

## ***Internal Communication Management among employees toward effective strategic communication***

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### **ABSTRACT**

*The seamless attainment of strategic objectives and the cultivation of a cohesive and engaged workforce are made possible by effective internal communication, which is essential for the success of a business. This case study investigates the importance of effectively managing internal communication to improve strategic communication within a substantial multinational organization. Current research underscores the significance of internal communication in promoting employee engagement and job satisfaction, fostering the interchange of knowledge, and ensuring that employees are aligned with the organization's objectives. Nevertheless, it is imperative to possess a more profound comprehension of the precise strategies and methodologies that organizations may implement to enhance their internal communication management. This investigation implemented the case study methodology proposed by Robert K. Yin, which entailed the observation of internal communication management procedures, the analysis of documents, and the conduct of in-depth interviews. The aim was to examine the extent to which these practices influence the efficacy of strategic communication within the organization. The research demonstrates that the organization's strategic communication has been improved as a result of its emphasis on internal communication, which has been achieved through the implementation of explicit policies, the utilization of diverse channels, and the involvement of leadership. Employees attain improved alignment with organizational objectives, increased knowledge dissemination, and improved cross-departmental collaboration. The results of the study indicate that in order to optimize communication effectiveness and execute strategic initiatives effectively, organizations should prioritize internal communication. By investing in internal communication management, organizations can cultivate a cohesive, well-informed, and highly engaged workforce, thereby gaining a competitive advantage and achieving long-term success.*

**Keywords :** *Internal communication; Strategic Management; Strategic Communications*

### **1. Introduction**

Internal communication that works well is essential for any company's success because it makes strategic goals easier to carry out and keeps employees involved and working together (Song & Tao, 2022; Tkalac Verčič, 2021). Businesses must make sure their employees are up-to-date on the latest news, aligned with the company's goals and vision, and able to work together seamlessly across departments and jobs in today's fast-paced business world (Welch & Jackson, 2007). Getting a high level of effectiveness in internal communication can be hard, especially for businesses that are big and complicated.

The current body of research highlights the importance of internal communication in improving organizational effectiveness. Studies have shown that when employees possess a high level of knowledge and actively participate in their work, they are more likely to have higher levels of job satisfaction, commitment, and productivity (Indrasari, 2017a, 2017b; Indrasari, Hapsari, et al., 2019). These positive outcomes have a beneficial impact on the firm as a whole. Furthermore, there is empirical data suggesting that efficient internal communication can result in heightened knowledge dissemination, enhanced cross-functional collaboration, and

successful execution of strategic endeavors (Giroux, 2001; Indrasari, Syamsudin, et al., 2019; Oh & Pyo, 2023).

On the other hand, despite the fact that the significance of internal communication is well acknowledged, a great number of companies struggle to effectively manage this crucial function (Susilo, 2022). The efficient transmission of information and the alignment of employees with the organization's goals can be hampered by obstacles such as an excessive amount of information, communication channels that are isolated from one another, and the absence of a unified communication plan (Hele & Maela, 2018; Pertiwi et al., 2019; Rony & Panuju, 2018; Zacharias, 2019). Within the context of a famous multinational corporation, the purpose of this case study is to provide a more in-depth knowledge of the significance of internal communication management in terms of boosting the efficiency of strategic communication (Muhammad et al., 2018). For businesses that are looking to improve their internal communication efforts, the goal is to identify the strategies and measures that are the most effective and have the most practical implications (Agatha et al., 2023; Pratama et al., 2023).

## **2. Literature Review**

Previous research investigations have indicated that effective management of internal communication is critical to organizational performance. Experts have emphasized the importance of strong internal communication, recognizing its ability to align employees with the organization's objectives and principles, encourage the exchange of information and ideas, and foster a sense of unity and involvement among the workforce (Alfikri, 2023; Safitri, 2021; Zulaikha & Paribrata, 2017).

This idea is built on the basis of strategic communication, which is defined as the utilization of communication in a manner that is both purposeful and coordinated in order to achieve the goals of a company (David, 2009; Heizer et al., 2017; Kolil et al., 2020; Thayer, 1968). Sharing information is only one component of strategic communication; there are many more. In addition to this, it entails the establishment and upkeep of connections, the creation and maintenance of consistent messaging, and the active participation of stakeholders (Brigham & Houston, 2006; David & David, 2016; Doorley & Garcia, 2015). When applied to the realm of internal communication, this strategic approach has the potential to aid firms in optimizing their communication efforts in order to effectively implement their overall company strategy.

