INTERNAL COMMUNICATION AND ITS IMPORTANCE IN CORPORATE MANAGEMENT

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ABSTRACT: The smooth flow of information throughout a company's many levels and departments is essential for effective corporate administration. Consequently, this calls for first-rate communication throughout the organization. Organizations utilize a range of strategies to enhance internal communication. There are more formal channels, such as meetings and email, and there are also more casual channels, such as conversations. Not including all of these different kinds of communication makes it insufficient. The ability of a corporation to make decisions and achieve its goals can be greatly improved with an honest, open, and impartial system of internal communication. Not only that, but it can help with change management, boost morale, and lessen misunderstandings and conflicts inside the firm. With the complexity of modern enterprises comes a greater awareness of the need of good internal communication in sustaining consistency and accomplishing goals.

Keywords: Internal Communication, Corporate Management, Organizational Communication, Employee Engagement, Information Flow, Corporate Culture, Change Management, Communication Strategies, Organizational Effectiveness, Workplace Transparency.

1. INTRODUCTION

Communication is essential in modern companies for bringing together and translating the activities and ideas of many individuals into a single, recognized form. This shape is then maintained or modified to allow the group to continue working together. As a result, understanding organizational communication entails investigating the social processes that create and maintain our society's social structures.

A good manner for employees to communicate with one another is one way that an organization's management system operates well. Poor communication, on the other hand, could lead to a slew of issues with the management system. Internal communication is improved by the organizational work culture, the speed with which information moves throughout the structure, and the way job-related paperwork is processed. It is critical in a management system to deliver information accurately and to use the appropriate communication techniques. When information systems function well, they should aid in the growth of the areas where various components of the firm do their functions. Active workers who are committed to knowing and implementing the organization's goals and strategy require effective internal communication. It is critical that both employees and outside clients are treated with equal importance. Finding ways to keep clients coming back could make individuals feel more connected to the brand and like they belong to it. Even if many employees lack the necessary abilities, they nonetheless feel a sense of belonging to the organization. This suggests they are not actively working toward the company's goals and strategic plans. When job-related signals are late or incomplete, performance and quality of work suffer. People who enjoy being active in the organization's everyday activities lose motivation when they are unaware of significant

changes. As a result, the purpose of internal communication should be more than merely information sharing. It should also include developing a change philosophy and a set of values that motivate and guide employees. Effective internal communication may be required to increase employee involvement and motivation, boost productivity, smooth organizational changes, and build a good image for the company both inside and outside the company

The following section of the article is separated into two parts: theoretical and practical. The author employed a critical literature analysis method in the first half of the essay to examine the fundamental ideas in the field of internal communication analysis. The definition of organizational communication, typical misunderstandings and erroneous assumptions about this topic, fundamental components of communication, responsibilities in organizations that aid in communication, and effective communication methods were all discussed.

The second section of the article includes an empirical research of internal communication at a selected business that reflects the global financial industry. The questionnaire survey was the primary research tool. The study objectives were divided into two categories: empirical and theoretical. The theoretical goal is to determine the purpose, importance, and internal communication within organizations, as well as the tools required to achieve these goals. The practical purpose was to investigate and rate internal communication, with a focus on how well the tools used to do so performed and the elements that influence communication. Results of the research were prepared and grouped into five divisions:

- General analysis of internal communication in analyzed organization.
- Factors creating process of internal communication.
- Assessment of effectiveness of communicative tools.
- Factors determining effectiveness of communication.
- Final analysis of internal communication.
- The article was finished by the summary emphasizing most important results of the research.

2. THE ROLE OF INTERNAL COMMUNICATION IN AN ORGANIZATION

Any type of communication within a firm keeps relationships alive. Because organizations function as systems, two people expressing their ideas can have a significant impact on the system as a whole. Communication between employees, between employees and supervisors, and within employees is critical for determining employee happiness. How successfully people communicate within the organization is critical to its performance

It might be difficult to distinguish between internal and external communication within a corporation. According to Pace and Faules, "the communication units within a particular organization are responsible for the display and interpretation of messages exchanged among themselves." An organization is made up of communication units that work in a certain environment and are organized in a hierarchy. Miller puts it this way: "Most academics would concur that an organization comprises a social collectivity (or a group of people) in which activities are coordinated to achieve goals that are both collective and individual." Activity coordination establishes a degree of organizational structure that allows workers to connect with one another and with the company as a whole. Scholars agree that communication consists of both transactional and symbolic components (two or more persons conversing in a certain situation). Communication's transactions represent other ideas at various levels of abstraction. To study organizational communication, you must first understand how the work environment influences communication and how the symbolic nature of communication distinguishes it from other types of organizational behavior

