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**ROLE AND IMPACT OF INTERNAL COMMUNICATION
AMONG EMPLOYEES WITHIN AN ORGANIZATION IN THE
DIGITAL COMMUNICATION ERA**

Master's thesis

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I hereby declare that I have compiled the thesis independently and all works, important standpoints and data by other authors have been properly referenced and the same paper has not been previously presented for grading. The document length is 14996 words from the introduction to the end of conclusion.

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ABSTRACT

Organizational Internal Communication has not only become much more nuanced and diverse in all corporate organizations, but it has also become an essential element in overall organizational performance and productivity. Employee productivity, engagement, and success are both affected by how the company interacts with its employees.

The organizational transitions fail majorly due to inadequate internal communication within the organization. In specific organizations, communication as an essential component of management is neglected, resulting in insufficient communication methods, late communication, confusion of information, and, at times, complete lack of communication. While many companies agree that effective staff communication increases employee morale, this assumption remains a complicated problem due to organizations' evolving nature and the variations in their structure. The study investigates the role of Internal Communications within an organizational structure and its contribution in motivation towards achieving organizational goals.

The study's sample consisted of ten respondents from Ramirent SSC in Estonia, including senior administrators, middle-level managers, Team Lead and Employees. The research preference is designed based on the Saunders onion structure adapting deductive methods and ontology analysis. A semi-structured interview manual is created to gather qualitative data. The data is shown in the form summarized tabular and graphs version; qualitative information is further categorized into themes for discussion purpose. The study discovered the need to improve training and adaptation of new Internal communication tools and channels to avoid misinformation and noninformation transfer between employees.

Keywords: Internal communication, communication channels, employee engagement, employee motivation.

INTRODUCTION

A successful human-to-human connection without clear Communication is impossible. Effective internal communication is needed not only for human relations but for a healthy and profitable business (Banaeianjahromi & Smolander, 2019). Managers & employees spend a lot of their time communicating and talking over the phone, in online meetings, and in e-mails (Djordjevic, 2010). Employees know that coordination and internal communication are vital because work practices are focused on cooperation among employees in various functions. In larger organizations, Internal Communication has become more critical and complex. Managers and administration staff of the new age must be good communicators to create trust with employees, resulting in confidence (Bhatia & Balani, 2015). Employees spend 80% of the working day dealing and communicating with others both internally and externally. They have the function of directing and regulating the organization. Managers and administration staff are in the middle of communication networks to promote and complete projects, mainly when the employees are scattered in different departments and work remotely (Bui, 2019). Internal Communication within an organization includes contact with the top, middle and line managers, considering transparent internal communication. It is a perfect way to guarantee that the organization's employees recognize the purpose of the organization's message and keep with the company's ideas. Internal Communication plays an integral part in employee engagement (Spaho, 2012; Bui, 2019).

Internal Communication within an organization has been explained in several pieces of literature like by (Bove & Thill, 2000; Grimshaw & Mike, 2008; Men, 2014). Alternate words include employee communication, internal public relations, employee mutual communication, and even organizational Communication (Titang, 2013). Internal Communication is sharing knowledge and ideas within an organization (Bove & Thill, 2000). But to accommodate this study's purposes, internal Communication is, in essence, about understand the importance and motivation for all employees within the organization. (Bove & Thill, 2000) assume hierarchical communication should go directly from one boss to the next and from supervisor to employee. Still, as organizations become more significant and become more challenging, it isn't easy to follow the chain of command. Thus, an internal communication function is required. Successful Internal

Communication is essential for a stable, engaged company. It begins by describing the words and provides insight into how to deliver successful internal communication, a two-way discussion between the employees and administration, and employees (Yeomans & FitzPatrick, 2017). The section further discusses the aim, objective, scope, and structure of the study.

Research aim

The aim of this non-experimental qualitative research is to understand the effectiveness of internal communication along with various communication mediums in an organizational business practices among employees, top-down and bottom-up employee hierarchy.

Research problem

Failure to accomplish main annual targets due to inadequate internal communication procedures and undeveloped internal communication channels. The study is:

1. To understand the role of internal Communication in achieving organizational strategic goals.
2. To study the employee's ability to understand the internal communication channels.
3. To understand Internal Communication as a tool of motivation.
4. To understand the organizational environment with regards to internal communication.

Scope of the research

Organizations with a weak and lengthy internal chain of Communication and the heavy hierarchical nature of those organizations have seen employees becoming less effective in their work, impacting their overall efficiency (Bhatia & Balani, 2015). It is contrasted with the fact that each organization has its own culture and patterns based on which it carries out its functions and activities. Past studies by (Grimshaw & Mike, 2008; Hayase, 2009; Mellor & Dewhurst, 2009; Djordjevic, 2010), focused on and presented information on the relationship between employee and managerial Communication within the organization; overall organizational efficacy and efficiency depend on its internal communication. Internal Communication within an organization has impacted overall corporate productivity and has made no connection or entirely ignored its impact on individual job performance, productivity, and efficiency.

The explanation for developing this issue lies in the fact that many studies by (Welch & Jackson, 2007; Yeomans & FitzPatrick, 2017; Wang, 2018; Xiaoli, Wenyue, & Zengbao, 2019) have been done on today's organizational internal communication value. Yet, the studies or research into its

significant effect on individual workers' success are very few. The scholars like (Hayase, 2009; Mishra, Boynton, & Mishra, 2014; Rodrigues, Azevedo, & Calvo, 2016) have performed interpersonal communication analysis. Still, only a few of their studies have failed to address variables that influence organizational success in internal Communication (Yue & Men, 2019; Ferguson, Men, & Yue, 2020).

Significance of the study

This research is essential because of the barriers and threats of internal Communication in an organization which lowers employee engagement and efficiency (Carvalho, 2013; Bucata & Rizescu, 2017). Second, the report's guidelines will undoubtedly go a long way to help public relations professionals know when and how to get the most out of the company's employees and thereby boost the organization's performance overall. Besides, this research will be necessary to senior management personnel in an active company in the decision-making process. It will help them decode and decide what communication approach or policy will improve employee efficiency and overall organizational effectiveness. In the scholarly context, this analysis would also act as a credible source and reference point for other academics and scholars interested in internal Communication and its role within an Organization.

Research methodology

The research and data analysis method defines, selects, treats, and interprets the data on Internal Communication in an organization in a chosen manner. The research methods and analysis technique section systematically determine the study's overall viability and durability (Snyder, 2019). The technique of research methodology refers to the function of "how" for any and every research. It is mainly about how research is structured to analyse the system to ensure excellent and consistent research-oriented outcomes. It justifies the choice of design by demonstrating that the methods and techniques selected are most appropriate for research purposes and priorities and that they yield accurate and consistent results (Basias & Pollalis, 2018). The thesis follows a Qualitative Research Methodology by conducting interviews for the data collection method.

Data collection method

An extensive literature review is conducted by referring to highly cited articles, books, papers published previously on internal Communication within an organization in the digital era. The qualitative data is collected by conducting interviews for the future analysis process. The qualitative interview is conducted in Estonia with an online mode of an interview covering the

interview points. The qualitative discussion population size is ten employees from Ramirent SSC, Estonia.

Limitation

The limitation of the study is time and resources for data collection. In the wake of the global pandemic, the research is limited to a small number of employees within one organization. Despite the limitation, the study is expected to be carried out to the full extent, and all the findings shall be discussed following the research's objective. This research only explores the role of internal communication through an organizational context. Internal Communication here encompasses all modes of communication that take place within an organization. They can be formal or casual, organized, or unplanned. Both external contact methods, i.e., Communication with non-organizational participants, are exempt from this analysis's scope. At the same time, external Communication can also affect internal Communication, thus impacting an individual who may impact its efficiency.

Thesis structure

Introduction: It introduces internal Communication, research problem, objective, scope, research methodology, and data collection details.

Chapter 1: Literature Review: The chapter covers extensive research on internal Communication and the methods used by other researchers to achieve their individual goals. The chapter discusses the effects of lack of internal communications within an organization. It provides an overview of the theoretical framework of the role and impact of internal communication within an organization. It concludes with a summary of the proposed framework for Internal Communication.

Chapter 2: Research methodology: The chapter discusses different methods of research methodology. Qualitative research concerning Internal Communication. Data collection details, interview question details, population. The chapter concludes data interpretation and analysis methods and tools used for the same.

Chapter 3: Results and Discussion: The chapter discusses the results achieved from the data interpretation, discusses the research questions concerning products, and finally concludes the chapter by discussing the research question tasks and problem statement by identifying the role of internal communication within an organization achieve organizational goals.

Chapter 4: Conclusion & Recommendations: The chapter discusses the summary of the research problem and results from the data analysis. The chapter concludes with recommendations to improve internal Communication for the organization to overcome lack of Communication with employees to achieve desired success. The last section of the chapter is to discuss the potential future scope of the research.

1. LITERATURE REVIEW

1.1. Internal communication concept

Internal communication is a process refers to explain and describe what is happening in the organization through the exchange of views, ideas, opinions, and knowledge among all organization members to achieve business goals. The researcher describes internal communications as organised knowledge sharing in the organisation, both formally and informally, between management and employees (Papadonikolaki, Verbraeck, & Wamelink, 2017). Internal communication is beneficial for improving the company's employee relations and improve the organizational behaviour and climate. Internal communication is often used interchangeably with intra-organizational communication and is frequently confused with employee communication (Kang & Sung, 2017). Organizational environment is affected directly with what employees perceived from shared information inside the organization which ultimately play a vital role on them productivity and performance. The optimal internal communication environment must be differentiated from the actual communication environment. It is complex; it is more than what is made public by the task and its strategy, referred to as internal Communication (Kapourchali & Banerjee, 2020). Internal communication is inextricably linked to supporting an organisation's need to effectively communicate information about important changes - for example, a merger with another company, a re-branding or the introduction of a new product (Yeomans & FitzPatrick, 2017). Communication increases stakeholder awareness and satisfaction with what leaders are making and whether their decisions will mitigate tension and improve interpersonal relationships (Yue & Men, 2019). Internal communication can be calculated in four dimensions: communication environment, knowledge efficiency, opportunities to communicate with upper management, and the accessibility of information received (Bhatia & Balani, 2015; Carvalho, 2013; Horak & Yang, 2019).

The smooth and open internal Communication leads to improved outcomes within the organization. But when Communication is regular and not clear. Time can worsen difficulties. This sort of dilemma calls for clarification, for interaction. Open and flexible internal

Communication can help contain or restore department-to-individual solidarity. Additionally, recent developments have increased the need for optimal internal Communication (Bucata & Rizescu, 2017). Constantly they must adjust and improve their internal communication tools and channels and their interactions with employees and provide them proper training for newly adapted technologies. There are ample grounds to concentrate on internal Communication (Bhatia & Balani, 2015; Bui, 2019). Women are more effective at implementing internal communication than men (Yang, Chawala, & Uzzi, 2019). Women, for example, generate more soothing and respectable messages with higher levels of person-centeredness than men. The extent of this gender discrepancy tends to be consistently more significant than the magnitude of gender variations in assessments of comforting messages with differing levels of person-centeredness (Sharma, 2017).

The current internal Communication is the knowledge that is treated as an item. What we write down is not exactly how everyone views and understands. It might be entirely mistaken since everybody has their reality and interpretation. When the employees are unhappy with internal Communication, that Communication is dissatisfying. In most situations, employees do not grasp their communication habits (Bove & Thill, 2000; Bui, 2019). Thus, this study is expected to understand internal Communication and its process within the organization. The chapter covers an extensive review of internal Communication, its impacts, and the research's motivation. The chapter also discusses several theories previously suggested on internal Communication.

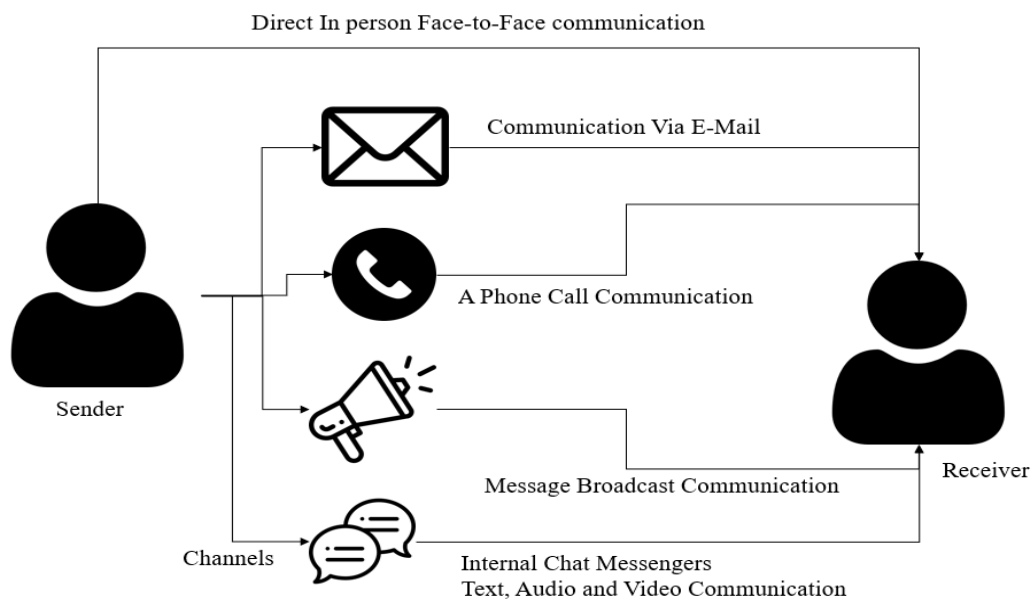


Figure 1. Structure of Internal Communication

Figure 1 illustrates the Internal Communication structure and modes as the primary facet is sending and receiving a message that anyone can make public. Internal Communication is the intensive development of texts through which recipients and interpreters follow. The relationship between sender(s) and receiver(s) can be established based on the choice of the communication channel.

