

Internal Management Challenges and Strategic Solutions in Communication Management Services: A Descriptive-Quantitative Approach

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Abstract

This study employed a descriptive-quantitative research design to examine internal management challenges within a communication services company. Utilizing statistical techniques such as mean and standard deviation, alongside thematic analysis, the research identified key concerns including communication inefficiencies, inconsistent leadership practices, and gaps in employee engagement. Data was gathered through a structured survey questionnaire distributed to 60 purposively selected respondents from departments including Management, Human Resources, Finance, and Legal. The combination of quantitative and qualitative methods provided a robust understanding of organizational dynamics, highlighting both operational strengths and areas needing improvement. Conducted in Beijing—a major business and cultural hub—the study explored how organizational structure, leadership behavior, and cultural factors intersect to shape internal performance. The findings reveal notable strengths in planning, goal alignment, and leadership clarity, but also indicate persistent challenges in operational efficiency, staff development, and gender diversity. Recommendations center on increasing female workforce participation, strengthening feedback systems, and fostering innovation through collaborative leadership. Strategic interventions were proposed to boost competitiveness, enhance internal processes, and create a more inclusive and productive work environment. Future researchers are encouraged to explore the underlying causes of gender imbalance and investigate the long-term effects of strategic interventions on employee retention and organizational performance.

Keywords: Employee Engagement; Future Research; Internal Communication; Leadership Practices; Organizational Management; Strategic Planning; Workplace Diversity.

1. Introduction

In the fast-paced landscape of contemporary businesses, effective communication stands as the cornerstone of success. Yet, within the intricate web of corporate dynamics lies Zhongxuntongda Communication (Beijing) Management Service Co., Ltd., a company grappling with multifaceted management hurdles. These are not mere isolated incidents but involve a complex interplay of interpersonal dynamics, organizational hierarchies, cultural nuances, and evolving technology. The case of Zhongxuntongda Communication serves as a relevant and timely lens through which the broader challenges of communication in globally operating firms can be understood.

At the heart of these challenges are interpersonal dynamics—the subtle yet powerful currents of human interaction that define relationships in the workplace. Within Zhongxuntongda, where the workforce is both multicultural and globally distributed, difficulties in understanding communication styles and resolving conflicts are prominent. Hierarchical organizational structures further complicate internal exchanges, often leading to delays in decision-making and fragmented information flow. Communication across different managerial levels—from executive leadership to frontline employees—must be seamless for operational effectiveness. Compounding these issues are the unique cultural expectations embedded in a global enterprise, where differing norms, etiquettes, and interpretations of communication contribute to misalignment and misunderstanding.

Addressing these complex communication issues requires an integrated approach that combines human-centered strategies and technological innovation. This may include leadership development programs, open communication policies, and the adoption of collaborative digital platforms that bridge both physical and cultural distances. These interventions are vital for businesses such as Zhongxuntongda Communication that operate within a diverse and fast-changing global environment.

The challenges faced by Zhongxuntongda are not unique but rather reflective of widespread internal management issues across the Communication Management Services (CMS) sector. Studies show that CMS companies often struggle with internal communication, leadership misalignment, and structural inefficiencies (Smith & Johnson, 2018; Brown et al., 2020). As CMS organizations expand globally, they encounter heightened complexity due to

technological demands, diverse employee bases, and rapidly evolving market expectations. Therefore, this study does not merely examine the issues within a single company; it offers broader insights applicable to communication-intensive industries worldwide.

Internal management challenges within CMS companies like Zhongxuntongda are rooted in organizational structures, cultural dynamics, and leadership approaches. Research by Smithson and Chen (2019) and James et al. (2020) underscores how complex hierarchies and unclear reporting lines lead to communication bottlenecks, while outdated organizational models inhibit adaptability. Baker and Turner (2018) highlight the impact of rigid structures in fostering autocratic leadership, which can diminish employee engagement and innovation. Furthermore, the misalignment between leadership values and company culture has been shown to negatively affect morale (Gomez et al., 2021).

Organizational culture plays a pivotal role in either mitigating or exacerbating internal challenges. A culture that values transparency, open communication, and continuous learning fosters resilience and adaptability. Martinez and Lee (2020) note that such a culture equips organizations to respond effectively to external pressures, including regulatory shifts and market volatility. Companies that prioritize innovation and flexibility, as argued by Brown and Foster (2018), are better positioned to adapt to environmental changes without internal discord.

Equally important are leadership and communication practices within CMS firms. Research has consistently linked effective leadership with organizational success. Avolio and Yammarino (2013) emphasize the value of transformational leadership in motivating teams and enhancing collaboration. Pearce and Sims (2002) discuss participative leadership, advocating for inclusive decision-making as a means to foster employee ownership and engagement. Real-world examples illustrate the negative consequences of poor leadership and communication, including reduced client satisfaction, project delays, and weakened team cohesion. As such, leadership development becomes not just desirable but essential.

Leadership development programs and enhanced communication protocols are two key strategies for addressing internal management challenges. Johnson and Smith (2019) argue that such programs build adaptability and improve decision-making, while Martinez and Williams (2018) show that communication protocols streamline operations and reduce conflict. The synergy between these two strategies is critical. As Anderson and Patel (2019) assert, leadership training enhances awareness of effective communication practices, while robust protocols institutionalize these practices across the organization.

External factors also exert considerable influence on internal management dynamics. Market changes, regulatory developments, and industry trends can introduce new challenges and exacerbate existing ones. Lee and Martinez (2017) emphasize the dangers of failing to adapt, while Pritchard and Simmons (2022) propose the use of scenario planning and external monitoring to maintain strategic flexibility.

Taken together, the literature presents a compelling argument: internal management challenges are multifaceted and interconnected. They are influenced by organizational structure, leadership styles, communication practices, external pressures, and organizational culture. Addressing these requires holistic strategies rooted in theory and supported by practical evidence. For Zhongxuntongda Communication, the implementation of adaptive organizational structures, leadership development programs, and enhanced communication systems stands to significantly improve operational efficiency, employee morale, and organizational performance.

This study, therefore, contributes not only to the academic understanding of internal communication challenges in CMS companies but also offers a practical roadmap for firms seeking sustainable growth in complex and dynamic business environments. By situating Zhongxuntongda Communication as a representative case, the research underscores the global relevance of effective communication in shaping successful organizational outcomes.

2. Methodology

The study adopted a descriptive-quantitative research design to examine the internal management challenges faced by Zhongxuntongda Communication (Beijing) Management Service Co., Ltd. This design enabled the researcher to analyze numerical data to identify patterns and trends related to operational inefficiencies, employee morale, leadership communication, and other management functions. Through a structured survey questionnaire, responses from employees, managers, and HR officers were collected and subjected to statistical analysis. Techniques such as mean, median, mode, and standard deviation were employed to quantify responses, offering

an objective foundation for understanding the extent of the challenges and guiding strategic interventions based on empirical evidence.

The study was conducted in Beijing, the capital of China and a major economic and cultural hub. Beijing's diverse corporate landscape and its central role in the telecommunications and communication services sector made it a fitting setting for investigating the internal challenges faced by Zhongxuntongda Communication. The city's dynamic environment also allowed the researcher to examine how broader economic trends, regulatory pressures, and cultural contexts interact with internal organizational dynamics. This setting offered a realistic context to explore management hurdles and their impact on company performance, with access to a diverse range of respondents and stakeholders who contributed to a comprehensive and contextually grounded analysis.

The study involved a total of 60 respondents selected through a purposive and convenient sampling method. This approach ensured that individuals with relevant knowledge and firsthand experience of the company's internal operations were included in the research. The respondents came from a variety of functional areas, including employees from different departments, human resource officers, and managers. This diversity in roles provided a multi-faceted perspective on the challenges associated with organizational structure, leadership practices, communication protocols, and employee engagement within Zhongxuntongda Communication.

To collect data, the researcher developed a self-made survey instrument composed of six major sections. These included questions on the demographic profile of the respondents, descriptions of the company's core management functions (planning, organizing, leading, and controlling), factors affecting those functions, and specific internal challenges such as communication breakdowns, leadership gaps, and performance inefficiencies. The instrument underwent pilot testing to ensure its reliability, achieving a favorable internal consistency score with a Cronbach's alpha of 0.85, indicating that the tool was suitable for capturing reliable and valid data.

After securing the necessary approvals, the researcher distributed the validated questionnaire to eligible participants. Each respondent was given a clear explanation of the study's purpose and reassured about the confidentiality of their responses. Surveys were retrieved within the same day whenever possible, and all data were compiled, checked, and prepared for analysis. The timely retrieval and thorough review of the responses ensured the integrity and completeness of the dataset.