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Most people in most businesses have rarely taken the time to investigate how the communication process works from the inside out. People believe they are skilled at communication because they are frequently exposed to it. On the other hand, most people can communicate in a "common sense" manner. Unfortunately, "common sense" is not always applicable. The following examples, according to Richmond et al. (2005), demonstrate frequent misunderstandings and incorrect assumptions about how to interact in organizations:

1. Every word has a different meaning. There may be more than one way to interpret a given term. Each of us has a different interpretation of the word than our colleague.

2. In the act of speaking, language is used. Signs that people send without saying anything are extremely significant in discussion. When people converse to each other, physical signs frequently accompany what they say.

3. Declaring and talking are synonymous. People who feel that talking to someone just includes passing on information fail to recognize that the other person is also actively participating in the communication process. If you wish to engage well with people, you must consider their points of view and how they communicate.

4. We have the ability to solve any problem just by communicating with one another. Communication is utilized to either create or solve problems. Many people have difficulty speaking, and their problems frequently worsen before they improve.

5. It is critical to explain clearly. The truth is that the conversation neither helps nor hurts anyone. Communication, like any other tool, can be used for good or evil.

6. Communication is preferable to no communication. Along with the quantity, the quality of contact is critical.

7. Communication issues may arise. People can converse with one another, but they never cease conversing with one another.

8. It comes naturally to be able to communicate with others. It is possible to learn how to communicate with others. You can improve your ability to communicate clearly by practicing.

9. The fundamental components of discussion determine how effectively it works. These can be classified into the following types (Thomas et al., 2009; Hargie, 2016; Welch, 2012; White et al., 2010; Tourish, 2013):

10. Communicators (individuals who represent themselves). Communication is divided into two types: those who lead and those who follow.

11. Goals are what speakers hope to accomplish. Goals can be derived from the general definition of an organization, which is one in which people's actions are shaped and directed toward accomplishing agreed-upon targets.

12. What people say and do to send messages with their bodies. A firm can send and receive communications in five different ways. When we talk to and evaluate ourselves, we talk to ourselves, those above and below us in the hierarchy, people we are responsible for as line managers, suppliers, clients, and others, and coworkers from various departments. According to Zaremba (2010), the most significant criteria in excellent communication include prompt delivery, comprehensibility, accuracy, consistency, material that is appropriate for the target audience, the appropriate level of burden, and credibility (see figure 1).

13. It could be a written letter, a phone call, or meeting someone in person. "Channel" and "medium" are frequently used interchangeably. Because the medium through which we communicate shows the other

person what we are thinking, most people agree that the medium itself communicates the message. The most prevalent ways for people to communicate are in-person meetings, phone conversations, video conferences, instant messaging, emails, texts, tweets, and typed memos.

14. Words are sent and received through responses. The sender can learn how well their messages were received and what influence they had on those who received them by using feedback. The capacity of your business to use feedback effectively is directly tied to how well everyone is on the same page about what they want to achieve.

15. The setting incorporates the real world and its inhabitants. Because all communication is situational, in order to completely comprehend a message, you must first understand the context in which it is provided. Many factors affect organizations, but globalization stands out because it encourages businesses to focus on more than just their local markets.

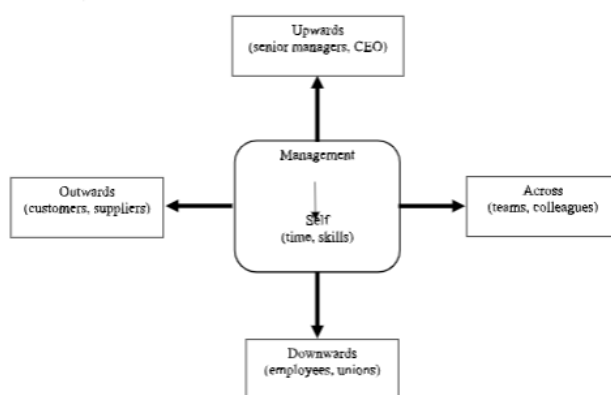16. Effects (the outcomes from the communication).

