feedback – to choose priority directions for the development of the organisation and to meet the needs of stakeholders.

3.2 Recommendations for internal communications improvement in “NB Nigerian Breweries Plc, Ama Brewery”

Any organization is a large information field, within and outside which constantly occur different communication processes. It is important here that communications are not in the form of rumors or conversations "no about anything", but are carried out about the decisions made and contribute to the development of the organization. From this it can be concluded that failures in the communication system lead to the adoption of wrong decisions and mistakes in their execution. This in turn leads to a decrease in the profitability of activity or even to its loss.

Internal communications are communications within the organization. In fact, they are the key to creating a positive experience of cooperation in fulfilling tasks and achieving goals, as well as to stimulate employee involvement in the organization. We can say that the effectiveness of internal communications contributes to the efficiency of the whole organization. (fig 3.4).

In order to talk about the establishment of effective internal communications, which will contribute to the improvement of the performance of the whole organization, it is necessary first of all to say about those persons and units who have to work with them. In fact, internal communication is not the responsibility of one person in the organization or one unit. Effective internal communication is the responsibility of all employees of the organization. Key persons in the processes of establishing and managing internal communications should be:

- Higher management;

- direct leaders of each unit or working group;
- personnel service;
- Department of Internal Communications.

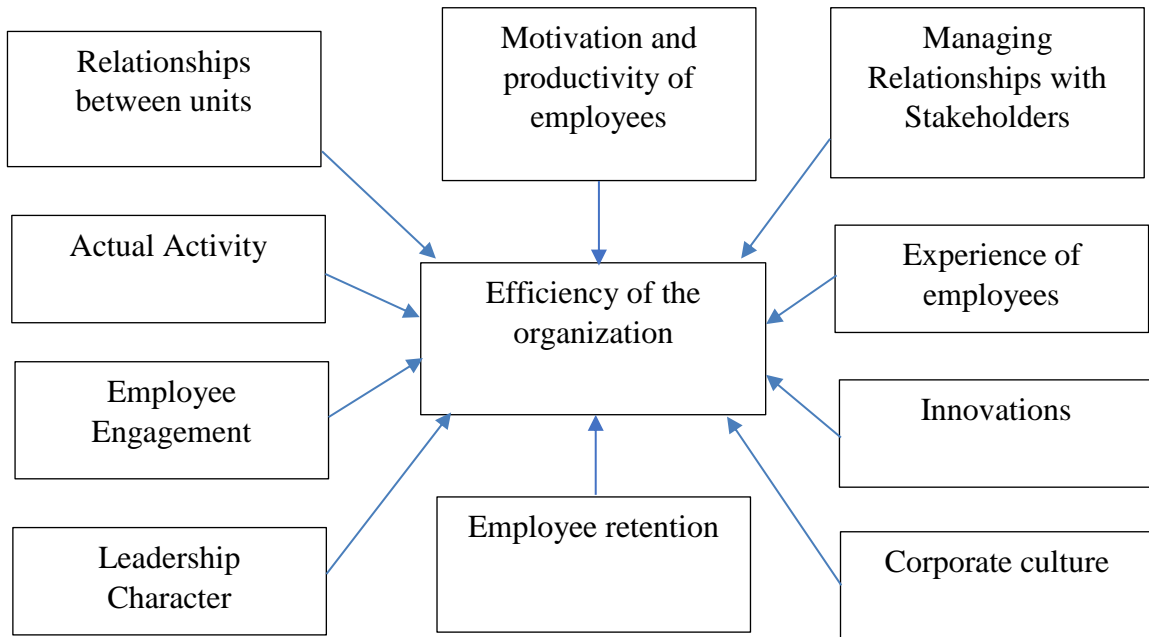


Figure 3.4 – How internal communications influence the work efficiency in “NB Nigerian Breweries Plc, Ama Brewery”

The role of key persons (units) in the establishment of internal communication is generalized with the help of a table (tabl. 3.3).

Table 3.3 – The role of key persons (units) in setting up internal communications in “NB Nigerian Breweries Plc, Ama Brewery”

S/N	Name of key person (unity)	Role of Key Persons (Units)
1	2	3
1	Higher Leadership	<ul style="list-style-type: none"> - sets the tone and shapes the model of behavior within the organization; - Forms mission, vision, values and organizational culture; - Forms strategic priorities, indicates future changes and results; - Indicates timeliness and transparency of decisions.