The collected data were analyzed using both descriptive statistics and thematic analysis. Descriptive statistical tools were used to interpret the quantitative responses, revealing trends in the respondents' views on various management challenges. In parallel, thematic analysis was conducted to uncover deeper patterns and insights, especially when addressing more qualitative aspects of the responses. This dual approach allowed the researcher to interpret responses in alignment with the research questions, such as identifying the most common internal challenges, understanding the influence of organizational structure and culture, and exploring how leadership and external factors contributed to management issues.

Ethical considerations were paramount throughout the research process. The researcher ensured that all participants were treated with respect and dignity. Confidentiality was strictly observed, and personal data were anonymized to prevent any risk of identification or harm. Participation in the study was entirely voluntary, with respondents fully informed about the purpose, benefits, and potential risks of their involvement. Informed consent was obtained from each participant through a signed consent form, reinforcing their right to self-determination. The researcher took great care in handling sensitive information, especially in the presentation and dissemination of findings, upholding ethical standards in both research conduct and reporting.

3. Results and discussion

3.1. Profile of the Respondents

Table 1. Distribution of Demographic Profile of the Respondents

Profile Variables		Frequency	Percentage
Age	25-35 years old	20	33.3
	36-45 years old	18	30
	46-55 years old	17	28.3
	56-65 years old	5	8.3
	Total	60	100%
Sex	Male	39	65

	Female	21	35
	Total	60	100%
Position in the Company	Employee	36	60
	Human Resource Officer	15	25
	Manager	9	15
	Total	60	100%
Department or Area	Administration or Management	20	33.33%
	Human Resource Department	12	20.00%
	Finance and Accounting		
	Department	24	40.00%
	Legal Department	4	6.67%
	Total	60	100%
Years in Service	less than 10 years	37	61.7
	11-20 years	16	26.7
	21-30 years	6	10
	31 years above	1	1.7
	Total	60	100%
Educational Attainment	College Graduate	37	61.7
	Master's Degree Holder	17	28.3
	Doctorate Degree Holder	6	10
	Total	60	100%

Table 1 presents a comprehensive overview of the demographic profile of the respondents in a survey, detailing key variables such as age, sex, position in the company, years in service, educational attainment, and department or area of work. In terms of age distribution, the majority of respondents fall within the 25-35 age range, constituting 33.3%, followed by those aged 36-45 (30%), 46-55 (28.3%), and 56-65 (8.3%) years old. The sex distribution indicates that 65% of the respondents are male, while 35% are female. Most of the respondents were male. Regarding their positions within the company, the majority identify as employees (60%), followed by Human Resource Officers (25%) and Managers (15%). In terms of tenure, the majority of respondents have less than 10 years of service (61.7%), followed by those with 11-20 years (26.7%), 21-30 years (10%), and 31 years or more (1.7%). The educational background of the respondents varies, with 61.7% being college graduates, 28.3% holding a Master's degree, and 10% having a Doctorate degree. Lastly, the distribution of respondents across different departments or areas reveals that 33.33% are in Administration or Management, 20% in the Human Resource Department, 40% in the Finance and Accounting Department, and 6.67% in the Legal Department. The distribution across departments, including Administration or Management, Human Resources, Finance and Accounting, and Legal, adds granularity, providing a rich contextual backdrop for understanding the varied perspectives and experiences shaping the study's outcomes.

3.2. Management Functions of Zhongxuntongda Communication

The results presented in Table 2 shed light on the management functions of Zhongxuntongda Communication, specifically focusing on planning and decision-making processes.

Table 2. Planning and Decision-making

Planning and Decision-making	Weighted Mean	Verbal Description
1. The organization sets clear and achievable goals for its projects and initiatives.	3.55	Strongly Agree
2. Decision-making processes at Zhongxuntongda Communication are well-structured and systematic.	3.75	Strongly Agree
3. The organization conducts thorough analysis and research before making significant decisions.	3.30	Strongly Agree
4. Planning activities align with the long-term vision and mission of the organization.	3.55	Strongly Agree

5. Employees are involved in the planning and decision-making processes, fostering a sense of ownership and commitment.	3.27	Strongly Agree
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Grand Mean	3.48	Strongly Agree
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Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The table provides the weighted mean scores for various statements related to these functions, accompanied by their corresponding verbal Description. According to the data, the organization demonstrates a strong emphasis on clear and achievable goal setting, as evidenced by a high (WM=3.55), indicating a "Strongly Agree" response from the respondents. This suggests that Zhongxuntongda Communication is effective in establishing well-defined objectives for its projects and initiatives, providing a clear direction for its employees. Moreover, the decision-making processes within the organization receive a favorable response, with a (WM=3.75), indicating a "Strongly Agree" sentiment. This high score suggests that the decision-making processes at Zhongxuntongda Communication are well-structured and systematic, reflecting an organized approach in making choices that impact the organization. The organization's commitment to thorough analysis and research before significant decisions is reflected in the (WM=3.30), indicating a "Strongly Agree" response. This demonstrates a prudent approach, emphasizing the importance of informed decision-making based on careful examination and research. Additionally, the data indicates that planning activities align with the long-term vision and mission of the organization, as indicated by the (WM=3.55), corresponding to a "Strongly Agree" Description. This alignment suggests that the planning initiatives are in harmony with the overarching goals and objectives of Zhongxuntongda Communication, ensuring a cohesive and strategic approach to organizational planning. Furthermore, the involvement of employees in the planning and decision-making processes is highlighted, albeit with a slightly lower (WM=3.27), still indicating a "Strongly Agree" response. This suggests that while employees are engaged in these processes, there might be room for improvement in fostering an even greater sense of ownership and commitment among the workforce. The results indicate that Zhongxuntongda Communication excels in setting clear and achievable goals, maintaining well-structured and systematic decision-making processes, conducting thorough analysis before significant decisions, and ensuring alignment between planning activities and the organization's long-term vision. While employees are involved in these processes, there is an opportunity for further engagement to enhance their sense of ownership and commitment, potentially leading to even more effective and inclusive planning and decision-making within the organization. The findings from Zhongxuntongda Communication align with contemporary literature on effective organizational planning and decision-making processes. Research conducted by Denyer and Tranfield (2016) emphasizes the importance of clear and achievable goals, indicating that organizations with well-defined objectives tend to outperform their counterparts in the long run. Similarly, a study by Eisenbeiss, Knippenberg, and Boerner (2008) underscores the significance of systematic decision-making processes, emphasizing that structured approaches lead to better outcomes and higher organizational performance. Moreover, the emphasis on thorough analysis before significant decisions resonates with the research of Kothari, Shu, and Wysocki (2009), who argue that data-driven decision-making is vital for organizations seeking to adapt to dynamic market conditions effectively.

Involving employees in the planning and decision-making processes is supported by contemporary organizational psychology literature. Studies by Wang and Rode (2010) highlight that employee involvement fosters a sense of ownership and commitment, leading to increased job satisfaction and organizational loyalty. Moreover, research by Riggio and Lee (2007) indicates that engaged employees contribute significantly to the innovation and creativity within an organization, which can be harnessed during the decision-making processes. While the results suggest a positive organizational climate, the potential for enhanced employee engagement highlighted in the findings resonates with the current discourse on inclusive decision-making. Scholars like Nielsen and Cleal (2017) stress the importance of inclusivity, emphasizing that diverse perspectives lead to more robust and innovative solutions. In light of this, Zhongxuntongda Communication can draw from these contemporary studies to further involve employees in decision-making, tapping into their diverse expertise and perspectives. By doing so, the organization can capitalize on the wealth of internal talent, fostering a more inclusive, innovative, and effective planning and decision-making environment.

The results presented in Table 3 provide insights into the management functions of leading and motivating employees at Zhongxuntongda Communication.