In order to guarantee efficient management of internal communication, it is essential to meticulously develop, put into action, and assess communication practices that are in accordance with the strategic goals of the business (Hidayati, 2022; Thrupp & Willmott, 2003). These methods include the creation of effective communication policy, the utilization of a variety of communication channels, the engagement of leaders, and the ongoing evaluation of the effectiveness of communication techniques (Munizu, 2021; Suryandari & Lutviana, 2020; Wheelen & Hunger, 2012).

The use of a strategic approach to the management of internal communication presents enterprises with the opportunity to ensure that their staff are kept informed, engaged, and in sync with the objectives of the firm. As a consequence of this, there is the potential for an increase in the sharing of knowledge, in addition to improved collaboration between various functions and the successful implementation of strategic initiatives (Anholt, 2007; Bolino et al., 2016). In spite of this, there is still a great deal of information that has to be uncovered concerning the most efficient methods and procedures that businesses may implement in order to improve their internal communication management.

The aim of this case study is to add to the body of knowledge already in use by means of a thorough investigation of the internal communication management techniques of a significant multinational company and a determination of how those practices affect the strategic communication effectiveness of the company. This paper aims to highlight the key elements for companies to properly implement internal communication campaigns so reaching their strategic objectives. This will be achieved by means of an exhaustive and comprehensive analysis.

Organizational communication has long understood the important part communication performs in strategic management of a company. Aligning staff members with the goal of the company, enabling the execution of strategic projects, and building a cohesive and involved workforce all depend on effective communication (Hong et al., 2019; Safitri, 2021).

Strategic communication—the conscious, coordinated use of communication to accomplish corporate goals—is at the core of this interaction (Borchers & Enke, 2021; Tindall & Holtzhausen, 2011). Strategic communication covers not only the information sharing but also the management of relationships, message alignment, and participant involvement (Torp, 2015). Applied in the framework of internal communication, this strategic approach can enable companies to use their communication initiatives to propel the effective execution of their whole corporate strategy.

The performance of internal communication management of an organization is much influenced by the roles and capacities of its communicative managers. These people are in charge of creating and putting into effect policies, procedures, and communication plans meant to forward the strategic goals of the company (Ajayi & Mmutle, 2021; Argenti, 2017).

Deep awareness of the objectives, culture, and stakeholder needs of the company as well as the capacity to transform these insights into successful communication strategies and activities define communicative managers. They also have to be adept in the use of several communication channels, the facilitation of knowledge sharing, and the involvement of staff members in several departments and roles (Ruck & Welch, 2012; Karanges et al., 2015).

Strategic and proactive internal communication management helps communicative managers help companies overcome common challenges including information overload, communication silos, and the lack of alignment between employees and the objectives of the (Brah & Lim, 2006). This can thus help the strategic projects to be successfully executed and the general competitiveness of the company.

Good internal communication depends critically on the way internal relationships are managed. Strong employee relationships help companies to improve information sharing, teamwork, and the alignment of personal and organizational goals (Indrasari et al., 2018).

In the context of internal communication, relationship management refers to the intentional development and maintenance of relationships between employees, between employees and the company itself, This covers encouraging trust, mutual understanding, and a feeling of community inside the workforce (Indrasari et al., 2018).

Through their implementation of communication techniques that support open communication, feedback systems, and chances for employee involvement, communicative managers significantly help to create these internal relationships This can thus help to create a good and encouraging corporate culture, which is necessary for the effective implementation of strategic

projects (Indrasari et al., 2018). Communication science is the multidisciplinary field used in the study of internal communication management and its strategic application inside companies. To offer a whole knowledge of the function of communication in organizational environments, this topic combines theories and approaches from several disciplines, including organizational behavior, psychology, sociology, and management studies (Susilo, 2022).

Using an interdisciplinary approach, communication science may provide insightful analysis and workable solutions for the difficulties companies experience in properly controlling their internal communication. This covers the creation of communication plans fit for the strategic goals of the company, the application of techniques encouraging employee involvement and teamwork, and the assessment of communication efficacy by thorough empirical study (Susilo, 2022).

The strategic use of internal communication management inside companies may be improved by including communication science concepts into the discipline of management studies. Managers may create more successful communication strategies, maximize their internal communication practices, and finally help the strategic goals of the company to be executed by using the multidisciplinary knowledge and approaches of communication science.

### **3. Research Methods**

As Yin (2014) describes, this study used a case study research design. The case study approach was judged suitable since it enables an in-depth investigation of the relationship between internal communication management and the strategic implementation of organizational objectives inside a real-world environment (Yin, 2014).