1.2. Digital internal communication channel

The proper internal communication digital channels are the secret to keep workers active, engaged, and consistent with the company's goals. Internal Communication channels are the way by which employees communicate and connect. Without internal communication digital channels, it is impossible to match employees to the company priorities, break down silos, and promote creativity in the workplace (Smith, Patmos, & Pitts, 2018; Stuart, 2020; smarp, 2020). Therefore, the digital communication channels for internal Communication at work directly affect the employees' perspectives and involvement, their expertise in thoughts and Communication, including their competitiveness and performance. Intranets are one of the popular internal communication channels (Alshawabkeh, Razmak, Qasim, & Kharbat, 2018; Kišić, 2020). E-mails allow employees know what is going with the organization and exchange relevant materials with them. Intranets have been available for decades now, and therefore many companies prefer to consider "staying safe" on intranets (Hoff, Haddara, & Fagerstrom, 2017).

E-mails are undoubtedly now the most common way of connecting in the office. However, these emails and chats impact organizational wellbeing. Inside businesses, a lot of sensitive information is being passed via e-mails. Some of them are more critical than others. Others need urgent attention. But there is a need to find a way to prioritize the e-mails (Tochi, 2014; Kota, 2018). Private & Group Messaging applications are prevalent and are still found in most organizations. These tools allow teams to do their job all while qualifying employees have private conversations with their colleagues. These tools allow both messaging, audio, and video, both personal and group discussions. Some devices enable sharing screens and documents in live to make it easy for the team's meetings. Chatbots and their audiences are expanding rapidly, as are new areas of apps and usages. Businesses and researchers would continue to invest in, evaluate, and grow chatbots. Chatbots are next-generation artificial information and communication networks that (will) make our lives simpler and more comfortable (Zumstein & Hundertmark, 2017).

The other digital communication channel, which is more of notice boards and calendars, are called project management tools, allowing more vital team teamwork. Project management tools like scheduler calendars and team event boards etc., (Yeomans & FitzPatrick, 2017; El-Bash, 2020) enable employees to delegate assignments to teams effectively. A calendar view allows for preparation in advance and a peek at future deadlines. Project management tools have revolutionized the way teams collaborate within an organization (Radujkovic & Sjekavica, 2017; Stark, Gustafsson, & Aman, 2018). The digital channels and digital collaborative platforms play an essential role in establishing smooth internal communication, which results in better information exchange and improves the work environment within the organization. In this research, the focus on internal communication channels is critical research to understand the role of digital channels in internal communication in the digital era of remote working culture.

1.3. Importance of internal communication

Internal Communication with each other more frequently is necessary. Employers understand the beneficial impact of this in the long term. Organizational efficiency and performance are dependent on the cooperation and collaboration of the employees, which is established by internal communication (Vora & Patra, 2017; Verghese, 2017). Organizations are including multiple ways to connect centrally through their structure to ensure that employees communicate efficiently and are well invested in the enterprise. Internal Communication keeps the employees posted & notified. Internal Communication plays an essential role in keeping the employees informed about the internal activities of the organization, the policies, and changes in policies, if any, the initiatives taken by the management towards the wellbeing of the employees, among others (Hayase, 2009; Vora & Patra, 2017). Below are explained a few key points explaining the importance of Internal Communication within an organization.

Figure 2 below explains the importance of Internal Communication which offers people a more comprehensive view of the organization. Internal Communication is also seen as top-down messaging written by executives/administration for the use of employees. But they overlook the two-way communication route (Kang & Sung, 2017). They could feel voiceless. Rather than the captivating silent audience, there is a need to encourage discussion and debate about what is happening in the company. People deserve to feel like their feedback counts, and the forum will make them feel like it matters (Pirjol & Radomir, 2017).



Figure 2. Importance of internal communication

Internal Communication strengthens company culture. The fundamental purpose of internal Communication is to help make the organizational culture manifest. The Internal Communication initiative will revitalize the corporate culture (Lee, Li, & Tsai, 2021). It allows employees to brainstorm ideas for the development of the business. Internal Communication gets the employees involved. Communicating is one of the critical priorities of developing a two-way interaction within an organization. The distinction is between mass e-mails where all receive, but no one responds and engage in collaborative conversations. Engagement can include asking insightful questions, reflecting on an important news update shared on the company's intranet, and discussing what your team is working on to the rest of the company. Good organizational internal communications provide space for small but significant actions (Riihimäki, 2017). It is not only about sharing thoughts but promoting cooperation among the people. The tone must be delicate and full to be transparent. It takes complete clarity when talking about layoffs. People will have doubts, and the way the administration answers those questions will stick with them. Thus, with well-practised internal Communication, the employee can maintain decorum within the organization during a crisis.

1.4. Internal communication instruments

Internal Communication as explained previously, here are few communication instruments. It is necessary to consider the following recommendations: formal/informal Communication to make a difference because, as far as Communication is concerned, additional knowledge of the internal communication situation can be obtained. What is formal and casual Communication? Communication is proper when it has an identifiable sender power, an administrative source, a prepared channel, and distribution is orderly. Informal Communication doesn't have an official source, senders are generally anonymous, and there are no prepared networks and circulations. Generally speaking, the difference between formal and informal communication lies in the material, not the instrument (Welch & Jackson, 2007; Rodrigues, Azevedo, & Calvo, 2016). When the conversation moves from being mild to offensive, internal Communication takes on a different nature (Kišić, 2020). Gossip and chatter help build trustworthiness if partnerships are still fragile. Fission has even more power. To cut back on the rumours, get rid of three things: doubt, confusion, and confidence. Therefore, it is essential to connect frankly, on schedule, and regularly. If ambiguity cannot be eliminated, then managing and structuring it could help. More importantly, the question is to determine whether to reveal responses and hold a debate about which choice to make. Always say the truth rather than pretending about things that are not known (Smidts, Pruyn, & Van, 2001).

1.5. Lack of internal communication

Communication is essential to the human experience. This fight does indeed continue. Connection at work is failing to cope with the abundance of innovations. Employees are discouraged from their full potential. An About.com study in 2014 found the top three reasons people don't like their work is contact-related. Communication and management style were the significant concerns, accompanied by weak decision making and lack of leadership. Miscommunication is a common and adverse problem. There are three primary forms of internal communication in a business: company to workers, employees to company, and employees to employees (Sawagvudcharee & Young, 2012; Carvalho, 2013; Wang, 2018; Xiaoli, Wenyue, & Zengbao, 2019; Banaeianjahromi & Smolander, 2019). Following are the potential outcomes of lack of communications within an organization:

A) It creates Confusion and Scepticism

Lack of internal Communication creates confusion and scepticism. It may lead workers to doubt their work, place within the organization, and even their worth. It makes them wonder how the business is doing. Inadequate coordination decreases employee morale and elevates tension. If workers do not feel comfortable in their position, they will not be able to thrive. Communication is the easiest way to lay confusion and scepticism to rest (Kim, Kim, & Kim, 2019; Ljajic & Pirsl, 2021). Employees are prone to second-guess themselves and not trust each other or their administrators.

B) It promotes gossip, distrust, and anger

Lack of communication may significantly impact the culture of the organization. If people do not know what is going on, speculation and gossip ensue. It is human nature to try to solve mysteries and to fill in the blanks in our knowledge. Lack of internal Communication opens a vacuum that staff and administrators can fill with speculation (Santas, Ugurluoglu, Ozer, & Demir, 2018). That's lead to the point that culture of any organization built on communication.

C) Deadlines are missed, projects are not completed

Lack of internal Communication also means employees do not know what they mean to be doing. How will they concentrate on their jobs while they are unaware of what they are working towards? Inefficiency, missing deadlines, and projects not accomplished. Productivity requires a specific plan for each mission, and you are doing the task (Zaumane, 2018; Genc, 2017). Due to the lack of communication, Productivity would be decreased apparently.

D) It triggers bad customer service

Lack of internal Communication destroys the efficiency of people, teams, and organizations. It seeps out to your clients when things are indeed bad. When an organization is not operating smoothly, it affects its customers. Maybe they cannot get the product sold to them or keep having a complaint ignored (Kang & Sung, 2017; Lau & Tong, 2017). Which leads to lose business credibility Infront of clients.

E) It causes job attrition

Unhappy employees appear to leave. Employee retention depends on employee participation and satisfaction. Employee motivation is tied to believing like their job counts and is respected by the company. Insufficient coordination also leads to confusion and doubt, impeding growth and

turning workers against one another. Without purpose and order, they are much more likely to leave the organization (Yu, Yen, Barnes, & Huang, 2019). This affect the organization attribute in the market.

1.6. Review on theories & models

In theory, the internal communication theories and models have only been addressed in a minimal setting or theoretical scope. So, there is no agreed-upon paradigm of strategic internal. This section reviews a few internal communication theories. It then looks at them based on the normative ideal for strategic internal communication. Compared with models, philosophies, and structures that focus on various dimensions but use conceptualizations of internal communication, insights are obtained from each theory to enhance strategic management coordination. The strategic communication theory introduced by (Steyn & Puth, 2000) provides the framework for strategic thinking. It reflects strategic internal Communication, outlining the material, positioning, and information needed to work strategically in Communication. The earlier models and systems (Asif & Sargeant, 2000), did not follow a close strategic orientation to their internal communication conceptions. In the application of internal Communication, later versions, such as (Dewa, Lesage, Goering, & Craveen, 2004; Welch & Jackson, 2007; Mellor & Dewhurst, 2009), reflect a change towards more strategic thought. However, only (Grimshaw & Mike, 2008) consider all the normative ideal components as integral components of internal Communication. A few more theories are briefly discussed below:

1.6.1. The speech-act theory & the learning organization

The speech act philosophy views expression as an activity rather than a means to communicate and articulate. Speech act theory, as developed by J. British philosopher of languages, L. Austin, suggested this hypothesis in his 1975 book "How to do things with words?" Later, John Searle took philosophy into higher dimensions. This definition is found in numerous applied linguistics articles (Levinson, 1980). The theory stresses that language interprets its utterances in a particular way. It argues that there are two types of communications: constative and performative. An example of a constative utterance is when something is claimed to be true or false (Ludwing & de Ruyter, 2016). Moreover, this theory stressed that learning is an essential part of each employee at all organizational levels.

1.6.2. Bureaucracy theory

Weber's bureaucracy is known as an "ideal type" philosophy. Weber believed that bureaucracy would dominate civilization due to its technological dominance. Although we can't split this theory into different pieces, there are six facets of bureaucracy. Here you define subordinates, supervisors, and workers. From the top of the business, something begins to break down. There are several facets of a company each employee manages. Centralization: Which is sharing these workers' responsibilities. Systems are as segregated as possible, so interruptions to their daily activities may interfere with the system's smooth running. There should be a rule regarding all potential contingencies in the organization (Miller, 2015). According to Weber the Bureaucracy acts with authority, strength, and discipline; legitimacy can be grounded by the three distinct approaches.

1.6.3. Acceptance theory of authority

The approval theory of authority suggests that a manager's head relies on subordinates' ability to accept and comply with orders. Acceptance theory adheres to the modern philosophy of management, as it incorporates the need to provide associates with a consistent definition of business strategies and programs. These ideas promote obedience that is not blind, allowing subordinates to answer concerns (Men, 2014). Indeed, direct and short communication channels ensure high quality performance results.

1.6.4. General systems theory

Systems philosophy considers organizations as open social systems that must communicate with their surroundings to function. Significant resources such as consumers, vendors, staff, owners, and governments rely on an organization's environment. Public relations' essential function is to help organizations adapt and react to changes in the background (Sunkwa, 2015). Katz pioneered the open-systems approach, applying General Systems Theory to organizational behaviour (Katz & Tushman, 1979). This method discovers administrative actions by mapping input-throughput-output-feedback cycles in the organization's external environment.

1.6.5. Theory X and theory Y

This theory embraces that employees are the main asset of any business. Hence, it is the responsibility of management to encourage and promote innovation and creativity of employees to keep them always motivated. Douglas McGregor identified two distinct approaches to management in the 1960s, which he called Servant Leadership and Hierarchical Leadership. These

two theories are referred to as Theory X and Theory Y (McGregor, 1960). Effective organizational communication can be used as a motivational tool to achieve overall business goals.

1.7. Barriers & factors affecting internal communication

All organizations need a successful internal communication policy (Sanchez, Koh, Kappelman, & Prybutok, 2003; Ikiseh, 2020). There's no shortcut to it; best based on the foundations. All in the organization should be approached and involved in the internal communication plan. It should also be able to target the relevant workers and safely communicate with them. If there is no employee commitment, it is all for nought. Employees must be continually involved with the correct material and strategies to ensure they remain engaged. As workers are well-engaged and communicative, engagement systems automatically contribute to high productivity. Planning a communication strategy cannot neglect this high-value target. Do organizations have internal communication mechanisms working successfully? This question, however, is negated by other less apparent mistakes. People use basic communication methods, and they are easier to use. Those solutions don't guarantee enterprise-level security, power, and convenience. Ignoring their non-desk workers is the deadly sin of most, and, of course, the theories won't apply to new engagement methods. Our list contains common blunders that companies make when designing their plan. They serve as a barrier to internal Communication within an organization (Demircioglu, 2018).

1.7.1. System-wide internal communication drawbacks

Like every other organization-based research, internal communication also consists of few drawbacks (Saeidi, Sofian, & Nilashi, 2019; Ikiseh, 2020; Siciliano, 2020). The drawbacks are summarised below:

- A) The assumption that everyone is aware of what is going on in upper management, but lacking knowledge management is everybody's responsibility.
- B) Obedience of laws and regulations, which start-ups firms tend to neglect most of the time. It is beneficial for the company to have connectivity. Clear understanding and delivery of the message in the transparent channel is important
- C) Errors with insufficient messaging can lead to incorrect information in a diverse and remote workforce. Nobody speaks of the misunderstood message before questions are pointed out.
- D) Internal Communication only occurs during the crisis. It is more in a manner where management's estimation is not correct. Businesses will struggle if the management does

not bring close consideration and priority to how it deals with the rest of the company. There are expected future challenges before they arise by ensuring you have internal solid contact arrangements and techniques in place.