Table 3. Leading and motivating

Leading and Motivating	Weighted Mean	Verbal Description
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1. Leaders at Zhongxuntongda Communication inspire and motivate employees to achieve their best potential.	3.25	Strongly Agree
2. The organization promotes a positive and inclusive work environment, enhancing employee morale and motivation.	3.15	Agree
3. Leaders effectively communicate the company's vision and values, fostering a shared sense of purpose among employees.	3.62	Strongly Agree
4. Employees are encouraged to voice their opinions and ideas, promoting a culture of innovation and collaboration.	3.30	Strongly Agree
5. Leadership at Zhongxuntongda Communication provides clear direction and support to employees, enabling them to achieve their goals.	3.08	Agree
Grand Mean	3.28	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The table includes weighted mean scores for various statements related to leadership and motivation, along with their corresponding verbal Descriptions. According to the data, the leaders at Zhongxuntongda Communication are perceived to be effective in inspiring and motivating employees to achieve their best potential, as indicated by a (WM=3.25), corresponding to a "Strongly Agree" Description. This suggests that the leadership within the organization plays a significant role in encouraging employees to excel and bring out their optimal performance, fostering a driven and motivated workforce. The organization is recognized for promoting a positive and inclusive work environment that enhances employee morale and motivation, as reflected by the (WM=3.15), indicating an "Agree" response. While not a "Strongly Agree," this score still implies a generally positive atmosphere within the workplace, albeit with potential areas for improvement to further enhance employee morale and motivation. Leaders are notably effective in communicating the company's vision and values, fostering a shared sense of purpose among employees. This statement received a high (WM=3.62), corresponding to a "Strongly Agree" response. This indicates that the leadership effectively conveys the organization's long-term goals and core principles, creating a collective understanding and commitment among the employees toward the company's mission. The organization also encourages employee participation and innovation, with a (WM=3.30), indicating a "Strongly Agree" response. This suggests that Zhongxuntongda Communication promotes a culture where employees feel empowered to voice their opinions and ideas, fostering innovation and collaboration within the workplace. However, while the leadership provides clear direction and support to employees, enabling them to achieve their goals, the (WM=3.08) suggests an "Agree" response, indicating room for improvement in this aspect. This implies that there might be opportunities for enhancing the clarity and level of support provided to employees to further empower them in their roles. The results indicate that Zhongxuntongda Communication excels in fostering a shared sense of purpose among employees through effective communication of the organization's vision and values. The leadership also promotes a culture of innovation and collaboration, enabling employees to voice their opinions and ideas. While the organization maintains a generally positive work environment, there are opportunities to provide even clearer direction and support to employees, potentially leading to further improvements in employee motivation and goal attainment within the organization.

The findings from Zhongxuntongda Communication, emphasizing the importance of effective communication, innovation, and collaboration, resonate with contemporary research on leadership and organizational culture. Studies by Du, Swaen, Lindgreen, and Sen (2013) highlight the crucial role of leadership in fostering a shared sense of purpose among employees. Effective communication of the organization's vision and values is considered fundamental in creating a positive and motivated workforce (Gardner, Coglisier, Davis, & Dickens, 2011). Moreover, research by West, Sacramento, and Fay (2019) emphasizes the significance of a culture of innovation and collaboration, suggesting that organizations that encourage open communication and idea-sharing experience higher levels of employee engagement and creativity.

The importance of clear direction and support from leadership is underscored in contemporary literature on leadership effectiveness. According to Avolio, Walumbwa, and Weber (2009), providing guidance and support to employees is a key aspect of transformational leadership, which has been associated with improved employee motivation and goal attainment. Additionally, research by Sosik, Kahai, and Avolio (2015) highlights the impact

of supportive leadership behaviors on employee performance, emphasizing that clear communication and support enhance employee confidence and task performance.

Drawing from these studies, Zhongxuntongda Communication can further enhance its organizational culture and leadership practices. By providing even clearer direction and support to employees, the organization can boost motivation and goal attainment, ultimately contributing to higher levels of productivity and overall organizational success. Incorporating these findings into leadership training programs and organizational communication strategies can foster a work environment where employees feel valued, motivated, and empowered to contribute their best efforts toward the organization's goals.

The results presented in Table 4 provide a detailed overview of the management functions related to organizing within Zhongxuntongda Communication.

Table 4. Organizing

Organizing	Weighted Mean	Verbal Description
1. The organizational structure of Zhongxuntongda Communication is well-defined, promoting efficient workflow and communication.	3.42	Strongly Agree
2. Departments and teams collaborate effectively, ensuring seamless coordination and integration of efforts.	3.33	Strongly Agree
3. Resources are allocated efficiently across different projects and departments, maximizing productivity and minimizing waste.	3.35	Strongly Agree
4. The organization encourages a culture of teamwork and mutual support among employees.	3.17	Agree
5. Zhongxuntongda Communication adapts well to changes, with an agile organizational structure that can respond quickly to market demands.	3.60	Strongly Agree
Grand Mean	3.37	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The table includes weighted mean scores for various statements concerning organizational efficiency, collaboration, resource allocation, teamwork, and adaptability to change. The data reveals that the organizational structure of Zhongxuntongda Communication is highly regarded, with a (WM=3.42), indicating a "Strongly Agree" response. This suggests that the company has a well-defined structure in place, facilitating efficient workflow and communication. A well-structured organization can lead to clear roles and responsibilities, enhancing overall productivity and effectiveness. Departments and teams within the organization are recognized for their effective collaboration, ensuring seamless coordination and integration of efforts, as indicated by a (WM=3.33), corresponding to a "Strongly Agree" Description. This collaborative spirit is crucial for achieving synergy among different units, fostering a cohesive work environment, and maximizing the collective impact of the organization. Furthermore, Zhongxuntongda Communication demonstrates efficiency in resource allocation across various projects and departments, as reflected by a high score of (WM=3.35), indicating a "Strongly Agree" response. Efficient allocation of resources is essential for maximizing productivity, minimizing waste, and ensuring that the organization's initiatives are well-supported and successful. The organization is perceived to encourage a culture of teamwork and mutual support among employees, although with a slightly lower score of (WM=3.17), signifying an "Agree" response. While the culture of teamwork is acknowledged, there might be areas where further emphasis on mutual support and collaboration could enhance the overall team dynamics within the organization. Additionally, Zhongxuntongda Communication is recognized for its agile organizational structure that enables the company to adapt quickly to market demands, as evidenced by the high score of (WM=3.60), corresponding to a "Strongly Agree" Description. An agile structure allows the organization to respond promptly to changes in the business environment, ensuring competitiveness and sustainability. The results indicate that Zhongxuntongda Communication excels in maintaining a well-defined organizational structure, fostering effective collaboration, efficiently allocating resources, and demonstrating adaptability to market changes. While the organization encourages a culture of teamwork, there might be opportunities to further enhance

mutual support among employees. Overall, these findings reflect a highly efficient and adaptive organizational environment, contributing to the company's overall success and effectiveness in the market.

The findings from Zhongxuntongda Communication, particularly its well-defined organizational structure, effective collaboration, efficient resource allocation, and adaptability to market changes, align with contemporary research on organizational structure and agility. Research by Eisenbeiss, Knippenberg, and Boerner (2008) emphasizes the importance of a well-defined organizational structure in promoting efficient workflow and communication within teams. Furthermore, studies by Camuffo, Gerli, and Biotto (2018) highlight the significance of effective collaboration and resource allocation in enhancing organizational performance, emphasizing the role of teamwork and mutual support in driving productivity and innovation.

The emphasis on adaptability to market changes resonates with the literature on organizational agility. According to Helfat et al. (2007), agile organizations, characterized by their ability to respond quickly and effectively to market demands, are better positioned to achieve sustained competitive advantage. Research by Doz and Kosonen (2008) also underscores the importance of adaptability, suggesting that organizations capable of adjusting their strategies and structures in response to market dynamics exhibit higher levels of performance and resilience.

While Zhongxuntongda Communication already exhibits a high level of efficiency and adaptability, there is an opportunity to further enhance mutual support among employees. Studies by De Dreu and Weingart (2003) emphasize the role of social support and collaboration in promoting team cohesion and overall organizational effectiveness. By fostering an even stronger sense of mutual support and teamwork among employees, the organization can create a workplace culture that encourages knowledge sharing, creativity, and problem-solving, ultimately contributing to its continued success and competitiveness in the market. Incorporating these insights into employee training programs and team-building initiatives can further strengthen the organization's collaborative and supportive work environment.

The results in Table 5 shed light on the management function of control within Zhongxuntongda Communication, emphasizing aspects related to performance monitoring, data utilization, compliance, feedback mechanisms, and the organization's commitment to continuous improvement.

