

LCBB4009 Understanding Organisational Structure and Culture

Component 2: Individual report

Title: Investigating the Role of Communication in the Business Environment of Morrisons

Student's ID: 2516174

Student's Name: Rares Constantinescu

Submission Date: 13.08.2026

Table of Contents

Introduction.....	3
Communication and Methods	4
Common Issues.....	6
Recommendations	7
Conclusion.....	8
Reference list	9

Introduction

Business communication can be referred to as a process of exchanging opinions, ideas, and information outside and within the business environment to achieve business goals. “Albert Bandura’s (1986) social cognitive theory” and the trans-theoretical model posit that communication acts as a crucial and strategic element of a business process that can lead to organisational behavioural change towards achieving business goals (Markovic, 2023). The central concept or purpose of this report is to investigate the role of communication in a business environment. The exploration of the report even includes the depth understanding of various communication methods, recognition of prevalent challenges, and formulation of effective recommendations and strategies to overcome the issues. The task mainly focuses on enhancing the understanding regarding communication dynamics in the practical level of a business context by analysing the communication process at Morrisons. The firm is known as the fourth-largest retail brand or supermarket chain in the UK in the food and groceries segment (Morrisons, 2024). Therefore, the brand has been selected here to analyse the ways communication processes influence its ability to achieve a competitive position.

Communication and Methods

Definition of communication within a business context and its effectiveness and importance

Organisational communication can refer to all networks, patterns, and systems of communication within an organisation. As defined by Xu, Yang and Tian (2023), business communication can be considered as a process of receiving and sending messages through nonverbal or verbal, written and graphical presentation. It can be considered a key element of achieving success in business, as it involves the creation and exchange of meanings and thoughts (Cole, Kelly and Cole, 2020). The main functions of organisational communication involve motivation, control, information, and emotional expression (Clips, 2018). Furthermore, business communication can be essential to transfer meaning from one individual to another using seven key elements. The key elements include message, sender, channel, decoding, encoding, feedback, and receiver.

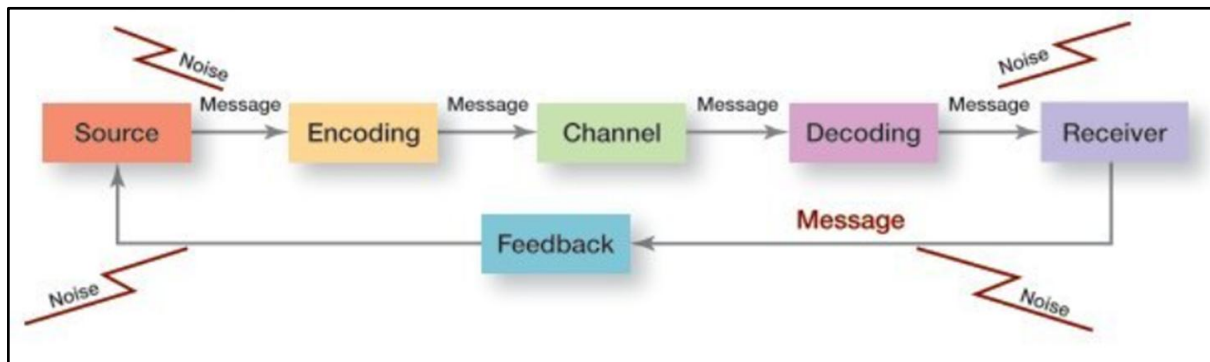


Figure 1: Communication process

(Source: Robbins and Coulter, 2021)

Apart from this, effective verbal communication can be considered as the foundation for achieving business success. Robbins and Coulter (2021) have highlighted that business communication is important in shaping the ways stakeholders resolve conflicts, exchange information, and influence one another. The practices regarding business communication can include verbal communication, internal reports, emails, social media posts, meeting notes, and others that influence the achievement of business outcomes. Morrisons mainly employs more than 96,000 people (Morrisons PLC, 2024). The statistics indicate that it might follow an effective communication method that helps them to make a diversified and inclusive workplace to build a larger employee base.