Continuation of tabl. 3.3

1	2	3
2	Direct leaders of each unit or working group	<ul style="list-style-type: none"> - Maintain daily communication with their subordinates; - report on the objectives and necessary tasks; - report to the senior management on the work done and the achieved goals; - It establishes a reverse connection with the subordinates.
3	Personnel service	<ul style="list-style-type: none"> - contributes to the creation of positive work experience of the employee; - communicate messages related to change management and effectiveness; - contributes to the formation of transparent organizational culture; - Provide daily dissemination of information about the employee to the management; - Provide advice to senior management and influence the formation of its consulting skills.
4	Department of Internal Communications	<ul style="list-style-type: none"> - implementation of strategic orientation and development of internal communication strategy; - sending strategic messages to employees; - Transmission to employees of regular, substantive and consistent information about the activities of the entire organization

In “NB Nigerian Breweries Plc, Ama Brewery” there is no internal communication department, so we propose to create it. The role of the department of internal communication in the investigated organization is shown in the figure (fig. 3.5).

Since the investigated enterprise is quite large and there are many units in its structure that work with communications to one or another extent (especially with external ones), the department of internal communications should not be large. In our opinion, it should include 4 people: the head of the department - 1 person, the specialists of the Department - 3 people. Employees must have appropriate education and work experience of at least 3 years. Such requirements indicate that employees must be qualified and have the desire to work to improve the efficiency of activities “NB Nigerian Breweries Plc, Ama Brewery”.

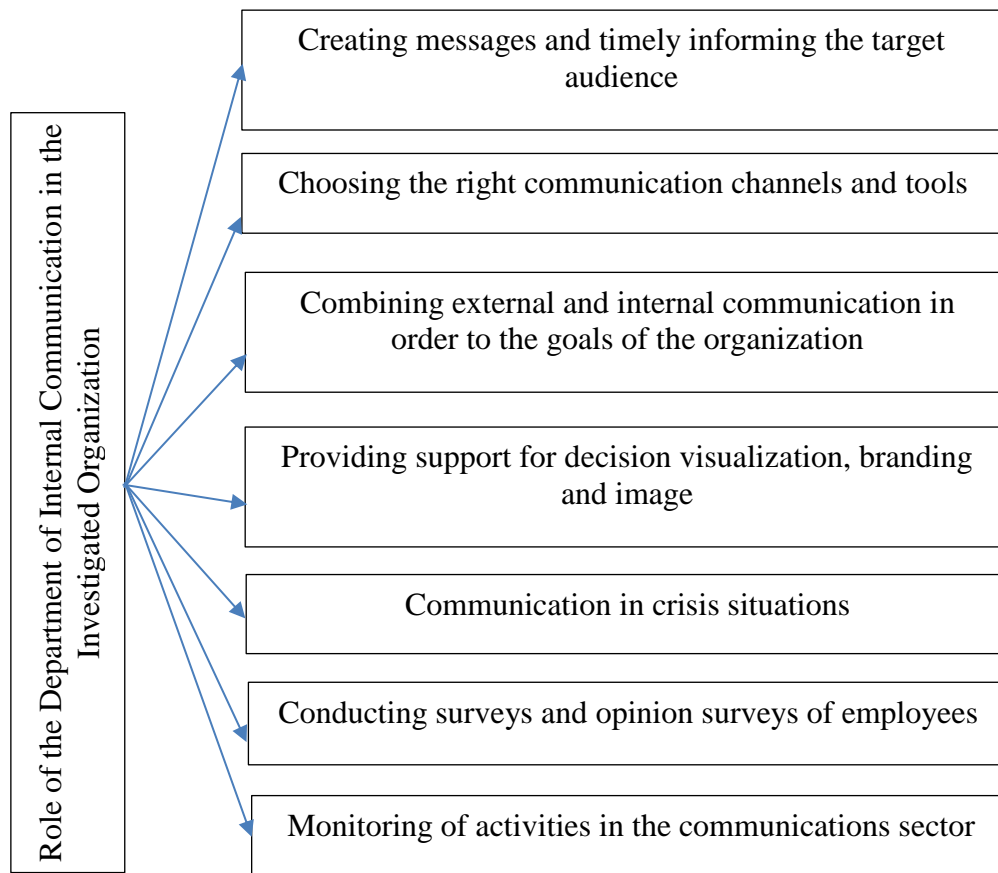


Figure 3.5 – Role of the Internal Communications Department at “NB Nigerian Breweries Plc, Ama Brewery”

The main tasks of the department of internal communications of the investigated organization will be:

- to form a positive image of the organization (as a reliable employer, partner, etc.);
- to inform employees about the situation in the investigated organization;
- to develop the corporate spirit and to form the commitment of employees to the organization being studied;
- to form corporate standards of behavior for both managers and employees in accordance with the values of the organization being studied;
- to demonstrate the openness of managers to employees, their opinions and feelings;

- to conduct training in order to improve the quality of internal communication between the different levels and units of the organization being studied;
- to establish feedback from employees to managers.