Table 5. Controlling

Controlling	Weighted Mean	Verbal Description
1. The organization has effective systems in place to monitor and evaluate the performance of projects and initiatives.	3.45	Strongly Agree
2. Zhongxuntongda Communication uses data and metrics to identify areas for improvement and make informed decisions.	3.25	Agree
3. Control mechanisms are implemented to ensure compliance with policies, regulations, and quality standards.	3.17	Agree
4. The organization provides timely and constructive feedback to employees, supporting their professional growth and development.	3.13	Agree
5. Zhongxuntongda Communication demonstrates a commitment to continuous improvement, regularly refining processes and strategies based on performance outcomes.	3.67	Strongly Agree
Grand Mean	3.33	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The data reveals that the organization excels in monitoring and evaluating the performance of projects and initiatives, with a high weighted mean score of (WM=3.45), indicating a "Strongly Agree" response. This suggests that Zhongxuntongda Communication was effective systems in place to assess the outcomes of its endeavors, ensuring that projects align with organizational goals and objectives. Furthermore, the company utilizes data and metrics to identify areas for improvement and make informed decisions, as indicated by a score of (WM=3.25), corresponding to an "Agree" Description. While not a "Strongly Agree," this score still implies a proactive approach to data-driven decision-making, showcasing the organization's commitment to evidence-based strategies. Control mechanisms are implemented to ensure compliance with policies, regulations, and quality standards, although with a slightly lower score of (WM=3.17), signifying an "Agree" response. This indicates that while efforts are made to maintain compliance, there might be room for strengthening these control mechanisms to ensure adherence to a higher degree of accuracy and consistency. The organization provides timely and constructive feedback to employees, supporting their professional growth and development, as reflected by a score of (WM=3.13), indicating an "Agree" response. Feedback is crucial for employee development, and while it is

provided, there could be opportunities to enhance the timeliness and specificity of the feedback to further aid employees in their growth. Most notably, Zhongxuntongda Communication demonstrates a strong commitment to continuous improvement, regularly refining processes and strategies based on performance outcomes. This commitment is highlighted by the notably high score of (WM=3.67), corresponding to a "Strongly Agree" Description. This dedication to refining approaches based on performance outcomes signifies a proactive stance towards growth and development, ensuring the organization evolves and stays competitive in the ever-changing market landscape. The results indicate that Zhongxuntongda Communication excels in monitoring and evaluating project performance, utilizing data for decision-making, and showcasing a strong commitment to continuous improvement. While control mechanisms and feedback provision are effective, there are opportunities for further enhancements, ensuring even more robust compliance and timely, specific feedback for employees. Overall, these findings reflect a dynamic and adaptive approach to controlling functions within the organization, contributing to its overall effectiveness and competitiveness. The results highlighting Zhongxuntongda Communication's emphasis on monitoring and evaluating project performance, data-driven decision-making, and commitment to continuous improvement align with contemporary literature on organizational control mechanisms and performance management. Research by Simons (2014) emphasizes the importance of dynamic control systems that enable organizations to adapt swiftly to changing environments. By utilizing real-time data and metrics for decision-making, Zhongxuntongda Communication exemplifies a proactive approach, ensuring its strategies remain aligned with organizational goals and market demands. Furthermore, the commitment to continuous improvement resonates with the concept of organizational learning, which emphasizes the significance of feedback loops and learning from past experiences (Argyris & Schön, 1996). Continuous improvement efforts contribute to organizational agility, allowing companies to respond effectively to challenges and opportunities. While Zhongxuntongda Communication's control mechanisms and feedback provision are effective, the potential for further enhancements echoes findings from studies on performance management and employee feedback. Research by DeNisi and Murphy (2017) suggests that timely, specific feedback is essential for employee development and motivation. Moreover, studies by Strohmeier and Piazza Fawkes (2018) emphasize the importance of clear communication and specific feedback in enhancing employee performance and engagement. By implementing more robust compliance measures and providing timely, specific feedback to employees, Zhongxuntongda Communication can enhance its organizational learning, employee engagement, and overall competitiveness in the market. Integrating these insights into their performance management processes can lead to a more agile, adaptive, and effective organization.

3.3. Factors that Affect the Management Functions of Zhongxuntongda Communication

The results presented in Table 6 offer a comprehensive view of the factors influencing the management functions of Zhongxuntongda Communication, specifically focusing on leadership qualities within the organization.

Table 6. Leadership

Leadership	Weighted Mean	Verbal Description
1. The leadership team at Zhongxuntongda Communication demonstrates a clear vision for the organization's future.	3.55	Strongly Agree
2. Leaders effectively communicate goals and expectations to employees, fostering a sense of purpose and direction.	3.27	Strongly Agree
3. Leadership at Zhongxuntongda Communication promotes a culture of transparency and openness in decision-making.	3.20	Agree
4. Leaders provide adequate support and resources to employees, enabling them to achieve their tasks and objectives.	3.20	Agree
5. The leadership team encourages innovation and creativity among employees, driving continuous improvement.	3.57	Strongly Agree
Grand Mean	3.36	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The data portrays that the leadership team at Zhongxuntongda Communication is highly regarded, with a score of (WM=3.55) for demonstrating a clear vision for the organization's future, corresponding to a "Strongly Agree" response. This suggests that the leadership possesses a well-defined strategic outlook, providing a roadmap for the organization's growth and development, thereby instilling confidence and trust among employees. Additionally, the leaders are effective in communicating goals and expectations to employees, fostering a sense of purpose and direction, as indicated by a score of (WM=3.27), signifying a "Strongly Agree" response. Clear communication of objectives is crucial for aligning the workforce and ensuring that everyone is working towards common goals, enhancing overall organizational effectiveness. The leadership is also recognized for promoting a

culture of transparency and openness in decision-making, with a score of (WM=3.20), indicating an "Agree" response. While not a "Strongly Agree," this score still implies a positive organizational culture where transparency is valued, enhancing trust and cooperation among employees and leadership. Moreover, leaders at Zhongxuntongda Communication are perceived to provide adequate support and resources to employees, enabling them to achieve their tasks and objectives. This supportive environment is reflected in the score of (WM=3.20), corresponding to an "Agree" response. While the support is acknowledged, there might be opportunities to further enhance the resources provided to employees, ensuring they have the necessary tools to excel in their roles. The leadership team's encouragement of innovation and creativity among employees is highly commendable, driving continuous improvement within the organization. This positive approach to fostering creativity is reflected in the high score of (WM=3.57), indicating a "Strongly Agree" response. Encouraging innovation not only enhances the organization's adaptability but also inspires employees to contribute fresh ideas, fostering a dynamic and forward-thinking work environment. The results indicate that the leadership team at Zhongxuntongda Communication plays a pivotal role in shaping the organization's future. They provide clear vision, effective communication, transparency, support, and encouragement for innovation, fostering a positive and progressive workplace culture. These factors combined contribute significantly to the organization's overall effectiveness and success, creating an environment where employees are motivated, engaged, and inspired to achieve their best. The findings highlighting the pivotal role of the leadership team at Zhongxuntongda Communication align with contemporary leadership literature emphasizing the significance of visionary and transformational leadership styles. Research by Avolio, Walumbwa, and Weber (2009) emphasizes the positive impact of transformational leadership on employee motivation, job satisfaction, and organizational performance. Transformational leaders inspire and motivate employees through a shared vision, fostering a sense of purpose and commitment (Bass & Riggio, 2006). Moreover, the emphasis on transparency and support echoes studies on ethical leadership, which emphasizes honesty, openness, and supportive behavior from leaders (Brown & Treviño, 2006). Ethical leadership has been linked to increased employee trust, job satisfaction, and organizational commitment (Den Hartog & De Hoogh, 2009). Additionally, research by Carmeli, Sheaffer, and Halevi (2013) highlights the importance of supportive leadership in fostering an innovative workplace culture. Supportive leaders encourage employees to voice their opinions, share ideas, and engage in creative problem-solving, leading to a culture of innovation and continuous improvement. By incorporating these leadership principles, Zhongxuntongda Communication can further enhance its organizational effectiveness, employee engagement, and overall success in the competitive market landscape.

The results presented in Table 7 provide valuable insights into the factors influencing the organizational culture at Zhongxuntongda Communication, highlighting key aspects related to teamwork, inclusivity, employee empowerment, continuous learning, and accountability.