To guarantee a complete knowledge of the phenomena, the data collecting procedure included several sources of evidence. Semi-structured interviews with important informants—communication managers, department heads, frontline workers—collecting primary data revealed the interview questions were meant to reveal information about internal communication policies of the company, the function of communication in strategic management, and the difficulties and advantages of good internal communication. To further grasp the background and triangulate the interview results, the researchers also carefully went over pertinent organizational records like internal communication materials, strategic plans, and communication policies.

The researchers used many techniques in order to guarantee the dependability and authenticity of the data. To improve the content validity of the data collecting tool, first the interview questions were examined and polished under the direction of a panel of subject-matter experts in strategic management and organizational communication. To preserve the integrity of the data, the interviews were second audio-recorded and verbatim transcribed. After that, the researchers conducted member checking—that is, sharing the interview transcripts with the participants to confirm the authenticity of the material and offer a chance for explanation or more observations. To increase the validity of the conclusions, the researchers lastly used data triangulation—that is, document analysis, cross-checking of the interview data, and referencing of pertinent scholarly publications (Yin, 2014).

### **4. Results and Discussions**

The results of this case study demonstrated the crucial importance of effective management in speeding up the implementation of internal communication strategies inside the firm. The data analysis identified three main themes that emphasized the significance of communicative management in promoting efficient internal communication and strategy alignment.

Initially, the study discovered that managers who effectively communicate had a pivotal role in

cultivating robust interpersonal connections among employees. Through the use of communication tactics that encouraged open discourse, feedback mechanisms, and chances for employee participation, these managers successfully fostered trust, mutual understanding, and a shared sense of purpose among the workforce. Consequently, this enabled the synchronization of personal and corporate ambitions, as employees developed a deeper sense of attachment to the company's strategic goals and were more inclined to actively participate in their effective implementation.

Furthermore, the communicative managers played a crucial role in creating and implementing communication strategies that were closely in line with the organization's strategic objectives. These managers collaborated closely with top-level executives to ensure that internal communication initiatives were tailored to align with the organization's overall strategic objectives, whether it involved introducing a new product line, implementing a change management program, or improving the company's brand reputation. The managers effectively utilized internal communication as a strategic instrument to drive organizational change and achieve desired business goals.

Ultimately, the research emphasized the significance of communicative managers in promoting a culture of honest and clear communication inside the firm. These managers aggressively promoted employee engagement through communication, feedback, and the sharing of ideas and concerns. Consequently, this not only enhanced interpersonal connections but also allowed the business to recognize and tackle potential barriers to the effective execution of strategic projects. Through fostering a culture that encourages transparent communication, the managers who prioritize effective communication were able to facilitate the exchange of information, encourage collaboration across different departments, and ultimately, improve the organization's ability to adapt and respond to shifting market conditions and strategic goals.

In addition, the findings of the case study highlighted the viewpoints of employees regarding the role of strategic communication and its link with interpersonal communication between managers and employees.

According to the employee informants, one of the most important factors that led to the success of strategic communication within the firm was the excellent interpersonal communication that took place between managers and employees. When managers exhibited great communication skills, such as active listening, empathy, and transparency, employees felt more engaged and invested in the business's strategic objectives. This was a positive outcome for the organization.

An employee made the following observation: "Our managers really make an effort to understand our concerns and perspectives." The fact that they take the time to explain the "why" behind the strategic decisions enables us to better understand how our work fits into the wider picture. This attitude was shared by other employees, who indicated a higher sense of alignment and commitment to the strategic goals of the firm when managers communicated in a manner that was both personalized and relatable to them.

Employees also stressed the significance of feedback methods and open communication that is encouraged by supervisors who are communicative. They were grateful for the opportunity to express their thoughts, concerns, and suggestions because they believed that their contributions were respected and had the ability to impact the decision-making process regarding the organization's strategic direction. According to a particular staff member, "When I know my manager is genuinely interested in my thoughts and is willing to act on constructive feedback,

I'm much more motivated to support the company's strategic initiatives."

Furthermore, the employees emphasized that the development of interpersonal interactions between managers and employees generated a sense of trust and mutual understanding between the two groups. Because of this, employees were more responsive to the messaging that the organization was trying to convey, and they were also more inclined to match their own goals and activities with the strategic aims of the company. This, in turn, enabled more effective strategic communication.