1.8. Management responsibility toward internal communication

Companies are getting better at internal Communication all the time. Most organizations struggle to explain who is responsible for internal Communication adequately. Internal communication comes under the purview of human resources (HR) (Carvalho, 2013; Mishra, Boynton, & Mishra, 2014). HR is the guardian of all cultures when the internal Communication to left HR. Company-wide engagement is required for a successful HR plan to succeed (Lee, Li, & Tsai, 2021). Employee internal Communication is strategic information management which lately has given priority to the communication obligation for employees. However, employees are gradually required to take responsibility for internal and external Communication despite many scholars interested in this area. Employee & Internal Communication is the obligation to be anchored in a theoretical definition of responsibility. Philosophically, to claim that an employee has a duty for something is to say that it is fair to suggest that the employee be held responsible for and is willing to explain the feelings and actions (Smidts, Pruyn, & Van, 2001; Smith, Patmos, & Pitts, 2018). It is fair to conclude that organizations are changing their mindset from passive receivers of information to active communicators who are both internally and publicly responsible for communicating.

This chapter discussed and reviewed the role of internal communication from relevant journals, articles, and related past researches to provide a background information to be used as a secondary source of data. Moreover, different theories discussed to discover knowledge gaps from different areas.

2. RESEARCH METHODOLOGY

Research methodology applies to any thorough research with a realistic "how." How is the study carefully planned to ensure the valid and consistent findings that address the research goals (Kothari, 2004)? There are different types of research methods like qualitative, quantitative, and mixed research methods. Qualitative, quantitative, and hybrid approaches are different methodologies, characterized by their emphasis on terms, statistics, etc. It's a bit oversimplification, but it's a decent starting point for learning. Qualitative analysis refers to research to gather and analyse common words, written or spoken, and textual data formats.

In contrast, quantitative research focuses on measuring and evaluating using numerical data. Furthermore, qualitative analyses may rely on other "softer" data points, such as body language or visual features (Mohajan, 2018). It is very typical to use a qualitative approach when study goals and goals are exploratory. For example, a relational system might explain peoples' views of an incident or the potential presidential candidate who may or may not win. In contrast, a quantitative approach is commonly used where the research goals and priorities are confirmative. For example, a quantitative approach may be used to assess the association between two factors (e.g., the form of personality and probability of a crime) or to evaluate a series of theories. This research follows qualitative data analysis by collecting qualitative interviews from organizations' employees about the role, importance, and impact of internal Communication within their respective organizations.

2.1. Research philosophy

The research Philosophy considered is Ontology to study the reality about internal communication within the organization and later Axiology after the data collection as the opinions in the responses seemed essential to achieve the research objective. The research approach is deductive because the data collection responses are long qualitative responses, and the outcomes are deduced from the responses. Research Strategy initially interviews qualitative data collection and later, based on the response, turns into action research for recommendation to improve internal communication. The

data analysis strategy followed is the mono method, i.e. qualitative thematic analysis. The time horizon is cross-sectional as all the data collection is done at once.

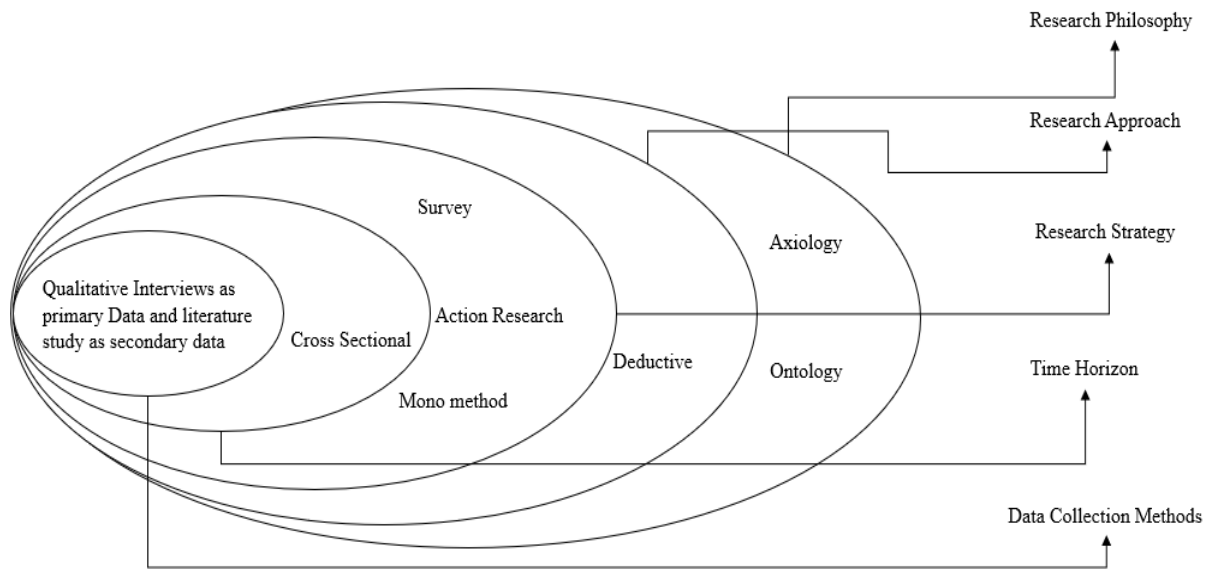


Figure 3. Research Philosophy
Source: (Saunders, Lewis, & Thornhill, 2007)

The data collection conducted in two ways where open-ended questions as posed for primary data collection, and theoretical supporting literature is gathered from previously published research articles.

2.2. Qualitative study

The qualitative study includes collecting and analysing non-numeric data (e.g., text, video, or audio) to understand ideas, thoughts, or knowledge. It can be used to collect in-depth information on a topic or develop new research ideas. Qualitative research is the opposite of quantitative research, which entails gathering and evaluating statistical analysis results. Qualitative analysis is also used in humanities and social sciences, such as anthropology, sociology, education, health sciences, history, etc. Qualitative research understands how people perceive the environment. Although qualitative analysis methods exist, they tend to be versatile and concentrate on maintaining rich context when processing results. Standard methods include grounded theory, ethnography, behaviour analysis, phenomenology, and narrative research. They share parallels but stress distinct goals and viewpoints. The analysis methodology involves one or more data collection methods. The research follows qualitative data collection methods by conducting extensive interviews with employees of different organization levels. The interview question

focuses on the role and impact of international communication within the Ramirent SSC in Estonia.

2.3. Thematic analysis

The analysis is a means of evaluating qualitative data. It's usually extended to a collection of texts like interview transcripts. The researcher carefully studies data to recognize recurring themes, concepts, and sense trends (Terry, Hayfield, Clarke, & Braun, 2017) . There are different thematic analysis techniques, but the most prevalent method follows a six-step process:

- Familiarizing – Understanding the responses from the interview.
- Codification – Extracting codes and understandability from responses.
- Generate themes – codes are grouped to achieve themes.
- Review themes – revisit the response concerning themes.
- Defining – correlating with the objective of the research.
- Writing – Explanation about the results concerning themes and objectives of the research.

They were created for psychology studies by Virginia Braun and Victoria Clarke (Terry, Hayfield, Clarke, & Braun, 2017). Thematic analysis, though, is a versatile approach that can be applied to several different study types. The study's data analysis approach is Thematic Analysis, and there are various ways to explore (Maguire & Delahunt, 2017). Differentiating between inductive and deductive approaches: An inductive methodology includes allowing data to identify the themes. A deductive method means coming up with specific preconceived themes based on theory or recent experience that you hope to see mirrored there. Themes for data processing:

- Personal & Professional Demographics
- Support from Manager (Giving & getting)
- Safety & Security
- Business exchange & interactions
- Formal & Informal Communication
- Company Updated & Development

2.4. Data pre-processing

Qualitative data may be e-mails, images, videos, and audio. For example, you can deal with interview transcripts, survey results, field notes, or natural settings videos (Vaismoradi & Snelgrove, 2019). The research followed a twostep method. At the first a list open ended questions were send by email to respondents and followed by a video call was arranged and the conversation is recorded as the respondents fill the responses in digital documents. Most qualitative data processing styles share five steps:

- Prepare and arrange results: This may involve transcribing interviews or typing fieldnotes.
- Review and explore results: Examine trend details or repetitive ideas emerging.
- Developing a data coding scheme: Based on your initial ideas, set codes to categorize your results.
- Assign identification codes: For example, in qualitative survey research, this could involve going over each person's responses and marking them with regulations in a spreadsheet. Creation of new codes to apply to data to achieve better results.
- Identify recurrent topics: Link codes to coherent, overriding themes.

Specific approaches are taken for interpreting the qualitative data. Despite related processes, these approaches stress distinct ideas.

2.5. Data presentation

The data is collected from an outsourced accounting firm in Estonia – Ramirent SSC. A set of interview questions was circulated among 12 employees, and ten employees responded by providing their insights about the internal communication process and channels within the organization. Ramirent Shared Services AS is a company that works in the Accounting Services industry and is based in Tallinn, Estonia. Ramirent Shared Services has 84 people as employees. The summarized data from the interview feedback are discussed below; code is derived from every response and further extended into conditions and later combined to a theme. To attain the research goal, the study is conducted to understand the following research problem and tasks:

Failure to accomplish main annual targets due to inadequate internal communication procedures and undeveloped internal communication channels. The study is:

1. To understand the role of internal Communication in achieving organizational strategic goals. To understand the role of the internal communication in the organization a set of questions related to employee engagement and training are asked.
2. To study the efficiency of Internal Communication Channels. Internal communication is possible only with new technology, but the organizations and the employee's adaptability of new technology speaks more about the usability and efficiency.
3. To understand Internal Communication as a tool of motivation. Internal communication can be a several things from employee engagement to HR reach out to hierarchical communication and inclusion of employees for company and project updates. Internal communication can be of a tool when the Bureaucracy theory is redefined by including bottom communication approach. To understand the organizational environment with regards to internal communication.
4. Internal communication is all about communication between the employees and leadership. The environment of the organization can be understood based on the involvement of employees. The task is to understand the employee hierarchy involvement, adaptation of new technology, support from managers in improving the internal communication skills and usability of the communication channels.

2.5.1. Personal & professional demographics

The study is qualitative data collection from employees of Ramirent SSC, Estonia. The data collection is carried out as interview of 10 people of 8 are female respondents, and 2 are male respondents. For this research interview, female employees have contributed in more number than male employees. The organization presents to be globally reached and seems to no gender inequality in the workplace—one of the parameters to assess the social balance within the organization.

Table 1. Personal & professional demographics

Demographics	Criteria			
<u>Age</u>	20-30	30-50	50 - 70	over 70 years
	2	5	3	0
<u>Gender</u>	male	female	non-binary	prefer not to say
	2	8	0	0
<u>Education</u>	bachelors	master	doctorate	post-doctorate
	4	6	0	0
<u>Designation</u>	analyst	team lead	manager	accountant
	1	4	4	1
<u>Duration (Years)</u>	0 - 1	2 - 5	6 - 10	over 10 years
	2	4	4	0

Table 1 shows broadly from all age groups, gender, education, designation, and years duration in the company. The diverse generation of employees brings seasoned and new-age experience to the table to better the organization. About half of the population range in middle age who get the advantage of having first-hand knowledge of older employees' experience and adapting the new technologies from the younger generation. Internal communication within an organization is a pathway to balance communication among employees of any age group. Moreover, illustrates that Education plays a vital role in matching with new generation technology upgrading. The ever-new technology and tools. It shows 60% of employees are masters, and 40% are bachelor graduates. When the organization adopts new communication channels, those with better understanding can adapt to further technical training and help fellow employees. It also illustrates the designation of the respondents. The research being a qualitative study with diverse titles, there are various responses about the reach and impact of internal communication in the organization. The perception of the employees varies and illustrates the employment duration. It allows the research to understand the perception of employees based on their experience years in the organization. The employees' personal and professional demographics will enable the analysis to understand where and based on what the respondent must have suggested the relevant questions' response.

2.5.2. Data coding

The data collection is carried out by conducting interviews by giving open-ended questions, and the responses are qualitative. The qualitative information is deducted from the respondent's intention towards the questions posed are coded and conditioned, later categorized into themes. The tables below illustrate the coded responses with themes.

Table 2. How does your organization establish and adopt a new efficient internal communication channel?

Respondents	Respondent quotes	Code	Theme
Respondent 1	adaptation was quick and smooth	new adaptation	business exchange & interactions
Respondent 2	i think that we managed to take this change very smooth	new adaptation	
Respondent 3	it was suggested not to use 3 different communication channels, but rather one, which has numerous different possibilities of file sharing and workspaces	new adaptation	
Respondent 4	the needs are mapped, and the management decides which channels and how to use.	new adaptation	
Respondent 5	and we have an intranet with information related to the whole group.	new adaptation	
Respondent 6	before they were in the office but during covid-19, they are held via teams as video meetings.	new adaptation	
Respondent 7	makes it available to all users and have trainings on how to use the channel.	new adaptation	
Respondent 8	stand ups meetings, function morning meetings	new adaptation	
Respondent 9	i like teams a lot because it is very useful communication tool.	new adaptation	
Respondent 10	common tool is decided and driven by group it. change management is usually rather poor.	new adaptation, slow progress	

Table 2 illustrates the response quotes from the respondents which are further coded based on how the organization adapts to the new internal communication digital channels. The respondents unanimously agree that organization adapted to new internal communication technologies readily. But only one respondent throws light on the progress of the adaptation process is slower. Considering the cliental and size of the company which consist of female more than male employees. The respondents' age group ranges between 30-40 age group who are versatile to adopt the new technologies. The employees of the organization are readily willing to adapt the new communication channels with new age digital transformations.

Table 3. How does your management evaluate the quality of current communication within the organization?