Figure 1. Directions of management communication. Note: Hargie, 2016.

Businesses utilize internal communication for a variety of goals. Organizational communication seems to be dominated by six roles. Socializing, informing, regulating, integrating, controlling, and persuading are the roles. It is evident that the goal of communication is to convey knowledge. Its objective is to equip personnel with the knowledge required to perform their duties in an effective and efficient manner. Public notice must be made of any modifications to policies or protocols that affect their area of expertise. The regulatory function of communication encompasses communications pertaining to organizational regulations and correspondence concerning the maintenance of the organization. The integrative function of communication emphasizes the coordination of groups, tasks, and assignments, and the integration of work units toward a common objective. The three aforementioned objectives are the focal point of the managerial function of communication. Information gathering is a form of communication that serves the purpose of establishing relationships with individuals, encouraging personnel to undertake tasks, and gaining a better understanding of them. The management function is the source of communication's persuasive function. The management is attempting to motivate the employee to perform a particular action in this instance. Socialization, the ultimate purpose of communication, is decisive in an individual's trajectory towards success within an organization. Maintaining "buddies" with all individuals does not constitute socialization. It requires being a part of the communication networks of the organization (Richmond et al., 2005; Clampitt, 2013). Internal communication in organization could be improved on many ways. Following examples are 12 strategies for improving communication across organization.

1. Increase the usefulness of conversations. Regular huddles are brief meetings that should take place every day if at all possible. They include everyone who is a member of a specific team or work group.

2. Assign runners to middle-level staff. Unsurprisingly, those that operate best with others have the most reliable information sources. As a result, it is critical to provide managers with the knowledge, tools, and frameworks they require to effectively interact with their team members.

3. Consider things other than what is written. Videos, basic graphics, charts, and images, for example, can help you maintain your messages clear and exciting for your employees.

4. Keep an eye on where your employees are at all times. To ensure that your messages are received, you must use the appropriate communication technologies and channels and send them to locations where your employees spend time.

5. Examine your newsletters once again. Email is perhaps the most prevalent means for businesses to communicate within the firm. Newsletters are ranked second. Most newsletters have a predetermined format and distribution schedule.

6. Determine your target audience. It is far more beneficial to send a few communications to the correct people rather than many messages to everyone.

7. Maintain a consistent rhythm in your conversation. You can also reduce noise by delivering information in the same way each time. Setting criteria for how information is communicated could aid in ensuring that messages are concise and to the point.

8. Create a space where people may talk to one another. You should not make your intranet the primary source of information or the focal point of your communication strategy with employees.

9. Consider things from both the horizontal and vertical perspectives. Organizational communication strategy must include methods for people to collaborate and communicate across sectors. This is essential for reducing waste, promoting teamwork, and increasing efficiency.

10. Motivate people to take action. A call to action is made apparent by distinguishing information intended to assist people comprehend from information intended to encourage them to participate constructively.

11. First, inform the employees. Communication challenges are exacerbated when there isn't much time to prepare, such as during a crisis, when bad or positive news comes suddenly, or when reports must be delivered immediately. It is critical to notify staff members ahead of time, especially if the material is intended for both internal and external groups.

12. The why should be related to the what, when, who, and how. To meet workers where they are and maintain effective communication, it is critical to grasp the "WHY" underlying the changes or occurrences mentioned. Making a connection between the WHY and the what, when, who, and how is an important aspect of making information meaningful and personalized.

13. To improve internal communication, communication strategies must be aligned with the management model, information flow, communication channels, and technical solutions utilized by individuals both inside and outside the firm.

3. METHOD AND RESEARCH METHODOLOGY

The corporation under consideration is a worldwide financial conglomerate with operations in Middle Eastern countries. The organization provides loans to individuals and enterprises in the Czech Republic, Bulgaria, Russia, Slovakia, and Poland, among other countries. The structure of the organization is made up of sections that are managed by the main office. One of the organization's primary goals is to address the needs of its financial clients while also finding a solution that allows the firm to remain stable and develop.