Staff schedule and payment fund of labor of employees of the department of internal communications is presented in the table (table. 3.4)

Table 3.4 – Recommended staff schedule and salary fund of employees of the internal communications department “NB Nigerian Breweries Plc, Ama Brewery”

Name of crew	Employee Salary, N'OOO	Number of employees, persons	Monthly Salary Fund, N'OOO
1	2	3	4
Head of Department	2,500	1	2,500
Specialist Department	1,250	3	3,750
Total		4	6,250

Employees of the Department of Internal Communications will work a regular working week (from Monday to Friday and from 8.00 to 16.00 hours).

For employees of the department need to equip workplaces (4 places). The initial cost of creating one workplace is presented in the table (Table. 3.5).

Table 3.5 – Calculation of the cost of creating one job in the internal communications department “NB Nigerian Breweries Plc, Ama Brewery”

No	Expenses	Cost size, N'OOO
1	2	3
1	Acquisition of office furniture (table, office chair, 1 chair and paper cabinet)	2,000
2	Acquisition of office equipment (computer, xerox printer, scanner)	3,350
3	Other expenses	1,200
	Total	6,550

Thus, the total cost of implementing 1 workplace is 6,550 Naira.

As sum, for the organization of all workplaces in the department of internal communications will be equal:

$$6,550 * 4 = 26,200 \text{ N'OOO}$$

The next step is that you need to calculate the cost of organizing the work of the new department (table. 3.6).

Table 3.6 – Calculation of annual expenses on the functioning of the internal communications department “NB Nigerian Breweries Plc, Ama Brewery”

No	Type of Expenses	SUM, N'OOO
1	2	3
1	Expenses for office needs	9,000
2	Communication and Internet Costs	12,000
3	Communal expenses	3,000
	Total	24,000

Source: Formed by Author

Thus, the annual costs for the functioning of the internal communications department “NB Nigerian Breweries Plc, Ama Brewery” are equal 24,000 Naira.

As conclusion, the creation of the department of internal communications in “NB Nigerian Breweries Plc, Ama Brewery” will allow to improve internal communication in the organization, which, in turn, leads to increasing the efficiency of its activities.

CHAPTER 4

OCCUPATIONAL HEALTH AND SAFETY IN EMERGENCIES

4.1 Importance of adaptation in the work process

Human work is directly related to the production environment. The employee can normally carry out labor activities only when the conditions of the external environment corresponds to the optimal. If they change, become unfavorable, then in opposition to them, the human body includes a special mechanism that aids the continuity of the internal environment, or changes it within the limits of permissible. This mechanism is called adaptation. Adaptation is an important means of preventing injury, the occurrence of accidents in the labor process and plays a significant role in labor protection.

Adaptation (from Latin adapto - adaptation) is a dynamic process of adapting the body and its organs to the changing conditions of the external environment.

Adaptation in labor activity is divided into physiological, mental, social and professional.

Physiological adaptation is a set of physiological reactions that are the basis of the adaptation of the body to changes in external conditions, and are aimed at preserving the relative continuity of its internal environment - homeostasis.

Homeostasis (from Greek homoios - similar, identical and Greek stasis - state, integrity) is a relative dynamic constancy of the composition and properties of the internal environment and the stability of the basic physiological functions of the human body. Homeostasis in the body at all levels of its organization and provides a dynamic balance of the body and the external environment.

The essence of the mechanism of adaptation consists in changes in the sensitivity boundaries of the analysers, the expansion of the range of physiological reserves of the body and the change within certain limits of the parameters of the physiological functions. Due to physiological adaptation, the physical and biochemical parameters that determine the vital

activity of the body change within narrow limits compared to significant changes in external conditions: the body's resistance to cold, heat, lack of oxygen, changes in barometric pressure and other factors increases. Great importance in physiological adaptation is the reactivity of the body, its initial functional state (age, training, etc.), depending on which the corresponding reactions of the organism to different actions change. The process of physiological adaptation to unusual, extreme conditions passes through several stages, or phases: first the phenomena of decompensation (violation of functions) prevail, then incomplete adaptation (active search by the body for stable states that meet new environmental conditions) and, finally, the phase of relative stable adaptation.