Respondents	Respondent quotes	Code	Theme
Respondent 1	within the team she makes use of polls and questionnaires to assess specific issues.	the survey, face to face/video group meeting	support from manager (giving & getting)
Respondent 2	surveys are done on a regular basis	the survey, face to face/video group meeting	
Respondent 3	evaluates engagement of each employee, leadership index, psychological safety, the way we lead index, safety index during pandemic	the survey, face to face/video group meeting	
Respondent 4	the evaluation takes place through employee satisfaction surveys and feedback from department meetings	the survey, face to face/video group meeting	
Respondent 5	they ask for feedback in surveys.	the survey, face to face/video group meeting	
Respondent 6	organization has at least 1 (sometimes 2) survey a year where questions are asked about the quality and quantity of information	the survey, face to face/video group meeting	
Respondent 7	through different surveys.	the survey, face to face/video group meeting	
Respondent 8	white board, discussion with team on, stand ups meetings & ramonow evaluation	the survey, face to face/video group meeting	
Respondent 9	surveys or questionnaires and other tools done to evaluate the current tools and channels and employee's feedback.	the survey, face to face/video group meeting	
Respondent 10	quality is assessed through feedback and analyses of focus group	the survey, face to face/video group meeting	

Table 3 displays the respondents unanimously accepting for management evaluation process is based on the feedback and survey. It also explains the responses about the evaluation of the quality of internal communication within the organization. All the respondents agree that communication

is carried on using monthly surveys and in group meetings conducted face to face or in video meetings. The video meetings are held on using Team’s video communication tools.

Table 4. How does your organization evaluate the level of employee communication skills? And in what ways does management provide training for improving staff communication skills?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	there is no specific evaluation for communication, but it goes withing the feedback cycle regarding work and targets	no communication skill evaluation, training is provided	not preemployment evaluation, training is provided	formal & informal communication
Respondent 2	in AR we established incident monitoring file where we track all work issues.	communication skills are evaluated, training is provided	based on performance review	
Respondent 3	once a month team is going through all the main results of the targets which were set for measuring the efficiency of the goals	communication skills are evaluated, training is provided	pre assumed	
Respondent 4	we evaluate the level of communication skills primarily through our customers' satisfaction survey on an annual basis	communication skills are evaluated, training is provided	based on customer satisfaction	
Respondent 5	it does not seem that the organization evaluates our communication skills nor provide training/documentation for that.	no communication skill evaluation, no training is provided	not provided	
Respondent 6	i am not sure if we provide this kind of training to employees, only the management and team leads.	limited communication skill evaluation, limited training provided, not all employees are considered	not provided	
Respondent 7	evaluating skills is part of the performance review, including communication skills. also training plans are set in performance review.	communication skills are evaluated, training is provided	based on performance review	
Respondent 8	writing email skills, raminow trainings from time to time	communication skills are evaluated, training is provided	based on performance review	
Respondent 9	training programs provided to employees (not so often nowadays)	communication skills are evaluated, training is provided	based on performance review	
Respondent 10	level of communication skills is average. modern tools are not very well used. communication across departments is rather low. employees have the budget to improve needed skills.	communication skills are evaluated, training is provided	based on performance review	

Table 4 discusses the evaluation of employee level internal communication skills. Respondents gave various feedbacks. The respondents agree on the organization's fund allocation towards employee training. Majority of the respondents respond on affirmation towards assessing communication skills within the organization based on their performance review. Few agree based on customer satisfaction review, and one agree on evaluation is conducted after employment but not before occupation. One respondent is not satisfied with communication skill evaluations and is dissatisfied with the organization’s training programs as not every employee is considered for the training program. But a few of them deny there is any evaluation conducted on employee

communication skills but are affirmative on the organization providing training for improvement of internal communication.

Table 5. How does the organization ensure security and safety through communication channels?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	overall safety is an important topic for Ramirent so i would say this is more emphasized in the formal and large communication channels	automatic systems & training is provided	phishing alerts, identification of authorization of apps	safety & security
Respondent 2	training on security and safety through communication channels was mandatory for each team member.	automatic systems & training is provided	phishing alerts, identification of authorization of apps	
Respondent 3	first you must use only company's safe channels to ensure that it is the safe way to communicate inside the company	automatic systems & training is provided	training and restricted to office hardware	
Respondent 4	persons designated at the group level are responsible for defining standards and assessing safety, we follow the instructions given by them in our unit.	automatic systems & training is provided	training and restricted to office hardware	
Respondent 5	we have a guideline and regular reminder from IT team about risk and incidents. everybody has different accesses which are reviewed regularly by team leads and managers.	automatic systems & training is provided	training and restricted to office hardware	
Respondent 6	we have our policies from it and managers need to think through which data is for whom and accesses granted accordingly.	automatic systems & training is provided	training and restricted to office hardware	
Respondent 7	i cannot comment that. have no knowledge.	no knowledge	no knowledge	
Respondent 8	IT department responsibility	automatic systems & training is provided	training and restricted to office hardware	
Respondent 9	security and safety provided by IT department.	automatic systems & training is provided	training and restricted to office hardware	
Respondent 10	responsibility of IT department and CISO. e-learning provided to the employees.	automatic systems & training is provided	training and restricted to office hardware	

The organization must provide a safe and secured communication channel. Table 5 discusses the responses based on the safety knowledge of the communication among the employees. The respondents agree that the IT department's safety and security are taken care of by installing automated security layers towards Phishing and Identification of unauthorized applications. The respondents agree on safety and security training is provided only at organizational level software and hardware, but the training is not given towards non-organizational security. One respondent

does not know security or safety protocols or training, followed by the organization considering the internal communication channels.

Table 6. How do communication policies and procedures meet company objectives?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	although policies and procedures are not always explicit in Ramirent – room for improvement.	need improvement	all digital channels are used to pass information	business exchange & interactions; formal & informal communication
Respondent 2	internal communication on a good level, however communication flow with counties should be improved, quite often we don't receive all needed information.	need improvement	all digital channels are used, but no proper information is passed	
Respondent 3	expected results of the goal are already set up in the company's policies and procedures. you should be guided by following guidelines	confusing response	confusing response	
Respondent 4	quite well.	satisfaction	satisfaction	
Respondent 5	in my opinion, this is very useful and helps collaboration and efficiency.	satisfaction	satisfaction	
Respondent 6	we think about the communication plan each time something new comes up to have a structured approach, so we do not forget anybody who needs to know about the topic or a new way of working	need improvement	no proper communication, miss communication;	
Respondent 7	i think they meet the objectives, channels that are in use are common in the whole group and that helps to communicate with people working in different countries.	satisfaction	satisfaction	
Respondent 8	continues review, info sharing, regular meeting	satisfaction	satisfaction	
Respondent 9	hr department will show newcomers all this information. then newcomer know what she/he should do and what you should not do.	confusing response	confusing response	
Respondent 10	communication within Ramirent is rather poor, therefor i don't see that procedures support company objectives.	dissatisfied	no supporting the objective	

Internal communication plays an essential role in the smooth running of the organization. The respondents were asked about their views on policies and procedures towards internal communication to achieve the organisation's objective and goals. Table 6 discusses the responses based on the policies and procedures. Most of the respondents suggest a need for improvement. Their reasons indicate that all the digital communication channels like Teams, intranet, email, and several other tools are used within the organization. Still, most of the vital information is inside the head of the employee. It mostly is a lack of ability to carry an effective communication using digital communication channels. Some of the respondents are satisfied with available tools and

policies. Few respondents gave confusing responses drawing them to have no know knowledge about the communication policies and procedures. One of the respondents gave a confident answer as there is no impact of communication on the organisational objective.

Table 7. How helpful do employees find current communication channels? And why?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	could have more and easier to find information regarding group, countries' specifics, and subjects. in Ramirent, a lot of information lies within people's head still	need improvement	information sharing is not open	formal & informal communication
Respondent 2	i feel that employees are overall satisfied, however they might feel that there are a lot of different communication channels that they are not always following.	need improvement	information sharing is mixed with formal and informal	
Respondent 3	i consider outlook and teams very easy and convenient to use.	satisfied	communication channel is helpful	
Respondent 4	based on my knowledge current communication channels works ok	need improvement	choices differ	
Respondent 5	we have directly work-related groups in teams which is e great tool for collaboration and efficiency	satisfied	communication channel is helpful	
Respondent 6	usually, i get comments like i do not know anything on the matter – even if we have talked about the relevant topics at townhall, we have sent emails. or people misunderstand what have been said and we end up explaining the subject again and again.	need improvement	choices differ	
Respondent 7	some of them are considered very helpful (Teams), some less (Intranet) and some are rarely used (Yammer).	need improvement	choices differ	
Respondent 8	meetings and surveys	inadequate information	inadequate information	
Respondent 9	current communication channels are very helpful for me.	satisfied	communication channel is helpful	
Respondent 10	there is multiple communication channel, however they are not that well used by the employees.	need improvement	choices differ	

In table 7, the respondent's feedback suggests there is room for improvement in communication channels being helpful. Some of the respondents are satisfied as their general purpose of communication is met. One of the respondents suggests there is inadequate information about the existing communication channels in the organization. The thematic codes were categorized under

the conditions of information not being open for sharing. Some respondents gave reasons based on the choices differing based on the use of communication type. One respondent suggested a basis for communication being mixed. Informal and formal communication is mixed, and in due course, important communication getting missed in the process.

Table 8. How does management get employees to contribute more effectively through communication channels?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	basically, by creating new ways of sharing and creating integrations within the team and with other teams in Ramirent.	employee engagement	team coordination	support from manager (giving & getting)
Respondent 2	we create sub-chats in teams where important for each team member information is shared.	employee engagement	survey and feedback	
Respondent 3	the best way to enhance using modern tools is when managers show with their own example while they are using daily the existing communication channels and also, if there is something new, then they are the leaders to promote those as well.	employee engagement	leadership engaging with employees	
Respondent 4	we try to encourage employees to take the initiative and contribute to the active use of solutions;	employee engagement	survey and feedback	
Respondent 5	i cannot think about anything. it seems it's more based on people's will.	no comments	individual choice	
Respondent 6	we ask them to ask questions and give ideas. ask them on townhall meetings, in surveys.	employee engagement	survey and feedback	
Respondent 7	there are possibilities to have group channels in teams that is very helpful if working on common project.	employee engagement	team coordination	
Respondent 8	town hall meetings, team meetings, encourage	employee engagement	team coordination	
Respondent 9	management quite often reminds employees to use more communication channels.	employee engagement	team coordination	
Respondent 10	continuously promote usage of the tools. provide only relevant information that would not be perceived as spam.	employee engagement	inhouse promotions	

Table 8 explains the role of management in enabling the use of communication channels. Most of the respondents agree the part of internal communication channels is for employee engagement.

Employee engagement is essential for team coordination. Leadership engagements towards message transmission to employees. Some suggest that employee engagement is an individual choice, and one of them suggests there is a need for in-house promotion to enforce employee engagement using internal communication channels.

Table 9. How does the organization use internal communication channels to measure employee’s engagement in daily activities?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	calendars are shared, and in our team, we use Kanban board, so everyone knows what others are currently working on.	not measured but calendars & dashboards	open update of progress	formal & informal communication; business exchange & interactions
Respondent 2	during EQM project we used planner cards where we could keep each other up to date about all issues and progress.	not measured but daily updated over channels	direct communication	
Respondent 3	according to my knowledge this kind of measurements are not carried out, but one way to measure this, is, that if there is a meeting then everyone knows it	not measured but daily updated over channels	direct communication & group meetings	
Respondent 4	we use internal communication channels (teams) / surveys to investigate employees' preferences for various events and benefits; we have not specifically studied the employee's involvement in daily activities.	not measured but calendars & dashboards	survey	
Respondent 5	we have the possibility to add surveys and planner. this allows to make sure the project/work are done and on-track.	not measured but calendars & dashboards	survey	
Respondent 6	not sure if we measure, it is the understanding of what needs to be done.	not measured but daily updated over channels	direct communication	
Respondent 7	just simple follow-ups in teams, there is no online task list, but i think this could be something that we could benefit of.	not measured but daily updated over channels	direct communication	
Respondent 8	no response	no response	no response	
Respondent 9	daily i am following my own targets what my manager have set to me.	not measured but daily updated over channels	direct communication	
Respondent 10	it is not used.	not measured	not measured	

Table 9 discusses the measurement of employee engagement in daily activities. Almost everyone agrees on there is no measurement matrix of employee engagement using internal communication channels. But the management uses a daily calendar and dashboards to track the progress of the tasks assigned to the employees. Some conduct yearly or bi-yearly survey, and others have direct communication about employee engagement for using internal communication tools. One of the respondents was confident that employee engagement is not measured at all, and one of the employees chose not to respond to the questions.

Table 10. How do organization increase awareness and update employees on recent developments and changes?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	in Ramirent this seems to be a more top-down approach, unfortunately.	broadcast	during meetings	company updated & development
Respondent 2	we use teams, outlook, team meetings and try to update all team members regarding all changes and developments	broadcast	during meetings	
Respondent 3	diversity, which is our strength, also requires us to think about what our common company culture should be to bring us together, perform well also in the future and differentiate ourselves	survey	individual feedbacks	
Respondent 4	at unit level, primarily through joint team meetings for all staff (townhall), but also through key group meetings as well as team meetings	broadcast	during meetings	
Respondent 5	new things are mentioned during townhalls and in management meeting emails.	broadcast	during meetings	
Respondent 6	if there is a big change, then townhall, emails, team meetings are the first things	broadcast	during meetings	
Respondent 7	different channels depending on the message, it can be e-mail, team's announcement or townhall.	broadcast	during meetings	
Respondent 8	through IT announcements	broadcast	direct email	
Respondent 9	inform employees about changes and updates through outlook, teams or townhall meetings	broadcast	during meetings	
Respondent 10	we have 4 levels of meetings with different frequency: group webcast, townhall, department meeting and team meeting. also meeting minutes from management meetings are shared.	broadcast	during meetings	

Table 10 discusses updating the developments and updates about the organization, and most agree on broadcast messaging. The mode of updating the employees is during group meetings, and few respondents prefer receiving direct email. One of the respondent's response is out of the scope of the question.