"Our managers have really built a culture of trust and collaboration across the organization," said one of the staff members. The fact that we are aware that they are looking out for our best interests makes it significantly more likely that we will align ourselves with the strategic vision and do everything we can to ensure that it is successful.

The significance of communicative management in bridging the gap between strategic communication and employee engagement is highlighted by these findings, which highlight the crucial value of this management style. Managers are able to establish an atmosphere that is conducive to the successful implementation of the organization's strategic objectives if they place a high priority on interpersonal communication and cultivate good connections with their staff.

The case study results further emphasized the beneficial influence of proficient strategic communication on the organization's competitiveness, as well as its capacity to cultivate trust and reduce conflicts among employees.

The data analysis indicated that the organization's strategic communication activities, when synchronized with the communicative management strategy, bolstered its competitiveness within the industry. The organization successfully established a strong brand identity and distinguished itself from competitors by clearly expressing its vision, purpose, and strategic priorities, and effectively communicating them to both internal and external stakeholders.

A manager remarked that our strategic communication has significantly distinguished us in the market. Our clients and partners comprehend our distinctive value proposition, and our workers are authorized to fulfill that commitment. The organization's clear and focused objectives, along with a consistent and effective communication strategy across all platforms, allowed it to successfully attract and retain highly skilled individuals, establish profitable commercial alliances, and uphold a positive reputation within the industry.

Moreover, the case study results revealed that the organization's strategic communication, supported by a culture of honest and clear communication promoted by communicative managers, had a beneficial effect on employee trust. The employees exhibited a strong sense of trust in the leadership of the business and their competence in making informed and strategic decisions that were in line with the company's principles and long-term goals.

According to an employee, our leadership team is being upfront and prioritizing our best interests. This significantly enhances my commitment to the company's success and motivates me to exert more effort in order to support our strategic objectives.

The employees' confidence in the organization's leadership and strategic direction had a crucial role in reducing conflicts and tensions among the workforce. By establishing a mutual

comprehension of the organization's objectives and fostering a collective sense of mission, employees displayed a greater propensity to cooperate, reconcile disagreements, and strive towards shared objectives, instead of getting involved in counterproductive disputes.

According to the manager's explanation, when employees see that their opinions are valued and that the organization is sincerely dedicated to their welfare, they are significantly less inclined to become entangled in trivial conflicts or exhibit reluctance towards change. Instead, they direct their efforts on identifying solutions and making valuable contributions to our strategic achievements.

These findings highlight the extensive advantages of successful strategic communication, especially when supported by a communicative management approach that emphasizes interpersonal relationships, transparency, and employee involvement. Organizations can improve their competitiveness and achieve strategic objectives more efficiently by cultivating trust and alignment within their culture, which also helps to reduce internal conflicts.

## **5. Conclusion**

The results of this case study underline the need of good communication techniques and their favorable influence on the rapport between managers and staff. The results highlight their two's interdependence. The findings of the data analysis showed that managers who give top priority to good communication skills—that is, active listening, empathy, and openness—create an alignment and trust-filled culture inside their company. Employees who so become very involved, devoted, and dedicated to the vision and goals of the company help to strengthen strategic communication.

Moreover, the study underlined the need of good communication in improving the competitiveness of the company and promoting harmonic relationships among staff members. By properly presenting its value proposition and strategic aims, the company was able to build a strong brand identity and differentiate itself from the competitors. The business also made sure that its message stayed the same on every kind of media. Furthermore, encouraging trust and understanding between managers and staff by honest and open communication has helped to match organizational and personal objectives. This lowers the possibility of negative disputes and fosters a workplace stressing teamwork and problem-solving.

Though this case study offers insightful analysis of the connection between strategic communication and interpersonal communication, more investigation is required to improve the knowledge of these dynamics. Future studies can look at the particular communication techniques and approaches managers use to build close bonds with their staff. It might also look at how these strategies might be monitored and applied to see how they affect company results.

More study might be done to investigate how organizational culture affects the efficacy of strategic communication and the part communicative management performs in improving communication results. Examining how various cultural settings and leadership styles can affect the application and results of strategic communication depends on a better knowledge of complicated organizational procedures.

Finally, continuous study on the evolution of strategic communication and its relationship to employee engagement, trust, and conflict resolution across time can provide insightful analysis of the long-lasting consequences and efficiency of these approaches. By using the knowledge acquired from this case study, future studies have the possibility to improve the construction of more solid and data-driven frameworks for strategic communication and communicative

management in organizational environments. This can be attained by building on results of past studies.

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