In order to grow swiftly, firms must have innovative internal communication tools, keep people involved, and deliver high-quality work. There are numerous tools available in the workplace that may be utilized to

improve communication and make it more effective and efficient. Workers can utilize the Help Desk application to report a wide variety of concerns. Using email to implement suggestions improves and speeds up the flow of information. Managers who schedule meetings and training events well ensure that critical information reaches staff members as soon as possible. Furthermore, the organization fulfills its social responsibility by participating in a variety of constructive social activities and adhering to the Rules of Good Practice.

The organization under consideration has 300 workers working in several departments in its Polish branch. The study sample consisted of 33% of the total workforce, or 39 employees. The questionnaire survey was the primary research tool. Table 1 shows assumptions of the research. Two goals – theoretical and empirical were formulated, expanded by research questions.

Table1. Assumptions of the research

Item	Description
Research goals	Theoretical: description of meaning and role of communication and internal communication in organization as well as tools of its realization Practical: analysis and assessment of internal communication, especially factors creating communication and effectiveness of tools of its realization
Research questions	. Can internal communication influence on quality of work? . Which barriers can make realization of communication difficult? . Which communication factors are the most important? . Are communication tools effective?
Research method	Questionnaire survey. Open ended and close ended questions were used in the questionnaire. In a few questions Likert scale was implemented.
The interviewees	Employees of analyzed organization, representing different departments
Date of realization	October-December 2018

Table2. Structure of the interviewees

Criterion	Description
Sex	. Female – 72% . Male - 28%
Age	. 18-25 – 18% . 26-35 – 54% . 36-45 – 22% . 46-55 – 6%
Education	. Average – 24% . Higher (Bachelor level) – 16% . Master Degree – 60%
Practice	. Less than 1 year – 11% . 1-2 years – 25% . 3-5 years – 33% . 6-7 years – 12% . More than 7 years – 19%
Department	. Audit – 7% . Call Center – 2% . Current service – 41% . Vindication – 16% . Financial – 8% . Trade – 10% . HR – 4% . IT – 10% . Administration – 2%

The interviewees represent different departments. This fact lets analyze internal communication by many, different factors and circumstances.

4. RESULTS OF CONDUCTED RESEARCH

Results of the research were grouped into five divisions:

1. A synopsis of how the group under investigation communicates with its own personnel. Things that have an impact on how private communication works.
2. determining which communication channels are most effective.
3. Things that can have an impact on how well a conversation goes.
4. Internal information is being thoroughly examined.

5. The first question raised during the research process was how to completely examine the communication system at the company under consideration. Figure 2 depicts the outcomes. More over 80% of individuals polled believe that contact is either excellent or average.
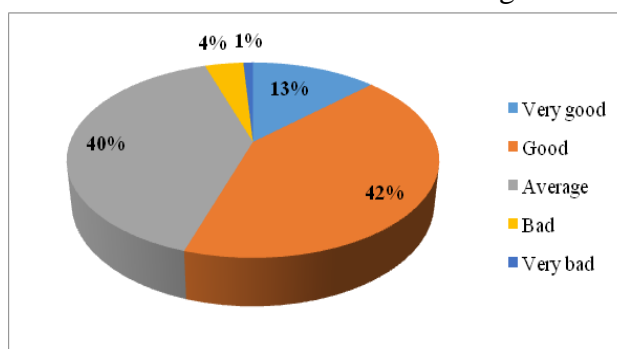

Figure 2. General assessment of communication process. Own research.

Figure 3 illustrates how internal communication, which is facilitated by a variety of environments and resources, significantly affects output quality, according to the research. Possessing the appropriate knowledge is of utmost importance for making prudent decisions. Information facilitates the development of organizational and employee knowledge, a valuable asset for management.
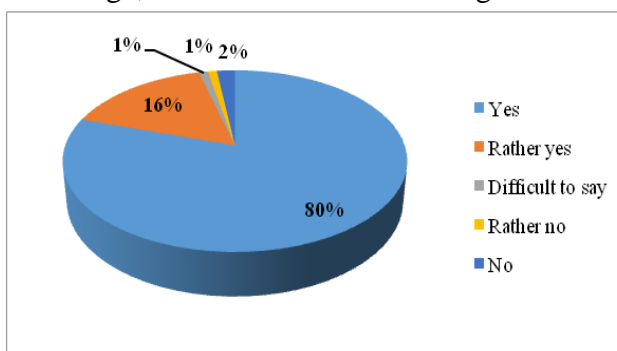

Figure 3. Influence of internal communication on a quality of work. Own research.