Several communication methods

Communication methods in a business can include message, encoding, decoding, channels, feedback, and noise. A message is a way of communication where people convey information. The encoding method involves converting a message into a symbol where the decoding method involves retranslating a message from sensors. Communication over channels indicates communication through a medium, where the feedback process highlights the response to the message, which can be understood and be received successfully. However, the noise method involves any disturbance that can interfere with the receipt, transmission, or feedback of a message. Apart from this, the modes of communication include written communication, oral communication, as well as non-verbal communication. For instance, Morrisons' management follows both the message and feedback method in terms of communicating with employees, where channels are used to communicate with another stakeholder, customers. The supportive managers at Morrisons help each of the employees and guide their career path and performance through honest and open communication by applying feedback and message methods (Morrisons, 2023). However, by applying modes like verbal and written communication, the managers at the firm are listening actively to the opinions of the employees while responding to them quickly wherever possible. The application of these methods can help them to achieve more than 96,000 employee base over the world.

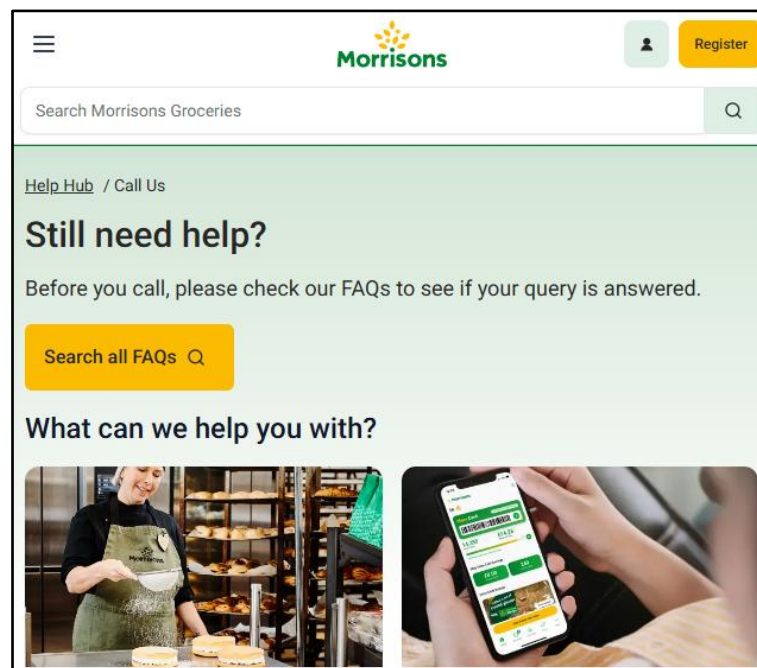


Figure 2: Way of communication between customers and Morrisons

(Source: Morrisons, 2026)

On the other hand, Morrisons uses several media or channels to communicate with customers. For example, customers at the firm can get in touch with the firm's "customer service team" by dialling their customer service number, which is available on their website. Furthermore, by using social media channels, like comment sections on Facebook, YouTube, and Instagram, customers can communicate with the Morrisons team. The effective communication process can help them to deliver their services to over 9 million customers (Morrisons PLC, 2026). The larger customer and employee base can help them to achieve the fourth-largest position in the retail market in the UK.

Common Issues

Prevalent communication challenges

Prevalent communication challenges, which can be encountered by firms, can include cultural barriers and miscommunication. Some other barriers can include filtering, information overload, emotional barriers, language, as well as silence. Silence is the worst communication barrier, which is considered the absence of information. The silence barrier during communication can lead to unwillingness to communicate, while showing feelings of unfairness, negative feelings, non-interest, and even information overload, resulting in miscommunication (Yue, Thelen and Verghese, 2022). On the other hand, information overload can include information that can exceed processing capacity. Filtering channels can include deliberate manipulation of information to make it more favourable to the receiver.

Illustration of the challenges in relation to Morrisons

Morrisons encounters several communication challenges, which can include miscommunication and cultural barrier-related issues. Petropoulos *et al.* (2025) have stated that the supply chain process can be affected in a firm due to the lack of collaboration between the stakeholders and even miscommunication. For instance, employees at Morrisons are sometimes unable to understand the messages of the customers, which creates miscommunication, resulting in overstock and higher waste (Morrisons, 2023). Therefore, in recent days, the employees are focusing on enabling improved communication to understand the demand of the customers to reduce stock loss and wasted effort. Apart from the communication barrier with the customers, the managers have encountered rapid communication challenges like language and cultural barriers when communicating with the diverse group of employees. The communication language barrier and cultural barriers sometimes lead to conflict or misunderstanding among the diversified team members. However, another communication barrier, such as cultural barriers, has been seen mainly in the case of women's empowerment (The Grocer, 2026). Therefore, the firm aims to focus on fostering gender diversity and removing unconscious biases to overcome the communication barrier and to build a diversified workforce.