Table 7. Organizational Culture

Organizational Culture	Weighted Mean	Verbal Description
1. Zhongxuntongda Communication has a strong and positive organizational culture that values teamwork and collaboration.	3.25	Agree
2. The organization promotes a culture of respect and diversity, fostering inclusivity among employees.	3.15	Agree
3. Employees at Zhongxuntongda Communication are empowered to voice their opinions and contribute to decision-making processes.	3.43	Strongly Agree
4. The organizational culture emphasizes continuous learning and development, supporting employees' professional growth.	3.35	Strongly Agree
6. Zhongxuntongda Communication promotes a culture of accountability where employees take ownership of their tasks and responsibilities.	3.33	Strongly Agree
Grand Mean	3.30	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The data reveals that the organization values teamwork and collaboration, with a score of (WM=3.25), indicating an "Agree" response. While the score is positive, there might be opportunities to further strengthen the collaborative spirit within the organization, fostering an even more cohesive and cooperative work environment. Additionally, Zhongxuntongda Communication promotes a culture of respect and diversity, fostering inclusivity among employees, as reflected by the score of (WM=3.15), corresponding to an "Agree" Description. While there is acknowledgment of this inclusive culture, there could be further initiatives to enhance diversity and ensure that all employees feel valued and respected within the organization. One of the standout features of the organizational culture is the empowerment of employees to voice their opinions and contribute to decision-making processes, evident from the high score of (WM=3.43), indicating a "Strongly Agree" response. This empowerment fosters a sense of ownership and engagement among employees, creating a workplace where diverse perspectives are valued and considered, ultimately contributing to better decision-making. Furthermore, the organizational culture at Zhongxuntongda Communication emphasizes continuous learning and development, supporting employees' professional growth, as evidenced by the score of (WM=3.35), corresponding to a "Strongly Agree" Description. This focus on learning not only enhances individual skills but also strengthens the overall capabilities of the workforce, ensuring the organization remains competitive and innovative in its approaches. A noteworthy aspect of the organizational culture is the promotion of accountability, where employees take ownership of their tasks and responsibilities, as indicated by the score of (WM=3.33), signifying a "Strongly Agree" response. This culture of accountability fosters a sense of responsibility among employees, ensuring that tasks are executed efficiently and effectively, contributing to the organization's overall success. The results indicate that Zhongxuntongda Communication has a positive and empowering organizational culture. While there are areas with room for improvement, such as enhancing collaboration and diversity initiatives, the organization excels in empowering employees, fostering continuous learning, and promoting accountability. These factors combined contribute significantly to creating a supportive, engaging, and dynamic workplace environment, where employees are encouraged to excel, innovate, and actively contribute to the organization's success. The findings pointing to Zhongxuntongda Communication's positive and empowering organizational culture are in line with recent studies that emphasize the critical role of organizational culture in shaping employee behavior, attitudes, and overall organizational effectiveness. Research conducted by Cameron and Quinn (2011) highlights the importance of empowering cultures, characterized by trust, collaboration, and employee involvement, in promoting innovation and adaptability within organizations. Empowering cultures encourage employees to take ownership of their work, fostering a sense of responsibility and commitment (Spreitzer, Kizilos, & Nason, 1997). Moreover, a study by O'Reilly, Caldwell, and Barnett (2013) emphasizes the impact of a culture of continuous learning on organizational performance. Organizations that promote continuous learning create an environment where employees are encouraged to develop new skills, adapt to changes, and contribute to innovation (Marquardt & Engel, 1993). Additionally, the emphasis on accountability aligns with research on high-performance work systems, which emphasize the importance of aligning organizational processes, practices, and behaviors with strategic goals, fostering accountability and enhancing overall organizational effectiveness (Combs, Liu, Hall, & Ketchen, 2006). By further enhancing collaboration and diversity initiatives, Zhongxuntongda Communication can create an even more inclusive and innovative organizational culture, driving its success in the dynamic business landscape.

The results depicted in Table 8 offer a comprehensive understanding of the factors influencing the organizational structure at Zhongxuntongda Communication, emphasizing key aspects such as flexibility, communication, delegation, and the balance between centralized and decentralized decision-making.

Table 8. Structure

Structure	Weighted Mean	Verbal Description
1.The organizational structure of Zhongxuntongda Communication is flexible, allowing for adaptability in a dynamic business environment.	3.27	Strongly Agree
2. Departments and teams are well-defined, promoting clear communication and efficient workflow.	3.58	Strongly Agree
3. The organizational structure supports effective delegation of tasks and responsibilities, ensuring accountability.	3.72	Strongly Agree
4. Communication channels within the organization are streamlined, facilitating information flow and decision-making.	3.27	Strongly Agree

5. The organizational structure promotes a balance between centralized control and decentralized decision-making, optimizing efficiency and innovation. 3.50 Strongly Agree

Grand Mean 3.47 Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The organization is perceived to have a flexible organizational structure, allowing for adaptability in a dynamic business environment, as evidenced by the score of (WM=3.27), signifying a "Strongly Agree" response. This flexibility suggests that Zhongxuntongda Communication is well-equipped to respond to changing market demands and adapt its strategies and operations accordingly, ensuring resilience in the face of challenges. Moreover, the well-defined departments and teams within the organization contribute to clear communication and efficient workflow, reflected in the high score of (WM=3.58), indicating a "Strongly Agree" response. Clear delineation of roles and responsibilities fosters effective collaboration and ensures that tasks are executed cohesively, enhancing overall organizational productivity and effectiveness. The organizational structure at Zhongxuntongda Communication is also recognized for supporting effective delegation of tasks and responsibilities, ensuring accountability among employees. This focus on accountability is reflected in the notably high score of (WM=3.72), corresponding to a "Strongly Agree" Description. Effective delegation empowers employees, allowing them to take ownership of their tasks and contribute meaningfully to the organization's objectives. Furthermore, the organization maintains streamlined communication channels, facilitating the smooth flow of information and decision-making processes, as indicated by the score of (WM=3.27), signifying a "Strongly Agree" response. Efficient communication is essential for timely and informed decision-making, ensuring that relevant information reaches the right stakeholders promptly. A key strength of the organizational structure lies in balancing centralized control with decentralized decision-making, optimizing efficiency and fostering innovation, reflected in the score of (WM=3.50), corresponding to a "Strongly Agree" Description. This balance suggests that Zhongxuntongda Communication benefits from a strategic approach where centralized control provides stability and coherence, while decentralized decision-making encourages creativity and adaptability, leading to a dynamic and innovative organizational environment. The results indicate that Zhongxuntongda Communication boasts a robust organizational structure characterized by flexibility, clear communication, effective delegation, streamlined information flow, and a harmonious balance between centralized control and decentralized decision-making. These factors collectively contribute to an organizational framework that is adaptable, efficient, and innovative, enabling the company to navigate the complexities of the business landscape successfully. The findings highlighting Zhongxuntongda Communication's flexible and well-defined organizational structure resonate with recent research emphasizing the significance of organizational design in promoting adaptability and efficiency. Research by Eisenhardt and Galunic (2000) stresses the importance of flexible organizational structures in enabling rapid responses to market changes, allowing companies to capitalize on emerging opportunities. The concept of effective delegation aligns with studies emphasizing the role of delegation in empowering employees, enhancing their decision-making capabilities, and promoting organizational agility (Chen, Lam, & Zhong, 2013). Clear communication and streamlined information flow are crucial components of high-performing organizations, as emphasized in research by Eisenbeiss, Knippenberg, and Boerner (2008), which underscores the impact of transparent communication in fostering employee trust and organizational cohesion. Additionally, achieving a balance between centralized control and decentralized decision-making is a hallmark of innovative organizations. Studies by Birkinshaw and Mol (2006) highlight the importance of this balance, indicating that organizations embracing both centralization and decentralization are better equipped to respond to diverse market demands, promoting innovation and overall effectiveness. By maintaining and further enhancing its organizational structure based on these principles, Zhongxuntongda Communication can continue to thrive in the ever-changing business landscape, ensuring adaptability, efficiency, and sustained innovation.

The results presented in Table 9 offer a detailed insight into the strategic aspects influencing the management functions of Zhongxuntongda Communication. The data portrays a strategic landscape characterized by well-defined planning, adaptability, innovation, effective communication, and proactive anticipation of future challenges and opportunities.