Physiological adaptation to work is active in nature and under favourable conditions of the production environment and optimal loads leads to increased resilience and working capacity of the body, increase of its reserve capabilities, reduction of diseases and injury. The fluctuation of environmental conditions in which physiological adaptation occurs has a certain limit characteristic of each organism. If the employee falls into conditions where the intensity of the influence of factors of the production environment outweighs the possibility of its adaptation, there are pathological changes in physiological systems, diseases of the body.

Mental adaptation is the process of establishing the optimal conformity of the individual to the environment in the course of activity. It is understood that such properties as inhibition of thinking and low rate of processing of information, limited range of perception, disturbance of memory function inhibit adaptation; high mobility of nervous processes, on the contrary, it increases.

Mental adaptation in the process of work depends on the mental properties of the employee, his mental state, psychological reactions to stresses that arise at work, qualifications and culture of the person, characteristics of professional activity, specific working conditions, etc.

Social adaptation is the adaptation of the working person to the system of relationships in the working team with its norms, rules, traditions, value orientations. During social

adaptation, the employee gradually receives diverse information about the team where he works, the system of business and personal relationships.

With the unfavorable course of social adaptation, the level of stress at work increases, the consequences of which affect the behavior of the employee and can lead to interpersonal conflicts, accidents.

Professional adaptation is adaptation to labor activity with all its components: adaptation of the workplace, tools and means of labour, objects and objects of labor, features of the technological process, time parameters of work, etc.

Professional adaptation is expressed in the development of a persistent positive attitude of the employee to his profession, a certain level of mastery of his specific skills and abilities, in the formation of the necessary qualities for the quality of work. Professional adaptation is determined by the necessary minimum of knowledge and skills that the employee acquired when obtaining the specialty, the degree of responsibility, practicality, business and so on. Adaptation is considered completed when the employee achieves a qualification corresponding to existing standards.

Each of the examined types of adaptation affects the working capacity and health of the employee, forms a certain level of sensitivity and resilience to psycho-emotional overloads, as a result of which the development of which can significantly change the reliability of professional activity.

4.2 Organizational and technical measures to prevent productive injury

Reduction of the level of injury, occupational diseases and consequences from them is carried out through the application of organizational, technical and therapeutic and preventive measures, the introduction of a system of responsibility for violation of the requirements of the legislation in the field of labor protection, regulatory and legal regulation of labour protection and other measures.

Quality instruction and training of employees, their involvement in the work of specialty, the organization of rational working and rest regime and the provision of workers

with means of individual protection constitute organizational measures of protection in production. Organizational measures are dictated by these or other normative legal acts.

In the context of prevention of injuries, the main place is occupied by technical protection measures. If certain machines, mechanisms, equipment or production lines are designed so that they completely prevent the penetration of certain harmful substances or harmful effects into the working area, hazardous zones are restricted or made inaccessible, and the machinery bodies are grounded, the likelihood of injury to the employee is reduced to a minimum even in the absence of other labour protection measures.

Reduction of the level of injury in production is also achieved thanks to the use of a complex of therapeutic and preventive measures carried out in accordance with the requirements of the legislation: carrying out compulsory medical examinations, ensuring workers with medical and prophylactic nutrition, reducing their working day duration and providing them with additional holidays. Persons who have already suffered harmful effects on life or health are entitled to compensation, free treatment, medical care and other guarantees at the expense of the company or relevant funds.

Socio-economic measures for the prevention of industrial injury consist in the legislative consolidation of benefits and compensations for employees working with harmful or dangerous working conditions, life and health insurance of employees by the employer, compensation of workers for losses in case of ill-treatment, etc.

Disciplinary, administrative, material and criminal liability of employees for violations in the field of labor protection also contributes to the reduction of the level of injury. According to the results of the work of the corresponding system of investigation of accidents and occupational diseases in production, the relevant persons are held liable in case of violation of the requirements of labor protection.

Issues of labor protection in the enterprise, institution or organization are regulated by a large number of normative legal acts, among which there are both laws and sub-legal normative acts in the form of rules, standards, norms, regulations, provisions, instructions and other norms mandatory for implementation. As the achievements of science and

technology are implemented, the relevant regulatory acts in the field of labor protection are reviewed, corrected or repealed.

Standards, technical conditions and other normative and technical documents on means of labour and technological processes must contain requirements for labor protection and be agreed with the bodies of state supervision of labor protection.

Sanitary rules and norms are approved by a specially authorized central executive body in the field of health care.

Normative legal acts on labor protection are mandatory for performance in production workshops, laboratories, workshops and other places of labor and professional training of young people, equipped in schools, inter-school combinations, schools, higher and middle special educational institutions, houses of self-developing technical creativity, etc.