On the other hand, based on the reviews of Glassdoor and some other sites, it can be identified that at Morrisons, in some departments like the supply chain department, little or no communication has been seen among employees and managers, causing misinterpretation and misunderstanding (Glassdoor, 2026). Moreover, a significant number of customers reported issues with communication, mainly regarding delays and even order cancellations (Leonards, 2025). Therefore, it can be identified that Morrisons is going through significant communication barriers like language, cultural differences, misunderstandings, and filtering, which affect the supply chain process and reduce employee satisfaction. Therefore, the business needs to focus on developing some practical strategies to address the overcome communication issues to ensure business performance.

Recommendations

Practical strategies, recommendations, and best practices to address and overcome the identified communication issues

Based on the communication barriers identified, it can be recommended that Morrisons needs to focus on engaging in using feedback, constraining emotions, and listening actively. Best practices and even practical strategies to leverage these recommendations are detailed below.

Active listening

An active listening process mainly leads to respect and trust while empowering the foundation of effective business relationships. For that reason, managers at Morrisons need to consider listening actively to the employees while maintaining respect and trust. Active listening with trust and respect can help them to build positive relationships with the employees to foster workplace performance while overcoming the cultural barrier.

Further improvement in the feedback process

Feedback can be considered as two-way communication for ensuring both sides are on the same page and can help prevent confusion or misunderstandings. Continuous feedback can be defined as a regular process of communicating between employees and managers where information about work outcome, behaviour, and performance (Pulakos *et al.*, 2024). Morrisons need to focus on using feedback while communicating with employees and even customers. The two-way process can help them to drive a higher level of efficiency, satisfaction, and even success to enhance service quality.

Reducing cultural barrier

The cultural barrier can be overcome by using simplified language while communicating with diverse groups of employees and customers. Furthermore, empowering women to work in the organisation can even help them to overcome cultural barriers.

Conclusion

The findings of the assessment indicate that business communication is essential to ensure control and emotional expression, while motivating employees and engaging in information sharing. It is also summarised that communication methods can include encoding, decoding, message, feedback, and even channel. However, the communication barrier, which can be concluded from the report, include information overload, misunderstanding, and cultural barriers. Morrison has faced misunderstandings and cultural barriers that affect their supply chain process, employees, and customer satisfaction. However, the firm mainly focuses on feedback and messaging methods to enhance communication with employees. Overall, based on the entire evaluation, it can be reinforced that effective business communication can be essential to streamline decision-making, minimise misunderstanding, boosting productivity while enhancing customer relationships.