Table 11. Up to which level do organization encourage people to be connected?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	up to the level of daily tasks and some information in SharePoint (starting this – again – there is a lot of room for improvement in group level)	need improvement; limited to team only	broadcast	business exchange & interactions; formal & informal communication
Respondent 2	we are a flat organization where each of us can turn to everyone.	no need for improvement; can communicate openly	direct communication	
Respondent 3	in SSC communication is held followed organizational hierarchy	need improvement; hierarchy limitation	filtered communication	
Respondent 4	sharing personal topics and building friendships is everyone's private decision.	need improvement; limited to the team only	broadcast	
Respondent 5	i feel the communication is quite free, everybody can contact almost anyone through direct messages or create groups. this freedom and “informality” encourage people to be connected.	no need for improvement; can communicate openly	direct communication	
Respondent 6	we encourage people to talk and take initiative, there are certain things that must be decided in the management or team lead level, but overall, we want all departments to be able to speak openly.	no need for improvement; can communicate openly	direct communication	
Respondent 7	i think all levels, there are no restrictions.	no need for improvement; can communicate openly	direct communication	
Respondent 8	on a continues feedback, job requirement	unclear feedback	unclear feedback	
Respondent 9	up to high level. daily tasks are followed by each team leads.	no need for improvement; can communicate openly	direct communication	
Respondent 10	there is a hierarchy and communication to the group and senior executives should go through one channel.	need improvement; hierarchy limitation	filtered communication	

Table 11 explains the responses about organizational encouragement to connect and communicate using internal communication channels. Some answers agree on a limited group of people are only connected. In some responses, it is mentioned as a top-down approach that increases hierarchical limitations. The responses suggest the conditions for internal communication limitation are because of either person to person direct communication, filtered communication within teams only. Some respondents agree there is an open communication followed; thus, anyone can communicate with anyone.

Table 12. How does management keep communication open at all times and let employees work from anywhere?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	i think this depends on the team. in RPA team calendars are shared	calendars and dashboards	broadcast communication	business exchange & interactions; formal & informal communication
Respondent 2	we don't make a big difference between remote work or at the office.	chatbots & shared tasks	common digital workspace	
Respondent 3	for me there is a big question mark, does my superior trust me as an employee, do they trust my capability of handling daily task?	unclear feedback	unclear feedback	
Respondent 4	management team members try to be available, there is also a format ask from management.	chatbots & shared tasks	common digital workspace	
Respondent 5	managers are available through direct messages and thanks to the health situation we now have the right to work from wherever (but this was stricter before).	chatbots & shared tasks	common digital workspace	
Respondent 6	we say we are available to all and even if working from home everybody has the possibility to write via teams.	chatbots & shared tasks	common digital workspace	
Respondent 7	lots of communication in teams, conversations, or meetings.	chatbots & shared tasks	common digital workspace	
Respondent 8	flexibility, trust employee, expect them to be available.	unclear feedback	unclear feedback	
Respondent 9	if the work is done on time and well, then it does not matter to the management from where the work is done.	chatbots & shared tasks	common digital workspace	
Respondent 10	team's chats are available for common discussions, frequent meetings as well to stay connected.	chatbots & shared tasks	common digital workspace	

Table 12 shows the coded responses on how management communicates with employees can work remotely. Internal communication is carried using several internet-enabled tools and channels in the digital era, which will enable employees to connect with the organizational intranet remotely. Most of the responses agree on chatbots as a robotic communication system. in some cases, direct communication with management and two responses presented unclear feedback. The conditions of management communication use broadcast method and common digital workplace.

Table 13. How do employees & management prefer to get information about the company? Why?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	i would say people prefer to consult and get information easily without having all the time to ask others.	broadcast	during meetings	formal & informal communication; company updated & development
Respondent 2	depends what kind of information.	broadcast	during meetings	
Respondent 3	i personally like to have face to face meeting, discuss first things orally, and then send conclusion in the written form by email	direct communication	email or face to face	
Respondent 4	we use more teams inside our individual (convenient)	broadcast	during meetings	
Respondent 5	i think different people have different preferences. i think a mix of formal	unclear response	unclear response	
Respondent 6	i think email. people like information delivered directly to them.	direct communication	email or face to face	
Respondent 7	when it is official then still e-mail is preferred, people sometimes miss Microsoft Teams messages in different groups	direct communication	email or face to face	
Respondent 8	follow up small meetings in the team to explain decisions	broadcast	during meetings	
Respondent 9	i think the best place to inform employees about the company is doing it during when we have townhall meetings	broadcast	during meetings	
Respondent 10	however, depending on the information type, i guess in smaller group and in-person to have the possibility for discussion if needed. preference is to get the information as soon as possible.	direct communication	email or face to face	

Table 13 consists of information about the methods and conditions of communication preference about the organization. Most of the respondents agree on broadcast messaging over the group and meeting channels. Few respondents suggest direct communication, and one of them gave an unclear response. The information acquisition conditions are direct email updates as messaging blast to everyone; in some cases, face-to-face communication, and most of the cases during group meetings.

Table 14. What challenges are experienced with remote communication using current digital channels?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	channels are excellent to support this communication.	satisfaction	satisfaction	formal & informal communication
Respondent 2	some people are not very easily adopting to a new reality where majority of people work remotely. some of them still prefer live communication, and therefore we have phones and call possibility in teams	need improvement	more training to use tools	
Respondent 3	the most extensive keyword here is the trust of the employee. as it is now, most of the people from the office are now working from home.	security & network limitations	technical limitations	
Respondent 4	employees miss real get-togethers and fun events, something that would support the team's sense of belonging.	lack of in-person communication	missing group coordination	
Respondent 5	teams crash sometimes, or we can have problem with the internet provider. there is also sometimes miscommunication. i feel written forms of communication leads more easily to misunderstanding	security & network limitations	technical limitations	
Respondent 6	i have not felt any so far.	satisfaction	satisfaction	
Respondent 7	i think that we have the same challenges as all remote working teams. some people are more active than others. but all the digital channels are available for use.	lack of in-person communication	missing group coordination	
Respondent 8	technical errors, distance but video camera	security & network limitations	technical limitations	
Respondent 9	when you face connection issues, you cannot use current digital channels to contact someone.	security & network limitations	technical limitations	
Respondent 10	information is moving slower, takes more time to get the answer.	security & network limitations	technical limitations	

Table 14 discusses the responses based on the challenges experienced by the employees when connected remotely. The digital communication channels are primarily based on network connectivity. Few respondents are satisfied with the remote connection quality. Few others think

there is scope for improvement concerning training about the channels. Some respondent's things the digital communication channels are good enough only for restricted professional communication, but the in-person conversation and attention are missing. Some respondents agree on cutting team coordination while using digital communication channels. Not everyone is available at the same time. Even if they are, they are parallel connected and switching between other teams and discussions. Several other respondents face challenges with network connectivity issues and technical limitations.

Table 15. How do you evaluate the current cross-departmental communication? And how to improve?

Respondents	Respondent quotes	Code	Conditions	Theme
Respondent 1	i see a lot of room for improvement. too much information is inside people's head, and when you ask.	need improvement	miss communication or lack of open communication	business exchange & interactions; formal & informal communication
Respondent 2	i don't have any problems writing to anyone from other departments if i have any questions or need help with something.	satisfied	satisfied	
Respondent 3	so far, cross-department communication (horizontally) works either meeting person one to one in the office or having team's meeting. if something needs to be specified officially, then there are many groups in teams	need improvement	miss communication or lack of open communication; need direct communication	
Respondent 4	current inter departmental communication is on a satisfactory level. more joint events and cross-department training and workshops - would help.	need improvement	collaboration missing	
Respondent 5	i feel that some departments are more accessible to communicate with than others. i am not sure if this is based on people by themselves or team culture.	need improvement	collaboration missing	
Respondent 6	i think we have done well but can do better. if employees work together daily, it is always a better feeling and more collaboration.	need improvement	collaboration missing	
Respondent 7	i think there is not much cross-department communication, except the overall SSC communication.	ambiguous response	partial agreement	
Respondent 8	very good, but it may vary from person to person. however, the channels are using raminow, email, teams, but sometimes lack communications due to email lost	need improvement	collaboration missing	
Respondent 9	communication between different teams is always harder, but if we have tools like teams, i must say communication is much more accessible than without those tools.	satisfied	satisfied	
Respondent 10	it is not very active, and the nature of work causes this.	need improvement	collaboration missing	

Table 15 evaluates the response about the ease and conditions of cross-department communication. Some of the answers suggest a need for improvement due to miscommunication and lack of open communication, need for direct contact, and in most cases, there is collaboration missing. Some of the respondents are satisfied by the internal communication system for cross-department communication. One respondent gave an ambiguous response with a partial agreement on current cross-department contact and agreed on the need for improvement.

3. RESULTS & DISCUSSION

The result collected from the interview response gives insight into the role and impact of internal communication. The reactions also discuss the challenges and cross-department communication setbacks. The research analysis is carried on thematic analysis, which is coded in the result section. This section of the chapter discusses the discussion based on the research problem tasks discussed concerning themed results.

3.1. Theme 1: Business exchange & interactions

The themes focus on the exchange of information and interaction with employees. Communication plays an essential role (Levinson, 1980), Examine how words are used to carry out and present acts, not just facts. But the “Speech Act & Learning organization” theory only focuses on verbal communication (Ludwing & de Ruyter, 2016). In the digital technology era where verbal communication can be carried out through meetings over video calls. The responses are discussed with the adaptability, acceptability, and internal communication process for conducting smooth business exchange and interactions for a better outcome.

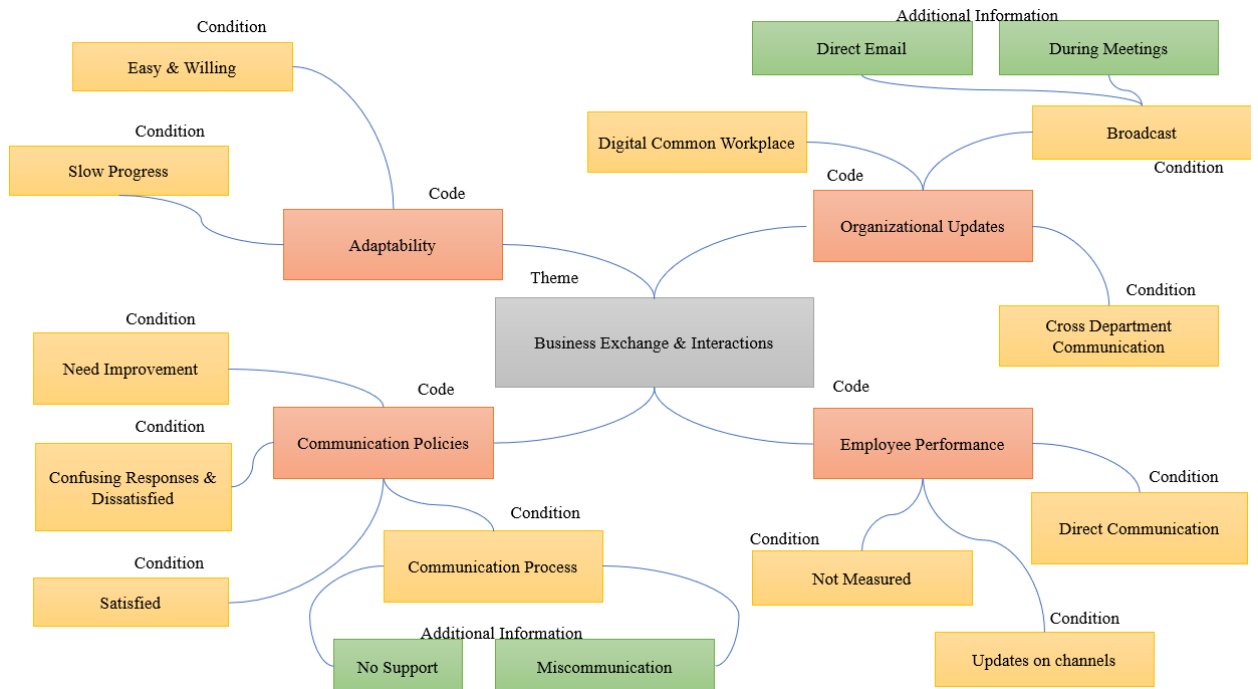


Figure 4. Mind Map of Business Exchange & Interaction

Figure 4 illustrates the mind map of the Business exchange and interaction theme, which discusses the codes and conditions and supports additional information deduced from the responses given by the respondents. The acceptability of the new tools within the organization keeps up to date with every new communication technology—the respondent's express concerns about slow progress with new tools adaptations. But the adaptability to new technologies to improve and ease the internal communication shows a positive approach of the organization towards practising strategic goals. The analysis of internal communication policies and procedures where the respondents suggest a need to improve communication policies. Some employees are confused about the policies. The current policies and procedures used in the organization are satisfactory, and few are dissatisfied. Internal Communication in the current communication procedure allowed transmission of miscommunication. The satisfied respondents have no suggestions for communication procedures. But some respondents find there is a need for improvement in the procedure of communication to avoid miscommunication.

The respondents agree there is no communication measurement evaluation conducted in the organization. Still, the performance is evaluated based on employees' daily activities posted on the daily activity calendar and task boards. The methods of employee communication are carried by direct contact, group meetings, survey, respondents contribute to calendars and task boards about the work updates. Employee performance is observed only by the senior management and cannot be understood by the employee. When there is any disturbance or problems, the management and the employee prefer to have a one-on-one conversation to sort out the problem—the updates about the organization and significant projects. The respondents receive updates as a broadcast message or email or during ordinary meetings. The employees who get to know the updates late may be due to delayed communication in cross-department communications. The remote communication channels are used when employees are working from a different location. The organization has employees working from home, from other sites and in some cases from different countries. The communication with management is carried out using automated chatbots adapting the generation Z AI-based automated tools. The employees work on a shared digital workspace like a cloud or remote desktop where the entire group can work together with shared resources, and there is no need for repeat updates and communications.