The role of internal communication is described as:

1. A means for delivering directives, a primary source of knowledge,
2. Assistance in understanding assigned work,
3. A strategy for establishing connections with colleagues,
4. And a way for supervising assigned responsibilities.

Next questions in the first division concentrated around barriers of communication in analyzed organization and their possible solutions. The questioned identified following barriers of internal communication in their organization:

1. There are several issues that contribute to a lack of trust in managers and coworkers,
2. Including a dearth of information in the communication process,
3. An excess of information in many areas and decisions,
4. Insufficient direct employee interactions,
5. A dearth of communication tools tailored to the organization under scrutiny,
6. Information flowing excessively from the top down,
7. Rumors, inconsistencies in the released information,
8. And the obstruction of information flows by both managers and employees.

The present difficulties can be overcome by employing techniques linked with the "soft elements" of management, notably those pertaining to human resources, such as encouraging more collaboration among

employees and managers. Incorporating negotiating and compliance practices into operational management; informing interested parties about managers' decisions; and so forth.

In the second section, the elements that contribute to internal communication processes were explored. The criteria are described in Table 3. Employees of the organization under investigation identified the following characteristics: managers' communication abilities, the quality of statements delegated by managers, coworkers' communication skills, the organizational structure, the culture and atmosphere of the organization, and employee relationships. The majority value (32 percent) is related with a manager's communication skills, according to an evaluation of the "very good" response option. The business culture and environment are mentioned in a substantial number of responses (65%) that match to the "good" answer choice.

Table 3.Factors creating process of internal communication

Factors	Assessment
Communicative skills of a manager	Very good – 32% Good – 48% Average – 16% Bad – 4% Very bad – 0%
Quality of statements delegated by managers	Very good – 12% Good – 55% Average – 21% Bad – 11% Very bad – 1%
Communicative skills of fellow-workers	Very good – 24% Good – 59% Average – 12% Bad – 5% Very bad – 0%
Organizational structure	Very good – 11% Good – 64% Average – 25% Bad – 0% Very bad – 0%
Organizational culture and climate	Very good – 17% Good – 65% Average – 13% Bad – 5% Very bad – 0%
Relations between employees	Very good – 22% Good – 57% Average – 20% Bad – 1% Very bad – 0%
Maximum assessment – factor Communicative skills of a manager (32%).	

Note. Own research.

The third category, as shown in Table 4, concerns the evaluation of the efficacy of certain instruments used during the communication process. The following characteristics of the evaluated organizational communication strategies were identified throughout the investigation: unofficial staff gatherings, rumors, management meetings, teleconferences, information resources in the Help Desk, announcements, and integration parties. There was also the option to select "not use" for this category, in addition to a six-point scale. When the "very good" response option is evaluated, this aspect of the study's data shows that the technique used—direct conversations—is the prevailing value (48 percent). Meetings with managers are the most often used tool (42%), according to the "good" response option. The coherence of the responses in the following division with those in the preceding division could be seen. According to the interviews, excellent communication skills among managers significantly improve internal communication. To support the development of these talents, regular meetings and open conversations with personnel are used. Table 4 presents further findings related to the subtopic under consideration.

Table 4. Effectiveness of communicative tools

Tools	Assessment
Direct conversations	Very good – 48% Good – 38% Average – 12% Bad – 1% Very bad – 0% Not use – 1%
Meetings with managers	Very good – 28% Good – 42% Average – 19% Bad – 4% Very bad – 0% Not use – 7%
Teleconference	Very good – 15% Good – 37% Average – 16% Bad – 5% Very bad – 2% Not use – 25%
Knowledge resources in Help Desk	Very good – 20% Good – 31% Average – 21% Bad – 10% Very bad – 5% Not use – 13%
Announcements	Very good – 12% Good – 13% Average – 17% Bad – 11% Very bad – 8% Not use – 39%
Integration parties	Very good – 36% Good – 29% Average – 19% Bad – 5% Very bad – 2% Not use – 9%
Gossips	Very good – 11% Good – 8% Average – 23% Bad – 13% Very bad – 18% Not use – 27%
Informal meetings of employees	Very good – 27% Good – 34% Average – 20% Bad – 7% Very bad – 2% Not use – 10%
Maximum assessment – tool Direct conversations (48%).	