Reference list

- Clips, C. (2018). *World's funniest flight attendant leaves passengers in hysterics*. [online] YouTube. Available at: <https://www.youtube.com/watch?v=DfaYKYFYHBk> [Accessed 12 Aug. 2026].
- Cole, G.A., Kelly, P. and Cole, G. (2020). *Management Theory and Practice*. 9th ed. Cengage Learning EMEA.
- Glassdoor (2026). *Poor communication, Very little respect - Night Assistant Morrisons Employee Review*. [Online] [glassdoor.sg](https://www.glassdoor.sg). Available at: <https://www.glassdoor.sg/Reviews/Employee-Review-Morrisons-E10276-RVW4812153.htm> [Accessed 11 Aug. 2026].
- Leonards, A. (2025). *Learning from failure: How Morrisons and the retail sector must adapt after 2024's festive disruptions*. [Online] *Retail Systems*. Available at: https://www.retail-systems.com/rs/Learning_From_Failure_How_Morrisons_And_The_Retail_Sector_Must_Adapt_After_2024_Festive_Disruptions.php [Accessed 12 Aug. 2026].
- Markovic, M.R. (2023). *The importance of communication in business management*. [Online] *ResearchGate*. unknown. Available at: https://www.researchgate.net/publication/376170318_THE_IMPORTANCE_OF_COMMUNICATION_IN_BUSINESS_MANAGEMENT [Accessed 12 Aug. 2026].
- Morrisons (2023). *Strategy | morrisons corporate*. [Online] *Morrisons*. www.morrisons-corporate.com. Available at: <https://www.morrisons-corporate.com/about-us/strategy/> [Accessed 10 Aug. 2026].
- Morrisons (2024). *About us - morrisons corporate*. [Online] *Morrisons*. *Morrisons*. Available at: <https://www.morrisons-corporate.com/about-us/> [Accessed 12 Aug. 2026].
- Morrisons (2026). *Call us - Morrisons Help Hub*. [Online] *www.morrisons.com*. Available at: <https://www.morrisons.com/help/call-us> [Accessed 11 Aug. 2026].
- Morrisons PLC (2024). *People*. [Online] *Morrisons*. Available at: <https://www.morrisons-corporate.com/morrisons-sustainability/people/> [Accessed 11 Aug. 2026].
- Morrisons PLC (2026). *Company history - Morrisons Corporate*. [Online] *Morrisons*. Available at: <https://www.morrisons-corporate.com/about-us/company-history> [Accessed 12 Aug. 2026].
- Petropoulos, F., Akkermans, H., Aksin, O.Z., Ali, I., Babai, M.Z., Barbosa-Povoa, A., Battaïa, O., Besiou, M., Boysen, N., Brammer, S., Brandon-Jones, A., Briskorn, D., Browning, T.R., Buijs, P., Centobelli, P., Chiarini, A., Cousins, P., Cudney, E.A., Davies, A., Day, S.J., de Koster, R., Dekker, R., Denicol, J., Despeisse, M., Disney, S.M., Dolgui, A., Duong, L., El-Qallali, M., Fahimnia, B., Fakhredin, F., Gershwin, S.B., Ghamat, S., Giannikas, V., Glock, C.H., Godsell, J., Govindan, K., Hannibal, C., Haug, A., Hernaes, T., Hsuan, J., Ivanov, D., Jahre, M., Johansson, B., Kalidoss, M.S., Kanellopoulos, A., Kannan, D., Karul, E.,

Katsikopoulos, K.V., Begüm Kilic-Ararat, A., Kolisch, R., Koppenberg, M., Kumar, M., Kuo, Y.-H., Kusiak, A., Lewis, M.A., Lim, S.F.W.T., Limère, V., Liu, J., Maghazei, O., Marić, M., Meissner, J., Meuwissen, M., Micheli, P., Nanayakkara, S., Nur Özdemir, B., Papadopoulos, T., Pavelin, S., Perera, S., Phillips, W., Prak, D., Pun, H., Qazi, S.A., Ramanathan, U., Reiner, G., Reitsma, E., Roehrich, J.K., Sanders, N.R., Sarkis, J., André Schmid, N., Schmidt, C.G., Schroeder, A., Selviaridis, K., Seuring, S., Shi, C., Son, B.-G., Spring, M., Squire, B., der Valk, W. van, van Donk, D.P., van Houtum, G.-J., Wilhelm, M., Wynstra, F. and Zheng, T. (2025). Operations & supply chain management: Principles and practice. *International Journal of Production Research*, pp.1–184. doi:10.1080/00207543.2025.2555531.

Pulakos, E.D., Arad, S., Donovan, M.A. and Plamondon, K.E. (2024). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, 85(4), pp.612–624. DOI: 10.1037//0021-9010.85.4.612

Robbins, S.P. and Coulter, M.K. (2021). *Management*. 15th ed. Harlow, England: Pearson.

The Grocer (2026). *Drive gender diversity says Andrew Higginson of Morrisons*. [Online] The Grocer. Available at: <https://www.thegrocer.co.uk/comment-and-opinion/drive-gender-diversity-says-andrew-higginson-of-morrisons/537275.article> [Accessed 12 Aug. 2026].

Xu, L., Yang, X. and Tian, S. (2023). A study on the role of internet emoticons in business communication from the perspective of symbolic interactionism. *Athens Journal of Mass Media and Communications*, [online] 9(3), pp.161–184. doi:10.30958/ajmmc.9-3-2.

Yue, C.A., Thelen, P. and Verghese, A.K. (2022). Should I speak up? How supervisory communication, team culture, and team relationships determine employees' voice behavior. *International Journal of Business Communication*, 62(1), p.232948842211047. doi:10.1177/23294884221104794.