The organization uses the broadcast message to inform the organization's updates and a direct email system for updating the organizational level communication. The remaining respondents are unclear and suggest the need for improvement with corporate communication systems. Cross-

department communication, which needs improvement, and the impact is missing communication and lack of direct contact. Internal communication is vital for their organization to achieve its goals successfully, which possible only with proper communication between the employees and between the management and employees. The organization follows the top-down approach, which shuts doors for bottom employees to communicate with top management and needs to follow the hierarchy, prone to miscommunication. The lack of direct communication with cross-department results in the spread of wrong information, and thus the organization can fail in achieving the goals.

3.2. Theme 2: Safety & security

Safety and Security is another theme of the research. In this context, safety and security are discussed about the technical safety and security of the digital communication channels used for the internal communication process. The theme discusses the results of responses based on the knowledge of the employees about the safety towards fraudulent activities over the network and training for the same. It sees the organization as a device made up of several subsystems whose interdependent and interlocking sections are kept together by contact. (Katz & Tushman, 1979; Sunkwa, 2015). The theory also suggests that the information interactions take place within the organization's borders. It is significant to corporate communication to emphasise the significance of input in every communication schedule and its ability to persuade to look beyond the entity's boundaries for a greater understanding of communication interactions within the organization. In this context, the above boundaries provide training to employees about the security aspects of the digital tools they are using when working remotely from home computers.

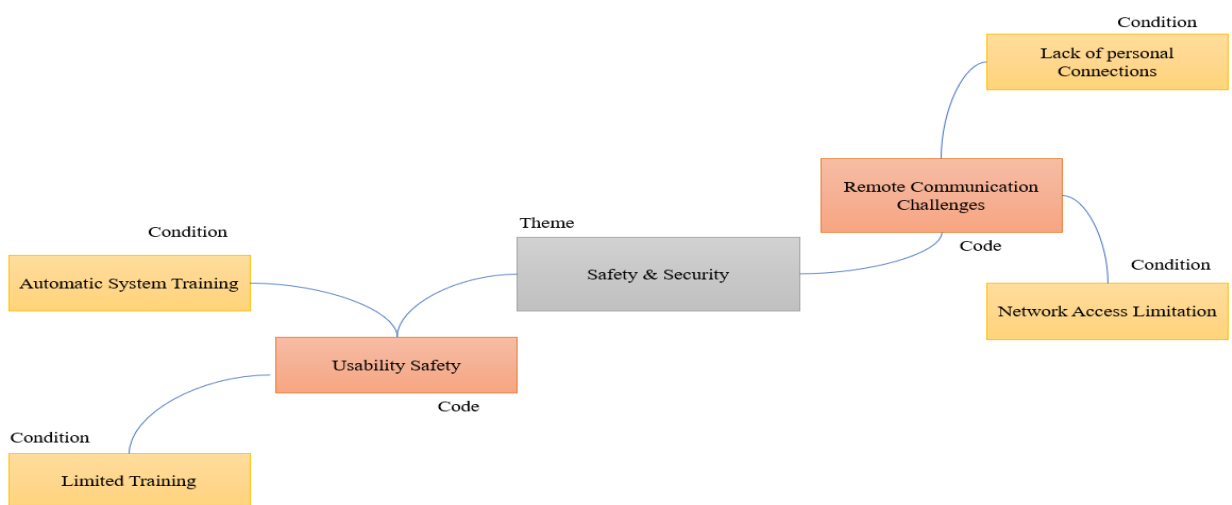


Figure 5. Mind Map of Internal Communication Safety & Security

Figure 5 explain the challenges faced by employees while working from remote locations. The trust of the employees establishes the efficiency of internal communication. There is a need for the organization to establish a secured communication channel inside and outside the organizations. The other important aspect of improving efficiency is the lack of team coordination in digital communication. Their respondents are primarily concerned about the technical limitation and lack of smooth communication due to lack of team coordination.

3.3. Theme 3: Formal & informal communication

As per X & Y theory (McGregor, 1960), internal communication should motivate the employees. Its significance stems from its ability to show that efficient communication and encouragement are two sides of the same coin; that is, effective communication, rather than external influence and the fear of retribution, is more likely to inspire individuals to work against corporate goals.

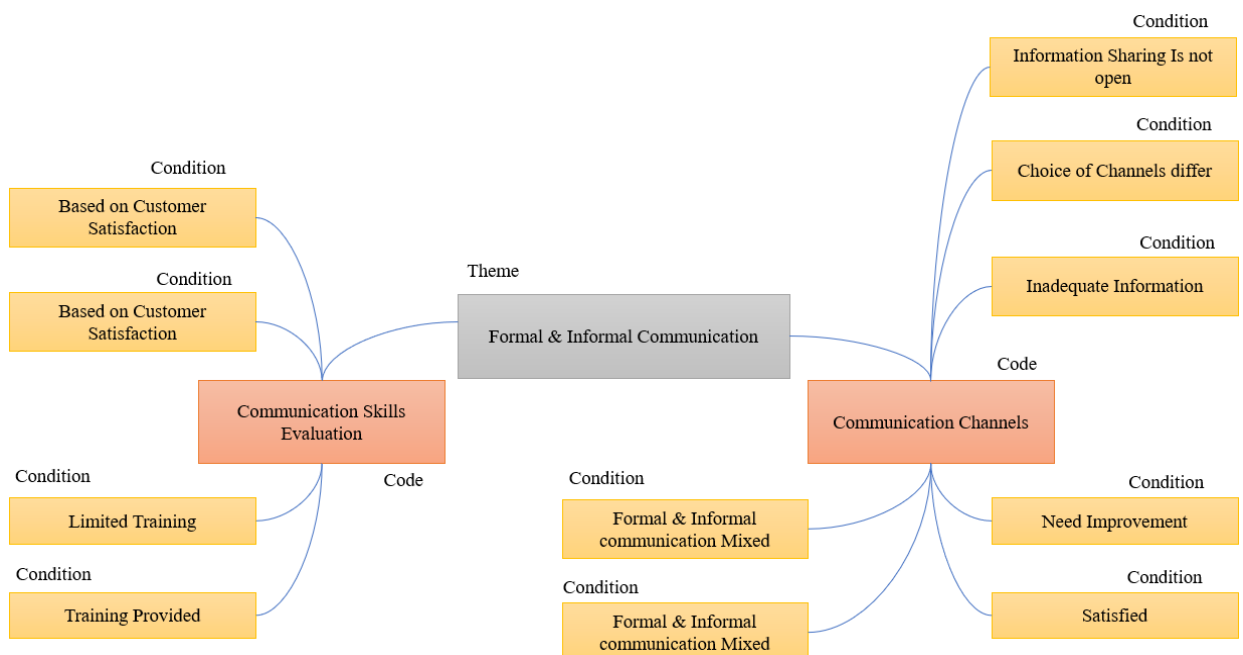


Figure 6. Mind Map Diagram of Formal & Informal Communication

Figure 6 illustrates the internal communication with formal and informal communication strategies, which can be understood based on the communication and channel efficiency evaluation processes. Most of the responses suggest that employee engagement can be evaluated based on the survey, customer satisfaction, and direct communication between management and employee feedback. The evaluation of channels is conducted by a survey about the employees' devices' tools

and reach. There is a scope for improvement in training towards the employee communication skills and usability of the communication channel with the new changes adapted.

3.4. Theme 4: Support from manager (giving & getting)

Bureaucracy theory (Miller, 2015) Assumes a hierarchical method in which each organizational member refers to someone above him or her before contact hits the highest command. It is essential to organizational communication because of its usefulness in strictly managing personnel, maintaining a whole chain of command and hierarchy, encouraging predictability of general behaviour and, by extension, organizational efficiency, and fostering workplace standardization and specialization concepts. Successful internal communication can be achieved when the employees are satisfied with the work culture and are treated professionally. Which is achieved by employees being communicated openly about the organizational decisions, policies and management availability for employees (Sharma, 2017).

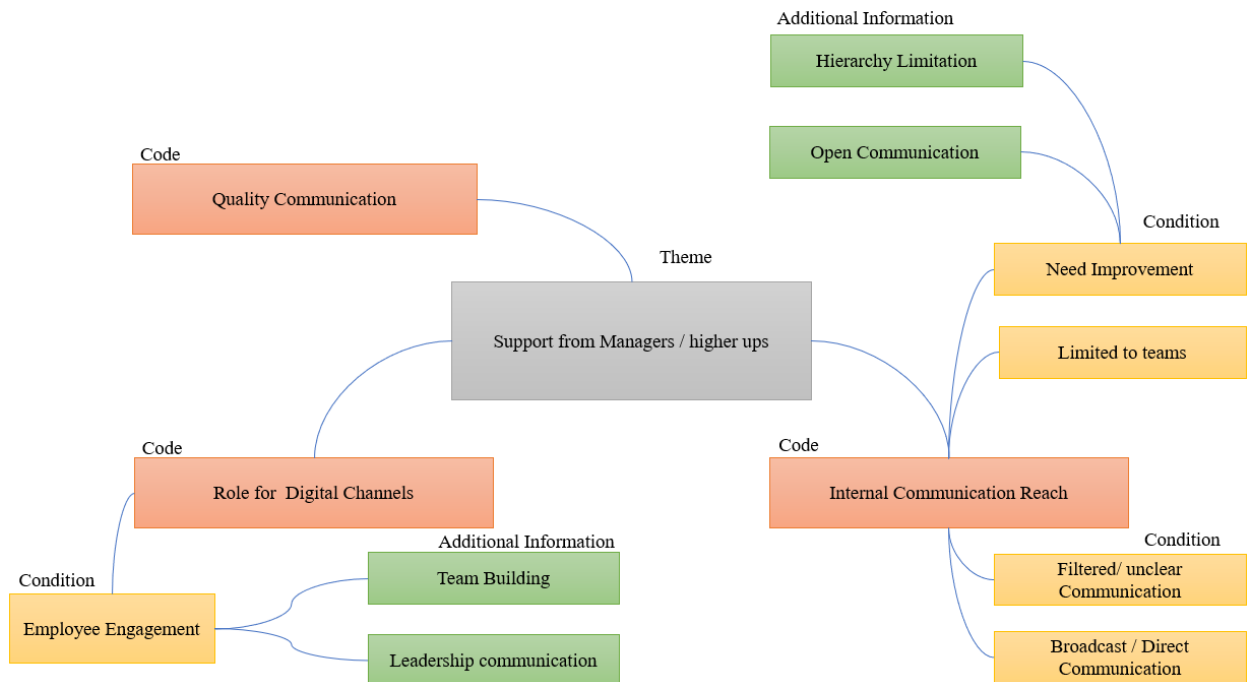


Figure 7. Mind map of Managerial Support

Figure 7 explains the management support in carrying out smooth and efficient internal communication, which is a critical parameter for the organization to pick up to success paths. The responses about the quality of communication and quality of communication channels are vital. The reactions are mixed based on the choices and differences with limitations of technicalities the

team only communication and filtered communication due to hierarchical communication. There is high scope for improvement with the quality of internal communication and use of communication channels. The responses explain that there is always room for modification. The responses point to the direction where there are too many internal communication tools, and not every tool solves all the purposes. There is an immense need to find a tool that meets all the internal communication requirements. There is a need for proper training for all the available tools and channels for internal communication. One of the respondents suggested internal promotions towards using digital communication channels to establish better internal communications.

3.5. Discussions of research tasks

The research and analysis aimed to see internal communication influence the success of the organization. The researcher has succeeded in concluding the thesis by linking findings to the study's goals and concerns.

- 1) To understand the role of internal Communication in achieving organizational strategic goals.

The first research question looked at whether there was a correlation between internal communication and organization success, and 14 questions were given to respondents to help them assess this association. Concurrently, the researcher was able to identify a substantial positive correlation or association between internal communication and organizational success based on the circumstance of the responses. It confirms the researcher's discovery, based on data gathered and analysed, that good internal coordination between management and employees significantly improves employee morale and productivity when they carry out everyday activities. According to the findings, as management sends the right message to employees and provides them with the opportunity to provide input, they are more likely and empowered to do well in whatever job is assigned to them. As a result, most workers at Ramirent SSC reported being very happy with their jobs and performing assigned duties well. Surprisingly, the researcher later discovered that work morale seemed to be below technical challenges during the remote working scenario. At times, facts or messages from managers are not received by staff, resulting in misunderstanding and misinterpretation of the message, adversely impacting job outcomes and overall employee success.

The respondents found communication channel ineffectiveness, who discovered that they felt not every employee included in the communication process. It stopped them from going all out. Majority of respondents said that managers kept them informed of corporate policies and practices. Management has agreed that this argument is correct. However, there is still room for improvement with communication skills and communication channels, and training programs. It was seen in the responses that the organization keeps up to date with digital internal communication channels. Despite the top-down communication approach, the managers constantly engage employees by being available and conducting weekly video calls and yearly surveys and feedback. There is still room for improvement in improving and speeding up adaptation and training new technical tools and improving cross-department internal communication.

2) To study the efficiency of Internal Communication Channels.

The questions were included in the interview manual administered to the respondents to ascertain the difficulties of internal communication faced by employees. The study's findings revealed that inadequate internal communication mechanisms and the non-involvement of employees in the decision-making process represented a significant and pertinent communication problem. Majority of respondents said their job-related questions and grievances to management were routinely channelled and reached management quickly. Despite this, the study found that management proved to be a little sluggish in decision-making regarding employee submissions in some project-based information sharing and cross-department communication challenges. It was focused on assuming that the hierarchical system is insufficiently organised to demonstrate coordination and knowledge chains specifically or flows within the organisation.