The variables demonstrated to impact the efficacy of communication throughout the examination are delineated in Table 5. Among the factors taken into account were the manager's personality, staff interactions, management style, interdepartmental staff interactions, intra-team interactions, conflicts, and organizational changes. Regarding factor-management style (55 percent), the response option labeled "very important" is the prevailing option. The term "important" denotes the component holding the greatest value, which is the interdepartmental relationships of individuals in this instance (60 percent). The individual who posed the inquiry recognized the significance of divergences of opinion as a determinant of effective communication. A quarter of the interviewees (75 percent) regarded this factor as "significant" or "vital."

Table 5. Factors determining effectiveness of communication

Factors	Influence
Personality of a manager	Very important – 36% Important – 55% Average – 9% Rather important – 0% Not important – 0%
Practice of a manager and employees	Very important – 28% Important – 53% Average – 12% Rather important – 7% Not important – 0%
Style of management	Very important – 55% Important – 34% Average – 10% Rather important – 1% Not important – 0%
Relations between employees representing different departments	Very important – 32% Important – 60% Average – 7% Rather important – 1% Not important – 0%
Relations between employees in working teams	Very important – 35% Important – 51% Average – 13% Rather important – 0% Not important – 1%
Conflicts	Very important – 34% Important – 41% Average – 21% Rather important – 2% Not important – 2%
Organizational changes	Very important – 15% Important – 42% Average – 40% Rather important – 2% Not important – 1%

Maximum influence – factor Style of management (55%).

Own research

The final section was a sort of summary of the internal information examined. It was left open-ended, and interviewees were asked to complete the sentence: "Internal communication in the analyzed organization..." The following were the most common responses:

1. Allow personnel access to information that will help them sustain appropriate behavior.
2. Encourages employee participation in initiatives that benefit the organization.
3. helps to a positive work atmosphere.
4. Facilitates employee adaptation to change and provides assistance in the face of such events.
5. Because of the limits imposed by the scientific paper publication system, the conclusions and remarks in the following article are more limited and discriminating in nature. In-depth evaluation of the offered results, as well as direct correspondence with the author, may reveal further insights.

5. CONCLUSION

After reading the following essay, it's safe to state that internal communication has a significant impact on the quality of work done in a corporation. Finally, the theoretical and empirical components of the article are thoroughly examined. Conversation is a difficult process. It, like many other processes, can be influenced by factors both inside and outside the system. Its successful completion necessitates their presence, in addition to skilled staff and useful communication technologies.

This page has a wealth of information on internal contact. From a theoretical standpoint, the section titled "The Function of Internal Communication in an Organization" was the most essential. The author selected to look at the following topics: what workplace communication is, common misunderstandings and errors in this area, vital aspects of communication, internal communication goals, and successful techniques to communicate with others.

The empirical portion of the article was derived from a questionnaire survey administered to a specific group in the banking sector. The inquiry was extensive and looked into a wide range of concerns related to internal

communication. The importance of internal communication in improving work quality was emphasized by the participants. Within the organization, communication was utilized to offer directions, ensure that jobs were understood, create connections with coworkers and other essential people, and convey critical information. Not trusting coworkers and managers, missing information during the communication process, too much information in many areas and decision-making processes, limited direct employee interaction, a lack of organization-specific communication tools, too much information from higher-level management, rumors, and inconsistencies were discovered as major problems that make it difficult for employees to communicate with each other. Managers could employ "soft skills" like direct communication, negotiation, and contact to help overcome some of these issues. The study identifies numerous critical aspects that influence the process of internal communication. These include managers' communication skills, the quality of statements they delegate, coworkers' communication skills, the structure of the firm, its culture and climate, and employee relationships. Responses were provided on a variety of contact tools to assess their effectiveness. Meetings and direct talks with supervisors became the most prevalent methods of accomplishing tasks. It was discovered that the manager's personality, the way they worked with their staff, their management style, interactions between employees from different departments, interactions within teams, conflicts, and organizational changes all had a significant impact on how successfully they communicated.

The guidelines for the internal communication test are now available for download. Examples of studies that demonstrate the importance of internal communication are provided in the following article. In terms of analysis, the author intends to do additional theoretical and empirical research.

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