Table 9. Strategies

Strategies	Weighted Mean	Verbal Description
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1. Zhongxuntongda Communication has a well-defined strategic plan that aligns with its long-term goals and objectives.	3.32	Strongly Agree
2. The organization regularly evaluates and adjusts its strategies in response to changing market conditions and competitive pressures.	3.28	Strongly Agree
3. Zhongxuntongda Communication invests in research and development to innovate products/services and stay ahead in the market.	3.17	Agree
4. The organization effectively communicates its strategic goals to employees, ensuring alignment and understanding at all levels.	3.57	Strongly Agree
5. Zhongxuntongda Communication encourages a proactive approach to strategic planning, anticipating future challenges and opportunities.	3.28	Strongly Agree
Grand Mean	3.32	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

Zhongxuntongda Communication is recognized for having a well-defined strategic plan that aligns with its long-term goals and objectives, indicated by the score of (WM=3.32), signifying a "Strongly Agree" response. This strategic clarity ensures that the organization has a clear direction, allowing it to focus its efforts effectively, fostering alignment among employees and stakeholders towards common objectives. The organization demonstrates a proactive approach to strategic planning, as reflected in the score of (WM=3.28), corresponding to a "Strongly Agree" Description. This proactive stance involves regularly evaluating and adjusting strategies in response to changing market conditions and competitive pressures. Being responsive to the dynamic business environment ensures Zhongxuntongda Communication's ability to adapt swiftly, enhancing its competitiveness and sustainability. Additionally, the company's commitment to research and development, aimed at innovating products and services to stay ahead in the market, is evident from the score of (WM=3.17), indicating an "Agree" response. While the score suggests a positive orientation towards innovation, there might be opportunities for further investments and initiatives to enhance the organization's innovative capabilities, fostering continuous growth and market leadership. Effective communication of strategic goals to employees is a notable strength of Zhongxuntongda Communication, as highlighted by the high score of (WM=3.57), corresponding to a "Strongly Agree" response. Transparent communication ensures that employees across all levels understand and align with the strategic vision, fostering a shared sense of purpose and commitment to the organization's goals. Furthermore, the organization's encouragement of a proactive approach to strategic planning, which involves anticipating future challenges and opportunities, is reflected in the score of (WM=3.28), indicating a "Strongly Agree" response. This forward-looking perspective equips the organization with the foresight to navigate potential obstacles and capitalize on emerging prospects, enhancing its strategic resilience. The results indicate that Zhongxuntongda Communication operates within a strategic framework characterized by clear planning, adaptability, a focus on innovation, transparent communication, and a proactive outlook. These strategic strengths collectively contribute to the organization's ability to navigate the complexities of the market, fostering sustainable growth, competitiveness, and a forward-thinking organizational culture. Zhongxuntongda Communication's strategic framework, as revealed by the results, aligns with contemporary literature emphasizing the importance of strategic clarity, adaptability, and innovation for organizational success. Clear planning and strategic vision are foundational elements in strategic management, ensuring alignment between organizational goals and actions (Hrebiniak, 2006). Additionally, adaptability is a critical factor in strategic planning, enabling organizations to respond effectively to dynamic market conditions. Research by Teece, Pisano, and Shuen (1997) underscores the role of dynamic capabilities, including adaptability, in shaping a firm's ability to innovate and achieve sustained competitive advantage. Innovation, as a key strategic strength, is supported by studies emphasizing the pivotal role of innovation in enhancing market competitiveness and fostering organizational growth (Damanpour & Aravind, 2012). Transparent communication within the strategic framework aligns with contemporary organizational theories that emphasize the significance of open communication channels in promoting trust, employee engagement, and strategic alignment (Eisenbeiss et al., 2008). A proactive outlook, emphasizing anticipation of future challenges and opportunities, is essential in strategic planning, as highlighted in studies on proactive strategic management (Hitt et al., 2011). By operating within this strategic framework, Zhongxuntongda

Communication is well-positioned to navigate the complexities of the market, fostering sustainable growth, competitiveness, and a forward-thinking organizational culture.

3.4. Challenges in the Management Functions of Zhongxuntongda Communication

The results presented in Table 10 shed light on the challenges faced by Zhongxuntongda Communication in the realm of organizational performance. The data highlights several areas where the organization encounters difficulties, suggesting a need for strategic interventions to address these challenges effectively.

Table 10. Organizational Performance

Organizational Performance	Weighted Mean	Verbal Description
1. The organization faces challenges in meeting its financial targets and performance goals.	2.55	Agree
2. Zhongxuntongda Communication encounters difficulties in maintaining a competitive edge in the market.	2.72	Agree
3. The organization struggles with challenges related to customer satisfaction and retention.	2.68	Agree
4. Zhongxuntongda Communication faces obstacles in adapting to changing market demands and trends.	2.92	Agree
5. The organization encounters challenges in measuring and evaluating its overall performance effectively.	2.92	Agree
Grand Mean	2.76	Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

Zhongxuntongda Communication grapples with challenges in meeting its financial targets and performance goals, as indicated by the score of (WM=2.55), signifying an "Agree" response. This challenge indicates potential issues in revenue generation and overall financial management, necessitating a critical evaluation of financial strategies and resource allocation within the organization. Maintaining a competitive edge in the market proves to be a significant challenge for the organization, with a score of (WM=2.72), corresponding to an "Agree" Description. In the ever-evolving business landscape, maintaining competitiveness is crucial for sustainability and growth. Addressing this challenge might require a comprehensive analysis of market trends, competitor strategies, and product/service differentiation to enhance Zhongxuntongda Communication's market positioning. Additionally, the organization faces obstacles related to customer satisfaction and retention, evident from the score of (WM=2.68), indicating an "Agree" response. Customer satisfaction is fundamental to building a loyal customer base and sustaining long-term relationships. Addressing challenges in this area could involve refining customer service processes, conducting customer feedback surveys, and implementing tailored strategies to enhance customer experience. Zhongxuntongda Communication encounters difficulties in adapting to changing market demands and trends, reflected in the score of (MW=2.92), signifying an "Agree" response. Rapid changes in consumer preferences and market trends require organizations to be agile and responsive. Overcoming this challenge may involve investing in research and development, fostering innovation, and enhancing supply chain and production processes to align with market demands effectively. Furthermore, the organization struggles with challenges in measuring and evaluating its overall performance effectively, indicated by the score of (WM=2.92), corresponding to an "Agree" Description. Accurate performance measurement is essential for informed decision-making and continuous improvement. Addressing this challenge may necessitate the implementation of robust performance evaluation frameworks, incorporating key performance indicators (KPIs) and regular assessments to gauge organizational effectiveness comprehensively. The challenges faced by Zhongxuntongda Communication in meeting financial targets, maintaining competitiveness, ensuring customer satisfaction and retention, adapting to market demands, and effectively evaluating performance underscore the complexities of the contemporary business landscape. Addressing these challenges requires strategic planning, innovative approaches, customer-centric initiatives, and a focus on continuous improvement to enhance organizational resilience and navigate the competitive market successfully. The challenges identified in Zhongxuntongda Communication's operations align with contemporary research that highlights the multifaceted nature of challenges faced by organizations in the modern business environment. Meeting financial targets in a competitive market is a common struggle, often requiring innovative financial management strategies (Lambert & Davidson, 2013). Maintaining competitiveness demands strategic differentiation, agility, and a deep understanding of market dynamics, as discussed in studies

on strategic management (Barney, 2018). Ensuring customer satisfaction and retention is crucial, with studies emphasizing the significance of customer relationship management and personalized experiences in contemporary markets (Ryals & Payne, 2016). Adapting to rapidly changing market demands necessitates organizational agility and innovation, traits highlighted in literature on organizational adaptability (Eisenhardt & Martin, 2000). Effective performance evaluation aligns with the broader discourse on performance management and measurement, emphasizing the need for robust metrics and continuous evaluation for organizational improvement (Neely, Gregory, & Platts, 2005). These challenges underline the dynamic nature of the contemporary business landscape and echo the consensus in literature, emphasizing the importance of strategic planning, innovation, customer-centricity, and continuous improvement as essential strategies for organizational resilience and sustained competitiveness in today's markets. Addressing these challenges through a holistic and proactive approach enable Zhongxuntongda Communication to thrive amidst the complexities of the competitive market environment.

The results presented in Table 11 highlight the challenges faced by Zhongxuntongda Communication in the domain of operational efficiency, emphasizing internal processes, resource allocation, supply chain management, technology integration, and cost optimization.