Given that the company is a non-governmental organisation, workers said little or no training about digital channel protection. The situation seemed to stifle communication at times with a lack of internet connectivity in remote working situations. They cannot complain or attract management's attention to such problems that they feel would jeopardise their employment. Furthermore, the researcher discovered that weak internal coordination mechanisms are to blame for the significant communication channel and connectivity network problems encountered by workers in the execution of delegated tasks. This central point differs from management responses, which suggested that all employees were presented with details about the analysis and implementation of new visions and strategic priorities, what they were to do and how they were to do it, and that all employees were given opportunities to participate in these conversations. Most respondents indicated that the information they obtained was posted on the task boards. Only a few individuals

directly in contact with management were constantly kept aware and updated on relevant matters. In contrast, others received information on a need-to-know basis with challenges in cross-department communication on what project tasks to carry out.

3) To understand Internal Communication as a tool of motivation.

The research question aimed to determine how internal communication could be enhanced to ensure motivation for employee efficiency. The researcher raised related questions in this respect, with the study's findings indicating that the integration of a successful communication plan or approach with reliable communication networks would possibly enhance employee performance. According to participants' responses, most respondents believe that an organisation with a solid and successful internal communication policy or plan would undoubtedly have performant workers who contribute to organisational performance. Although the organization's communication channels are upgraded with ever new technology-enabled digital communication channels; it is not flexible and sometimes changes; the majority of respondents explained that the organisation needs improve its internal communication if it combines a communication plan and strategy with communication channels that ease and speed up the transmission of information between employees and management on the one hand and management on the other. The researcher discovered from the analysis that most respondents believed that management has been ensuring that workers perform well and bring in extra effort to execute assigned tasks by reinforcement in the form of praises, recognitions, and awards for job execution. The explanation advanced was that management had already had a favourable outlook about workers who had been in the company for more than three years; employees who work better, demonstrate technical integrity and go beyond and above in carrying out everyday duties. According to the respondents, this has already been one of the most critical aspects of management's efforts to improve employee teamwork and coordination. All in all, good internal communication is determined by an organization's ability to design and create a supportive management-subordinate communication environment that will keep staff engaged and inclined to do well and ensure that these employees are provided with the tools they need to complete everyday tasks faithfully.

4) To understand the organizational environment with regards to internal communication.

The research question attempted to discover how internal communication factors, the environment, quality of knowledge and communication channels affect employee productivity. Output findings revealed a strong correlation between these variables: In addition, respondents felt the frequency of data and work knowledge flow helps decisions to be made correctly and daily. But it was

discovered that the transmission medium should be defined and what information should be exchanged. It was observed in the responses that the internal communication channels are used for formal and informal communication, pass time chit chat and fun activities exchange. There is a high possibility of missing out on crucial information during the mixed type of communication system. It increases the complexity and confusion as information gets mixed up, which eventually impacts the completed tasks. Because of this, workers cannot put in their best effort, given that crucial knowledge is missing in the pile of conversation.

However, the study reveals that employees do best when the message is plain, straight forward, and accurate. The use of the telephone and the internet provided the most effective means of the organization's contact with employees and enabled them to do their tasks quickly and efficiently. However, from the data obtained from respondents, it was found that conducting formal and informal communication simultaneously in video meeting tend to miss the essential points that may impact the organizational goal.

CONCLUSION

The report summarizes the study's findings, its benefits and shortcomings and the consequences for future research. Aside from that, the potential recommendations for further improvement of study. The primary focus of this study has been to understand the role of internal communication on employees in the Ramirent organization. The goal was to determine how internal communication helps and spur in employee performance and whether there is a significant relationship between employee performance and successful internal communication through digital communication channels.

Internal Communication is often defined as a specific segment within each element or task within the enterprise, rather than the all-encompassing aspect. Nonetheless, despite the employee communication constraints found by the study, employee efficiency in Ramirent is satisfactory. However, it was discovered from the data gathered during the study that the majority of the employees had minor communication difficulties, and the most fantastic result of the study was that, although the existing communication policy was insufficient to guarantee increased employee performance, the fact that management recognizes and encourages employees towards training programs for a significant boost. It explains the organization's satisfied employee success levels and has shown that other factors, such as ease in adaptability of new communication technology, managers support during the remove workstation. Still, the communication execution is carried from a top-down approach which can be restructured. The communication challenges that organizations face justify the need for more effective and innovative organizational communication approaches and strategies. The communication hierarchy is expected to improve and enhance employee performance which eventually improves the organization's performance to achieve strategic goals. The following recommendations are suggested for the organization.

A. Try to assess what is lacking

The organization has a plan, to begin with, internal analysis before any new team is formed or a new project is taken up. Pick the employees with the best skills helpful in completing the project and who possess excellent communication skills. Project completion for everyone is essential to

make notes of the latest updates. The issues and setback they need improvement constantly for internal communication to achieve the desired impact.

B. Understand the internal communication indicators

As with other parts of your business, your contact plan should be examined for effectiveness. It would be best if the organization focused on getting indicators that demonstrate how your approach is successful. You have statistics showing how little workers use the intranet. Your accessibility assessment also reflects their passion and aptitude for using your product. Then you have more focus, and you can zero in on your key points.

C. Create an effective internal communication strategy

The organization should always be prepared and ready to react to sudden changes and circumstances such as economic uncertainty or market changes. Hence, the organization should draw clear and flexible communication policies and strategies to encounter crisis and difficult situations inside and outside the organization and ensure awareness and readiness among each member in the organization. Creating an effective internal communication strategy involves evaluating and reviewing the current strategy and identifying the strengths and weaknesses, followed by setting the main goals, obvious metrics, straightforward solutions, and continuous progress measurement and review.

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APPENDICES

Appendix 1. Respondents demographics

Respondents	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
Gender	f	f	f	f	f	f	f	m	m	f
Age	44	26	45	61	28	38	37	32	32	34
Organization name	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC	Ramirent SSC
Education	bachelors	bachelors	masters	masters	masters	masters	masters	masters	bachelors	bachelors
Designation	robotic process automation – po and analyst	AR team lead	AR senior accountant	finance GM	GL fixed assets team lead	HR and administrative manager	GL department manager	AP team lead	VIH system operational lead	AR manager
Duration	2	5	6		3		6	2	6	7

Appendix 2. Respondents comments

Respondents	Question	Responses
Respondent 1	how does your organization establish and adopt a new efficient internal communication channel?	<p>in the last year, Ramirent started to use teams from Microsoft. adaptation was quick and smooth. the tool is part of Microsoft hence it is easier to have it connected to the landscape of tools that was already in use in a daily basis – e.g. using teams we have the better possibilities to simultaneously update a word, excel or ppt document.</p> <p>other channels like yammer was also adopted but no one uses it.</p> <p>intranet was also renovated for the whole Ramirent group, information is not up to date there, but there is still a lot of room for improvement. we do not use it too often because information is not complete or easy to find e.g., we don't find countries organizational charts easily (very basic information).</p>
Respondent 2		<p>some time ago we switched from skype to teams and i think that we managed to take this change very smooth. first, the information about upcoming change didn't come as surprize, which means that people had enough time to be mentally prepared for a change. then for some time we had possibility to use skype and teams at the same time. the training how to use teams was provided to all team members, which is also very good. managers and TLS lead by example and started to use teams first to encourage other team members to use it as well.</p>
Respondent 3		<p>teams (replaces slack and skype), yammer (Facebook for business), OneDrive (personal files). slack a communication tool for discussions with colleagues.</p> <p>across units and organizations, still in use. skype was closed summer/autumn 2020. it was suggested not to use 3 different communication channels, but rather one, which has numerous different possibilities of file sharing and workspaces. yammer is not used actively in SSC. Microsoft products have some integrations with other Microsoft products, as teams, OneDrive, SharePoint (intranet). raminow is ticketing system, which is mainly meant for external communication, but still used for communication official work-related topics between different department (mostly ap vs AR, GL, BPI hasn't implemented yet). half of the work-related communication in raminow for AR department is between SSC and local country (Norway). super office ticketing system was used before raminow. before pandemic, AR department was daily using dashboard, which was official channel for informing daily/weekly/monthly about department employees: absence/being present (holiday, day off, sick leave), birthdays. ACTi time, recording detailly employees working hours daily and submit vacation schedule. once a quarter is elected employee of the quarter and submission proposals for idea box. before voting and election were done on paper, but after implementing teams, then voting is done in teams ar. for reporting an issue, submitting job related ideas, requesting user rights, ordering devices and accessories there is a service portal called Ramirent service-now. local people use service now for interacting with SSC.</p>
Respondent 4		<p>the basic choice of internal communication channels is made at the level of Ramirendi group. based on the activities of the group unit (a business company engaged in sales to the end customer or a company providing support services to group companies), the needs are mapped and the management decides which channels and how to use.</p>
Respondent 5		<p>we use emails, townhall and team meetings, instant messages as well as groups through teams. and we have an intranet with information related to the whole group. we used to have skype and slack too, but these were discarded.</p>
Respondent 6		<p>outlook – different lists where we send relevant information, all employees in one list also, a lot of general emails sent – generally the fastest and reaches everybody.</p> <p>teams – official site and unofficial information for fun – should be also fast but if channels notifications are not marked, you can miss some information.</p> <p>management meeting minutes – idea is to be open about the topics we talk about, sent to all employees, sent via email.</p> <p>townhall – monthly meeting where we discuss some relevant topic or give information we want to explain a bit deeper, employees can ask questions (also anonymously “ask from management”), we record it and store the recordings with presentation in teams and designated folder. before they were in the office but during covid-19, they are held via teams as video meetings.</p> <p>CEO webcast – quarterly webcast, more general information about the company course, how we are doing, what are the challenges, group marketing team organizes and invited all employees to join</p> <p>intranet – we have group site with general information, and SSC site with information to clients, unfortunately no intranet for SSC organization.</p> <p>folders – this was used to store information in the beginning and we still use it very much. the downside is that there is a lot of historical information and hard to trace what is still in use and what is not. function folders better in this sense, usually the managers keep an eye on the files and remove old data to archives. still more popular than teams. it needs to give accesses to right people, we need to make sure the wrong data does not fall to the wrong hands also (sensitive information).</p> <p>team meetings -weekly mostly, used to be on the floor but now also via teams, we promote video but some people are still reluctant to use.</p> <p>one-to-one meetings – personal approach, monthly or when necessary</p> <p>whiteboards on each function walls in the office.</p> <p>onboarding – when a new employee joins, hr, it, managers and team leads give a lot of information to a new hire.</p> <p>Yammer – we have it, but i still do not know what kind of information we should keep their</p> <p>slack, skype for business – do not use anymore.</p>
Respondent 7		<p>makes it available to all users and have trainings on how to use the channel.</p>
Respondent 8		<p>Microsoft Teams, Skype, Slack, white board, stand ups meetings, function morning meetings, raminow</p>
Respondent 9		<p>Slack and Skype was replaced with teams as Microsoft Teams is like 2 in 1. i like teams a lot because it is very useful communication tool.</p>
Respondent 10		<p>common tool is decided and driven by group it. change management is usually rather poor. internally in SSC there are several communication channels for different level of information's.</p>

Respondents	Question	Responses
Respondent 1	how does your management evaluate the quality of current communication within the organization?	my manager understands there is room for improvement in all levels and works to contribute with this process. within the team she makes use of polls and questionnaires to assess specific issues. within the team we also have daily short meetings (15min) and we keep openness in communication.
Respondent 2		surveys are done on a regular basis. regular 1:1 with employees. management team is constantly working on communication improvement.
Respondent 3		Ramiear (evaluates engagement of each employee, leadership index, psychological safety, the way we lead index, safety index during pandemic).Ramiear helps set the direction for future development, Loxam culture survey, raminow audit, annual /quarterly audit with KPMG, quarterly recognition of employee (voting best of the best in each department), 1:1, performance preview with team lead or manager (a free format talking/communication about anything what is in your mind), townhall is monthly overview from management side to all of the employees of SSC. see also point 11.
Respondent 4		the evaluation takes place through employee satisfaction surveys and feedback from department meetings.
Respondent 5		they ask for feedback in surveys.
Respondent 6		organization has at least 1 (sometimes 2) survey a year where questions are asked about the quality and quantity of information feedback from clients and employees if we have necessary information on our intranet site. performance reviews is also one place when we get feedback from our employees.
Respondent 7		through different surveys.
Respondent 8		white board, discussion with team on stand ups meetings. raminow evaluation.
Respondent 9		surveys or questionnaires and other tools done to evaluate the current tools and channels and employee's feedback.
Respondent 10		quality is assessed through feedback and analyses of focus group.

Respondents	Question	Responses
Respondent 1	how does your organization evaluate the level of employee communication skills? and in what ways does management provide training for improving staff communication skills?	there is no specific evaluation for communication, but it goes with the feedback cycle regarding work and targets. Since these are critical issues, they do reflect a lot in the quality of work, hence in the evaluation of it. Specific trainings are also part of the feedback cycle when the person together with the manager identifies some points for development – e.g. the whole BPI team had focused on design thinking practices that involve a lot of improvement in the way we interact and communicate with internal customers (with our colleagues in Ramirent).
Respondent 2		company provided a lot of trainings on how to improve communication and give a feedback. Company also offers annual training budget, which can be used for different kind of trainings and courses. Starting from the last year during the performance review meetings managers discuss team members skills incl. communication skills. In AR we established Incident Monitoring file where we track all work issues.
Respondent 3		company considers that each employee knows how to use modern tools of communications. Each year company arranges trainings to improve communication tools and skills for each of the employee (such as Teams, Outlook training).In addition there is annual personal training budget for each of the employee, where one can choose in which area to improve oneself. KPI (key performance indicators) once a month team Norway is going through all the main results of the targets which were set for measuring the efficiency of the goals. In addition, once a month there is an AR department meeting where manager gives an overview of current situation.
Respondent 4		we evaluate the level of communication skills primarily through our customers' satisfaction survey on an annual basis. We consider the current level to be good. The unit has also conducted trainings in 2018 and 2019 with the help of internal trainers.
Respondent 5		It does not seem that the organization evaluates our communication skills nor provide training/documentation for that.
Respondent 6		understanding and applying company policies is one way – good way to get feedback if employees have understood what we expect from them i am not sure if we provide this kind of training to employees, only the management and team leads. We did have an internal coaches training years ago. And customer service training to all but it was also years ago. Maybe something has been done before I came back to work (Jan 2018-Oct 2020 on maternity leave).
Respondent 7		evaluating skills is part of the performance review, including communication skills. Also training plans are set in performance review.
Respondent 8		Outlook training. writing email skills. Raminow trainings from time to time. daily notice in team meetings.
Respondent 9		quality of communication with colleges. training programmes provided to employees (not so often nowadays), but company also encourage employees to learn from each other.
Respondent 10		level of communication skills is average. Modern tools are not very well used. Communication across departments is rather low. Different arrangements done to provide more possibilities for communication: KPI walk through, unofficial meetings etc. Employees have the budget to improve needed skills.