CONCLUSIONS

Main aspects of communication and evaluating their effectiveness, as well as proposed directions for improving their effectiveness in "NB Nigerian Breweries Plc, Ama Brewery" have been presented in the paper.

To learn the essence and role of communications in the organization, to overview of theoretical aspects of communication effectiveness in the organization, to analyze "NB Nigerian Breweries Plc, Ama Brewery" and its communication process have been highlighted in the paper, and ways for improvement of communication process effectiveness in investigated organization has been proposed.

The obtained results of the paper reflect the level of goals and objectives achievement and provide the following conclusions and proposals:

1. Communication is crucial because every organizational task and action requires some sort of direct or indirect communication. Organizational administrators interact with and through other people when they plan, organize, or lead. This suggests that each person's communication abilities affect their own effectiveness as well as the effectiveness of their organization.

2. In order to succeed, every firm, manager, administrator, superiors, and worker requires effective communication. Organizations with strong communication are less likely to have the misconceptions that damage relationships, waste time, and produce mistakes because they are more cognizant of the company's overall strategy and how their individual work fits into it. Employees listen to customers, after which they persuasively and clearly describe the products and services that their company offers. Effective communication in the workplace is crucial for both the individual and the business. Gaining employment, carrying out the tasks assigned to them, and moving up the corporate ladder all depend on a person's ability to effectively communicate.

3. Nigerian Breweries Plc, the pioneer and largest brewing Company in Nigeria, was incorporated in 1946 as “Nigerian Brewery Limited”. Nigerian Breweries Plc is under the management of a board of directors of twelve members who oversee the day-to-day administration of the firm. The comprehensive income for the year, which takes into account various components beyond just profit, has shown fluctuations. The Nigeria breweries have twenty-four (24) products which are well branded and are generally classified under: Lager, Stouts, Non-alcoholic and Spirit. The Lager products are: "33" export, Desperados, Goldberg, Gulder, Heineken, Life, More, Star, Star lite, Star Radler, and Tiger.

4. The company is made up of several departments which are controlled by heads of departments (HODs) who in turn are summarily headed by the brewery manager. They oversee the general activities of the company. The support and development department is saddled with the overseeing of communication across all the other departments. Communication management policy in Nigeria Breweries is the mode of communication in the organization in order to get things done. The mode of communication in the Nigeria breweries is primarily the hierarchical structure which involves a top-down communication. However, other mode of communication is welcomed, such as departmental communication, bottom-up communication, informal communication and the technology-enabled communication. It is important to stress that complaints in an organisation should always be entertained and used as a yardstick for improvement of service delivery or product quality. In ensuring that the complaint policies are effective, the Nigeria breweries came up with "Speak Up!". The speak up is a system which makes it easy to report complaints or any other incident about workplace issues like financial and auditing concerns, harassment, theft, substance abuse and unsafe conditions. Speak Up is available to anyone, either inside or outside of the Company.

5. To bring all possible rules and policies relating to communications in different fields into one communication strategy for “NB Nigerian Breweries Plc, Ama Brewery” has been recommended. An important point during the development and implementation of a communication strategy is that it is not worth turning it into a means of informing customers

about certain events or changes in the organization. A communication strategy is an internal document that plays a guiding role in conducting activities with consumers, in the field of media and public relations. The comprehensive communication strategy for “NB Nigerian Breweries Plc, Ama Brewery” should include communication work in two main directions: external and internal communications. The communication strategy of investigated organisation should include different blocks, such as initial information, objectives and goals of the organization and objectives and goals of the communication strategy, who should communicate, target audience for communication, key messages, communication tools, communication channels, indicators of achieved results, necessary resources, appendices. Current expenses on the development of a communication strategy for “NB Nigerian Breweries Plc, Ama Brewery” will be 1,748,600 Naira

6. It is recommended to create an internal communications department in order to establish effective internal communications that will contribute to increasing the organization effectiveness. The main tasks of the department of internal communications of the investigated organization will be to inform employees about the situation in the investigated organization; to develop the corporate spirit and to form the commitment of employees to the organization being studied; to demonstrate the openness of managers to employees, their opinions and feelings; to conduct training in order to improve the quality of internal communication between the different levels and units of the organization being studied; and others. it should include 4 people: the head of the department - 1 person, the specialists of the Department - 3 people. Monthly Salary Fund 6,250 Naira. Employees of the Department of Internal Communications will work a regular working week. For employees of the department need to equip workplaces (5 places). The initial cost of creating one workplace is 6,550 Naira. the annual costs for the functioning of the internal communications department “NB Nigerian Breweries Plc, Ama Brewery” are equal 24,000 Naira.

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