Table 11. Operational Efficiency

Operational Efficiency	Weighted Mean	Verbal Description
1. The organization experiences inefficiencies in its internal processes and workflows.	2.90	Agree
2. Zhongxuntongda Communication faces challenges in resource allocation and utilization.	3.55	Strongly Agree
3. The organization encounters difficulties in optimizing its supply chain and logistics operations.	3.45	Strongly Agree
4. Zhongxuntongda Communication struggles with challenges related to technology integration and automation.	3.53	Strongly Agree
5. The organization faces obstacles in reducing operational costs while maintaining quality standards.	2.90	Agree
Grand Mean	3.27	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The data underscores several significant challenges that the organization encounters in its day-to-day operations. Firstly, the organization experiences inefficiencies in its internal processes and workflows, with a score of (WM=2.90), indicating an "Agree" response. Inefficient internal processes can lead to delays, errors, and increased operational costs, emphasizing the need for process optimization and streamlined workflows within the organization. Resource allocation and utilization prove to be a substantial challenge, with a high score of (WM=3.55), signifying a "Strongly Agree" response. Efficient resource management is crucial for maximizing productivity and minimizing waste, indicating a critical area for improvement to enhance overall operational efficiency within Zhongxuntongda Communication. Additionally, the organization faces difficulties in optimizing its supply chain and logistics operations, evident from the score of (WM=3.45), corresponding to a "Strongly Agree" Description. Supply chain optimization is pivotal for timely deliveries, inventory management, and cost-effective operations. Addressing challenges in this area could involve revisiting supplier relationships, improving logistics strategies, and enhancing coordination among various supply chain components. Zhongxuntongda Communication also struggles with challenges related to technology integration and automation, as indicated by the high score of (WM=3.53), signifying a "Strongly Agree" response. Integrating technology and automation solutions can enhance efficiency, accuracy, and speed in various processes. Overcoming these challenges might entail investments in cutting-edge technologies, employee training programs, and robust implementation strategies to fully harness the potential of automation within the organization. Furthermore, the organization faces obstacles in reducing operational costs while maintaining quality standards, with a score of (WM=2.90), indicating an "Agree" response. Striking a balance between cost reduction and quality assurance is essential for sustainable operations. Addressing this challenge could involve process optimization, supplier negotiation, and continuous quality management initiatives to enhance efficiency without compromising quality. The challenges in operational efficiency faced by Zhongxuntongda Communication highlight the complexities of managing internal processes,

resource allocation, supply chain operations, technology integration, and cost optimization. Addressing these challenges requires a comprehensive approach, involving process reengineering, strategic investments in technology, supply chain optimization, and continuous quality improvement efforts. Overcoming these obstacles may enable the organization to enhance its operational efficiency, ensuring smoother workflows, cost-effectiveness, and improved customer satisfaction. The operational challenges faced by Zhongxuntongda Communication reflect common hurdles encountered by businesses aiming for efficiency and excellence in the contemporary landscape. Managing internal processes, resource allocation, supply chain operations, technology integration, and cost optimization are critical aspects of operational efficiency, as acknowledged in scholarly works. Process reengineering, a widely studied topic, emphasizes the need to redesign processes for efficiency gains (Hammer & Champy, 2015). Strategic investments in technology, particularly in automation and digital integration, are recognized as catalysts for operational improvements and enhanced productivity (Brynjolfsson & McAfee, 2014). Supply chain optimization, a topic extensively explored in literature, focuses on improving coordination, reducing lead times, and minimizing costs throughout the supply chain (Chopra & Meindl, 2015). Continuous quality improvement, rooted in Total Quality Management principles, emphasizes ongoing efforts to enhance processes and deliver products or services that meet or exceed customer expectations (Oakland, 2014). By addressing these challenges through a comprehensive approach informed by contemporary literature, Zhongxuntongda Communication can streamline workflows, reduce costs, optimize resource allocation, and ultimately enhance customer satisfaction, positioning itself as a competitive and efficient player in the market.

The results presented in Table 12 shed light on the challenges faced by Zhongxuntongda Communication in terms of employee productivity, emphasizing workload management, training opportunities, employee engagement, collaboration, and recognition and rewards.

Table 12. Employee Productivity

Employee Productivity	Weighted Mean	Verbal Description
1. Employees face challenges in managing their workloads and meeting deadlines.	3.75	Strongly Agree
2. Zhongxuntongda Communication encounters difficulties in providing employees with adequate training and skill development opportunities.	3.13	Agree
3. The organization struggles with challenges related to employee engagement and motivation.	3.18	Agree
4. Employees face obstacles in collaborating effectively with colleagues and teams.	3.65	Strongly Agree
5. Zhongxuntongda Communication encounters challenges in recognizing and rewarding employee performance adequately.	3.35	Strongly Agree
Grand Mean	3.41	Strongly Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The data underscores critical areas where the organization encounters difficulties, indicating the need for targeted strategies to enhance employee productivity and satisfaction. Employees within the organization face significant challenges in managing their workloads and meeting deadlines, as indicated by the high score of (WM=3.75), signifying a "Strongly Agree" response. Managing workloads effectively is essential for employee well-being and overall productivity. Addressing this challenge could involve workload assessments, time management training, and realistic goal setting to ensure employees can meet their responsibilities without undue stress. Providing adequate training and skill development opportunities poses a challenge, with a score of (WM=3.13), indicating an "Agree" response. Continuous training is vital for enhancing employee skills, ensuring they stay updated with industry trends and best practices. To address this challenge, Zhongxuntongda Communication could invest in comprehensive training programs, workshops, and online courses to support employees in their professional development journey. Additionally, the organization struggles with challenges related to employee engagement and motivation, with a score of (WM=3.18), corresponding to an "Agree" Description. Employee engagement is crucial for job satisfaction, retention, and overall productivity. Implementing engagement initiatives, such as

regular feedback sessions, team-building activities, and recognition programs, can foster a positive work environment and boost employee motivation. Employees also face obstacles in collaborating effectively with colleagues and teams, as reflected by the high score of (WM=3.65), indicating a "Strongly Agree" response. Collaboration is essential for innovation and cohesive teamwork. Addressing this challenge might involve improving communication channels, promoting a culture of knowledge sharing, and facilitating cross-functional collaborations to enhance teamwork and productivity. Furthermore, Zhongxuntongda Communication encounters challenges in recognizing and rewarding employee performance adequately, evident from the score of (WM=3.35), signifying a "Strongly Agree" response. Recognizing employee efforts and providing meaningful rewards are essential for morale and motivation. Implementing a robust performance appraisal system, regular recognition programs, and competitive reward structures can address this challenge, ensuring that employees feel valued for their contributions. The challenges in employee productivity faced by Zhongxuntongda Communication underscore the importance of creating a supportive, engaging, and collaborative work environment. Addressing these challenges necessitates a holistic approach, involving workload management, comprehensive training initiatives, active employee engagement strategies, effective collaboration platforms, and a robust recognition and rewards system. By investing in these areas, the organization can enhance employee productivity, satisfaction, and overall well-being, leading to a more motivated and high-performing workforce. The challenges in employee productivity faced by Zhongxuntongda Communication align with contemporary research highlighting the pivotal role of a positive work environment in fostering employee engagement and productivity. Workload management, a topic extensively studied in recent literature, emphasizes the need for balanced work distribution to prevent burnout and enhance productivity (Maslach et al., 2017). Comprehensive training initiatives, as discussed in various studies, are crucial for enhancing employee skills, boosting confidence, and ensuring alignment with organizational goals (Noe, 2017). Active employee engagement strategies, supported by research findings, include initiatives like regular feedback sessions, team-building activities, and social recognition, all contributing to higher engagement levels and increased productivity (Saks, 2017). Effective collaboration platforms, a growing area of interest, focus on digital tools and communication channels that facilitate teamwork and knowledge sharing, essential for collaborative productivity (Li & Lalani, 2016). Additionally, a robust recognition and rewards system, as studied in recent literature, has been linked to improved employee motivation and job satisfaction, ultimately enhancing overall well-being and productivity within the organization (Khan, Khan, & Chaudhry, 2016). By aligning its strategies with these contemporary findings, Zhongxuntongda Communication can create a supportive, engaging, and collaborative work environment, fostering a motivated and high-performing workforce.

The results presented in Table 13 shed light on the challenges faced by Zhongxuntongda Communication in terms of employee satisfaction, emphasizing work-life balance, workplace stress, grievance resolution, career growth opportunities, and fostering a positive work culture

Table 13. Employee Satisfaction

Employee Satisfaction	Weighted Mean	Verbal Description
1. Employees face challenges in maintaining a healthy work-life balance.	3.08	Agree
2. Zhongxuntongda Communication struggles with challenges related to workplace stress and burnout among employees.	3.45	Strongly Agree
3. The organization faces difficulties in addressing employees' concerns and grievances effectively.	2.68	Agree
4. Employees encounter obstacles in accessing opportunities for career growth and development within the organization.	2.43	Agree
5. Zhongxuntongda Communication struggles with challenges related to fostering a positive and inclusive work culture.	2.95	Agree
Grand Mean	2.92	Agree

Legend: 4.00-3.26 Strongly Agree, 3.25-2.51 Agree, 2.50-1.76 Disagree, 1.75-1.00 Strongly Disagree

The data points to several crucial areas where the organization encounters difficulties, suggesting a need for strategic interventions to enhance employee satisfaction and well-being. Maintaining a healthy work-life balance proves to be a challenge, with a score of (WM=3.08), indicating an "Agree" response. Striking a balance between professional responsibilities and personal life is essential for employee well-being and job satisfaction. Addressing this challenge could involve implementing flexible work arrangements, promoting time management training, and encouraging employees to disconnect from work during non-working hours. Zhongxuntongda Communication faces significant challenges related to workplace stress and burnout among employees, evident from the high score of (WM=3.45), signifying a "Strongly Agree" response. Workplace stress and burnout can lead to decreased productivity, high turnover rates, and negative impacts on employee health. Addressing this challenge might require stress management programs, mental health support initiatives, and workload assessments to ensure employees' well-being and job satisfaction. The organization struggles with difficulties in addressing employees' concerns and grievances effectively, as indicated by the score of (WM=2.68), corresponding to an "Agree" Description. Open communication channels, confidential grievance reporting systems, and responsive HR processes are essential to resolving employee concerns. Addressing this challenge involves establishing transparent communication platforms, ensuring prompt grievance resolution, and fostering a culture where employees feel safe to voice their concerns. Employees also encounter obstacles in accessing opportunities for career growth and development within the organization, with a score of (WM=2.43), indicating an "Agree" response. Career development is crucial for employee engagement and retention. To address this challenge, Zhongxuntongda Communication could invest in employee training programs, mentorship initiatives, and clear career progression pathways, enabling employees to enhance their skills and advance within the organization. Furthermore, the organization struggles with challenges related to fostering a positive and inclusive work culture, reflected in the score of (WM=2.95), signifying an "Agree" response. A positive work culture is vital for employee morale, collaboration, and overall job satisfaction. Addressing this challenge may involve promoting diversity and inclusion initiatives, organizing team-building activities, and recognizing and celebrating employee achievements to foster a more inclusive and positive workplace atmosphere. The challenges in employee satisfaction faced by Zhongxuntongda Communication underscore the importance of creating a supportive, inclusive, and mentally healthy work environment. Addressing these challenges necessitates a proactive approach, involving stress management programs, transparent grievance resolution processes, comprehensive career development opportunities, and initiatives to foster a positive work culture. By investing in these areas, the organization can enhance employee satisfaction, retention, and overall well-being, leading to a more motivated and content workforce.

The challenges in employee satisfaction faced by Zhongxuntongda Communication align with recent literature emphasizing the significance of a supportive and inclusive work environment in fostering employee contentment and well-being. Research studies conducted between 2015 and the present have highlighted the positive impact of stress management programs in reducing workplace stress and enhancing employee mental health (Richardson & Rothstein, 2017). Transparent grievance resolution processes, as discussed in studies, emphasize the importance of open communication channels and fair procedures in addressing employee concerns, contributing to increased satisfaction and trust in the workplace (Ghosh, 2018). Comprehensive career development opportunities, a topic widely explored in recent literature, include initiatives such as mentorship programs, skill development workshops, and clear career progression pathways, which enhance employee engagement, satisfaction, and overall well-being (Ng et al., 2014). Initiatives aimed at fostering a positive work culture, a key area of focus in organizational psychology research, involve promoting diversity and inclusion, organizing team-building activities, and recognizing employee achievements, all of which contribute to a positive workplace atmosphere and increased job satisfaction (Ryan & Deci, 2017). By integrating these evidence-based strategies, Zhongxuntongda Communication can create a workplace environment that supports employees' mental health, provides avenues for career growth, and fosters a positive and inclusive culture, leading to higher satisfaction levels, improved retention rates, and a motivated workforce.

3.5. Proposed Strategic Plan

The development of the proposed strategic plan stems from a comprehensive understanding of the multifaceted challenges currently confronting Zhongxuntongda Communication. These challenges encompass both external pressures related to market dynamics and internal issues involving operational efficiency, employee productivity, and satisfaction. In response, the strategic plan has been structured to target four primary focus areas: market competitiveness, operational efficiency, employee productivity, and employee satisfaction. Each focus area outlines specific objectives, key actions, responsible stakeholders, expected outcomes, and corresponding timeframes to ensure effective implementation and measurable progress. To enhance market competitiveness and adaptability, the company aims to adopt a proactive approach through regular market analysis, fostering innovation, and establishing collaborative partnerships. This includes the monthly monitoring of market trends and customer preferences to guide the development of innovative products and services. A dedicated innovation team composed of marketing professionals, product developers, and external industry experts will work

collaboratively to translate insights into action. Strategic alliances with other industry leaders will also support knowledge exchange and broaden the company's market reach. Over a 12-month period, these efforts are expected to yield improved customer satisfaction, expanded market share, and a stronger brand presence.

In parallel, efforts to improve operational efficiency and optimize resource allocation will be executed through a series of structured initiatives. A thorough process audit will identify bottlenecks and inefficiencies, followed by the implementation of targeted optimization strategies, including the automation of repetitive tasks and the improvement of internal communication channels. Additionally, employee training programs will be introduced to boost individual performance and adaptability, while supplier negotiations will aim to reduce procurement costs. These actions will be monitored quarterly and executed over a period of six to eighteen months, with the expected outcomes being reduced operational costs, better resource utilization, and increased productivity. Addressing employee productivity and well-being is also central to the strategic plan. Through annual workload assessments, the company will ensure fair distribution of tasks, preventing burnout and enhancing performance. Regular training sessions and skills workshops will be conducted to support continuous professional development. In recognition of the growing importance of mental health, the company will establish a dedicated support program that includes counseling services and stress management workshops. Moreover, open communication channels will be created to allow employees to express concerns and suggestions freely. These ongoing initiatives aim to cultivate a healthier and more productive work environment, characterized by enhanced skills, reduced stress levels, and positive morale.

Finally, fostering employee satisfaction and career development is essential for sustaining long-term engagement and retention. The company plans to implement a robust performance appraisal system that recognizes achievements and rewards excellence. Mentorship programs will be established to guide employees through career planning and professional growth, while a clear career progression framework will be introduced to outline development opportunities. Semi-annual reviews and ongoing team-building activities will further reinforce a positive workplace culture. These initiatives, supported by the HR department and department managers, will contribute to increased retention, stronger career development pathways, and a more inclusive and motivated workforce. This strategic plan presents a holistic approach to addressing the core challenges facing Zhongxuntongda Communication. By simultaneously focusing on competitiveness, efficiency, employee well-being, and satisfaction, the organization seeks to build a dynamic, resilient, and employee-centered culture. Through the consistent execution and monitoring of these strategies, Zhongxuntongda Communication is positioned to thrive in an evolving business environment, achieving sustained success and growth in the long term.

4. Conclusion

Based on the findings of the study, it can be concluded that Zhongxuntongda Communication possesses a multifaceted organizational structure with strengths in strategic planning, leadership, and cultural adaptability. The demographic profile of its workforce reflects diversity in age and education, although a gender imbalance remains noticeable. The company demonstrates effectiveness in core management functions such as planning and leadership, yet areas such as employee engagement and feedback integration require further development. While the organization benefits from a supportive culture and strategic flexibility, there is a clear need to enhance collaboration and diversity initiatives. Challenges related to financial performance, customer satisfaction, operational efficiency, and employee well-being persist, necessitating a holistic and strategic approach to ensure long-term competitiveness and resilience. The proposed strategic plan outlines a clear path forward by focusing on market responsiveness, internal process optimization, employee development, and inclusive organizational growth. In light of these conclusions, it is recommended that the Human Resources Management Department intensify efforts to foster inclusivity and gender diversity, while internal communication channels must be strengthened to promote transparency and engagement. The Leadership and Organizational Development Team is encouraged to drive innovation and collaboration by building on the company's cultural strengths, and the Strategic Planning and Finance units should integrate financial strategies with operational and employee support frameworks. The Executive Management Team must take an active role in monitoring and adjusting strategic initiatives to align with evolving organizational needs, placing employee well-being and career advancement at the forefront. Future researchers are advised to further investigate the gender dynamics within the company, offering insights into promoting a more inclusive and balanced workforce. Collectively, these recommendations aim to reinforce Zhongxuntongda Communication's position as a dynamic, competitive, and employee-centered organization in an ever-evolving business landscape.

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Conflict of interest statement

The author declares that there are no conflicts of interest or competing interests in connection with this study or any organizations or products referenced.

Ethical Approval

This study did not involve any experiments or procedures on animals or human subjects conducted by the author.

Statement of Informed Consent

All respondents involved in the study gave their informed consent prior to participation, in accordance with ethical research standards.

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