Respondents	Question	Responses
Respondent 1	how does the organization ensure security and safety through communication channels?	overall safety is an important topic for Ramirent so I would say this is more emphasized in the formal and large communication channels – Intranet and webcasts with the CEO. although the topic is also brought to day-by-day actions. Informational safety is worked within the IT tools and with some communication from IT but most commonly in the SSC level – e.g. campaigns in SSC to identify phisher emails.
Respondent 2		training on security and safety through communication channels was mandatory for each team member. Security is also provided by authenticator app. Accesses are regularly reviewed and each access should be approved.
Respondent 3		first you must use only companies' safe channels to ensure that it is the safe way to communicate inside the company (also outside Ramirent). This is official email of Ramirent, also you can receive information to your phone only if you use office phone which is secured. Secondly, Teams. This is considered even more used channel than outlook. And the most important rule to remember, how to work safely remotely. Previously Explorer was official browser for Ramirent, but it was placed with Chrome (now it is as a default browser). It has been used MFA authentication for Microsoft products such as E-mail, Teams, Skype etc, but to replace two identical authentication tools it has been replaced to VPN authenticator only. It would eliminate the need to have two separate apps. For using Teams, Outlook, Telia Call centre and Raminow you don't need VPN.
Respondent 4		persons designated at the Group level are responsible for defining standards and assessing safety, we follow the instructions given by them in our unit.
Respondent 5		We have a guideline and regular reminder from IT team about risk and incidents. Everybody have different accesses which are reviewed regularly by team leads and managers.
Respondent 6		we have our policies from IT and managers need to think through which data is for whom and accesses granted accordingly. IT tracks incidents.
Respondent 7		i cannot comment that. Have no knowledge.
Respondent 8		IT Dept.
Respondent 9		security and safety provided by IT department.
Respondent 10		responsibility of IT department and CISO. E-learning provided to the employees.

Respondents	Question	Responses
Respondent 1	how do communication policies and procedures meet company objectives?	the fact that we use the same channels – Teams, email, and SharePoint is essential for coordination and moving to the same targets. Although policies and procedures are not always explicit in Ramirent – room for improvement.
Respondent 2		internal communication on a good level, however communication flow with counties should be improved, quite often we don't receive all needed information.
Respondent 3		expected results of the goal are already set up in the company's policies and procedures. You should be guided by following guidelines: Social media guideline, meeting culture, employee privacy policy, code of IT practice, code of conduct. Each one of these documents also enlightens you what to bear in mind in communications with other employees and at the same time carrying out companies' values and principles
Respondent 4		quite well.
Respondent 5		the company goals and objectives are reminded in emails and meetings as well as on the Intranet. different groups exist in Teams for projects and teamwork. In my opinion, this is very useful and helps collaboration and efficiency.
Respondent 6		we think about the communication plan each time something new comes up in order to have a structured approach, so we do not forget anybody who needs to know about the topic or a new way of working, or a new software. as already mentioned I would like us to have our own Intranet site, now we are trying to use Teams. we have a document on meetings culture – this defines how we see a successful meeting. I think we have plenty of channels but still information is misunderstood, people do not ask questions when there is a possibility (we find out later that something was not clear). Probably need to develop the open culture
Respondent 7		i think they meet the objectives, channels that are in use are common in the whole group and that helps to communicate with people working in different countries.
Respondent 8		continues review Info sharing Regular meeting Teams channels for specific projects
Respondent 9		HR department will show newcomers all this information. Then newcomer know what she/he should do and what you should not do.
Respondent 10		internal communication works well, needed information is shared and available. Communication within Ramirent is rather poor, therefore I don't see that procedures support company objectives.

Respondents	Question	Responses
Respondent 1	how helpful do employees find current communication channels? And why?	channels are modern and easy to use, but some of them – Intranet – could have more and easier to find information regarding group, countries' specifics, and subjects. In Ramirent, a lot of information lies within people's head still – e.g. try to find a high-level data map for ERP system (at least for companies that use Axiom, there isn't any)
Respondent 2		i feel that employees are overall satisfied, however they might feel that there are a lot of different communication channels that they are not always following. I know that majority of team members prefer to receive important information via Outlook. In Teams there are a lot of unofficial communication (which is not bad) and some people might miss important information somewhere in between. I feel that it's important to have a clear separation between work-related and fun chats.
Respondent 3		i consider Outlook and Teams very easy and convenient to use. Outlook is good for receiving and exchanging information in a written form including managing meetings (booking meetings in the calendar), but Teams is definitely very good for making instant calls, group calls, where you can present your data, make presentations and exchange at the same time data, invite unlimited amount of people to the meetings, store files, create different groups etc. In Teams you can also make recordings, use different wallpapers to represent yourself properly etc. All the information after presentations is saved and send to all the employees via email, saved in the folders where they are easily accessible to each and everyone.
Respondent 4		based on my knowledge current communication channels works OK – we try to share on expected level info via different channels - web meetings, info-letters, Teams. We can always improve, but since employees' expectations are different, it's hard to find the best for everyone
Respondent 5		we have directly work-related groups in Teams which is a great tool for collaboration and efficiency, we can discuss issues in the chat as well as upload documents, tasks planner... in there. We also have more informal groups where team building or just good atmosphere are targeted, people can just chat or share some of their life. Emails and posts on the Intranet are useful because the information is usually summed up (so clear and concise) and we can go back to it later if needed too. meetings are a nice way of catching up but in my opinion, a lot of the information shared is often forgotten/misunderstood. However, presenter usually shares the presentation afterwards which is a good addition.
Respondent 6		usually I get comments like I do not know anything on the matter – even if we have talked about the relevant topics at Townhall, we have sent emails. Or people misunderstand what have been said and we end up explaining the subject again and again. But overall, I think the surveys say that people appreciate the channels and the efforts. Who want to know, they will find out
Respondent 7		some of them are considered very helpful (Teams), some less (intranet) and some are rarely used (Yammer). Intranet page for SSC is built more for outside SSC use. Yammer is also unofficial, so not used widely.
Respondent 8		meetings and surveys
Respondent 9		current communication channels are very helpful for me. If we take Teams, then this tool is very flexible. You can easily contact with everyone inside your organization at any time.
Respondent 10		there is multiple communication channel, however they are not that well used by the employees. Common feedback is that there is no good one now that would cover all needs.

Respondents	Question	Responses
Respondent 1	how does management get employees to contribute more effectively through communication channels?	basically, by creating new ways of sharing and creating integrations within the team and with other teams in Ramirent.
Respondent 2		we create sub-chats in Teams where important for each team member information is shared. We use @ options. If needed, I personally turn to the team member and ask to reply in common chat. Make a promotion to use common communication channels on the team meetings. On the team meeting we ask for a feedback and improvements ideas from the team.
Respondent 3		the best way to enhance using modern tools is when managers show with their own example while they are using daily the existing communication channels and also, if there is something new, then they are the leaders to promote those as well.
Respondent 4		we try to encourage employees to take the initiative and contribute to the active use of solutions; we share solutions and experiences within the unit
Respondent 5		i cannot think about anything. It seems it's more based on people's will.
Respondent 6		we ask them to ask questions and give ideas. Ask them on Townhall meetings, in surveys.
Respondent 7		there are possibilities to have group channels in teams that is very helpful if working on common project.
Respondent 8		Town hall meetings team meetings, encourage
Respondent 9		management quite often reminds employees to use more communication channels. also issuing some ideas, competitions between teams or giving prizes to the best employee for the quarter.
Respondent 10		continuously promote usage of the tools. Provide only relevant information that would not be perceived as spam.

Respondents	Question	Responses
Respondent 1	how does the organization use internal communication channels to measure employee's engagement in daily activities?	calendars are shared, and in our team, we use Kanban board, so everyone knows what others are currently working on. We also organize our Roadmap in a spreadsheet so everyone in the team knows the targets and can help and participate in prioritization. This same roadmap and current statuses of work is shared (bi-weekly) with internal customers (other teams in Ramirent).
Respondent 2		during EQM project we used Planner cards where we could keep each other up to date about all issues and progress. In Teams we attach the files which can be changed at the same time by different users. Outlook tasks.
Respondent 3		according to my knowledge this kind of measurements are not carried out, but one way to measure this, is, that if there is a meeting then everyone knows it, that this is Teams meeting. Also, if you have received meeting invitation, then you're obliged to respond to the meeting invitation you either accept it or decline it at once after you have received it. This is also indicator to the meeting organizer showing that you respect his time. Emails can be important channels for exchanging information (you have it in written form). Teams group meetings and conversations tend to be fast and efficient, as added value are possibility to make recordings and file exchanges at the same time/ on the same meeting.
Respondent 4		we use internal communication channels (Teams) / surveys to investigate employees' preferences for various events and benefits; we have not specifically studied the employee's involvement in daily activities.
Respondent 5		as mentioned, before we have groups in Teams where information is shared, question asked, documents uploaded. We have the possibility to add surveys and planner. This allows to make sure the project/work are done and on-track.
Respondent 6		not sure if we measure, it is the understanding of what needs to be done. If I communicate something, then I ask later does the person have any questions about the task.
Respondent 7		just simple follow-ups in Teams, there is no online task list, but I think this could be something that we could benefit of.
Respondent 8		no Idea.
Respondent 9		daily I am following my own targets what my manager have set to me.
Respondent 10		it is not used.

Respondents	Question	Responses
Respondent 1	how do organization increase awareness and update employees on recent developments and changes?	in Ramirent this seems to be a more top-down approach, unfortunately. e.g. Decisions on which channel are normally communicated after. When trying to use a different channel – e.g. Nika (a specific tool to gather people’s ideas for automation) – was possible, but it was a really hard process (not easy to understand who is responsible for checking security levels, and approve)
Respondent 2		we use Teams, Outlook, team meetings and try to update all team members regarding all changes and developments
Respondent 3		IT specialist is the person who regularly sends to SSC general email updates/news/invitations to the trainings, so you could keep your eye on track. Once a year is held a survey Ramiear. In 2020 was also held survey Loxam’s culture survey, which will in the future will replace Ramiear. The Group is present today in 30 countries on 4 continents, and 19 different languages are spoken. This diversity, which is our strength, also requires us to think about what our common company culture should be to bring us together, perform well also in the future and differentiate ourselves
Respondent 4		at unit level, primarily through joint Team meetings for all staff (Townhall), but also through key group meetings as well as team meetings (mainly web/Teams).
Respondent 5		new things are mentioned during Townhalls and in Management meeting emails.
Respondent 6		i think all the channels mentioned in question 1 – but if there is a big change, then Townhall, emails, team meetings are the first things.
Respondent 7		different channels depending on the message, it can be e-mail, Teams announcement or Townhall.
Respondent 8		through IT announcements.
Respondent 9		inform employees about changes and updates through Outlook, Teams or Townhall meetings (monthly).
Respondent 10		we have 4 levels of meetings with different frequency: Group webcast, Townhall, Department meeting and team meeting. Also meeting minutes from management meetings are shared.

Respondents	Question	Responses
Respondent 1	up to which level do organization encourage people to be connected?	up to the level of daily tasks and some information in SharePoint (starting this – again – there is a lot of room for improvement in Group level).
Respondent 2		we are a flat organization where each of us can turn to everyone.
Respondent 3		people should be able freely communicate without any hesitation to connect colleagues from the lowest to the highest rank. In SSC communication is held followed organizational hierarchy.
Respondent 4		we want to share work related information and contribute to building a sense of trust, cooperation and a strong team through joint team events, team events, Team channels. Sharing personal topics and building friendships is everyone's private decision.
Respondent 5		i feel the communication is quite free, everybody can contact almost anyone through direct messages or create groups. This freedom and “informality” encourage people to be connected.
Respondent 6		we encourage people to talk and take initiative, there are certain things that must be decided in the management or team lead level, but overall, we want all departments to be able to speak openly.
Respondent 7		i think all levels, there are no restrictions.
Respondent 8		on a continues feedback, job requirement.
Respondent 9		up to high level. Daily tasks are followed by each team leads.
Respondent 10		there is a hierarchy and communication to the Group and senior executives should go through one channel.

Respondents	Question	Responses
Respondent 1	how does management keep communication open at all times and let employees work from anywhere?	i think this depends on the team. In RPA team Calendars are shared, we use Kanban board, so everyone knows what others are currently working on. We also organize our Roadmap in a spreadsheet so everyone in the team knows the targets and can help and participate in prioritization. this same roadmap and current statuses of work is shared (bi-weekly) with internal customers (other teams in Ramirent).
Respondent 2		there is a daily communication in Teams and Outlook. All information is available on the shared drive. We don't make a big difference between remote work or at the office.
Respondent 3		for me there is a big question mark, does my superior trust me as an employee, do they trust my capability of handling daily task? there are regular meetings: once a quarter there is CEO meeting (always Microsoft Teams) where we get updates on group level, good and bad news, future, financial figures. once a month there is Townhall meeting where is exchanged all the latest news of the current weeks, all the topics are discussed there which are also related to companies news: such are benefits ,holiday schedule, pandemic news updates, following ongoing projects, new employees. once a month there is also AR department meeting, where AR manager gives overview of the current situation of the department. each team can also choose their regularity of team meetings, this is usually done on weekly basis. AR manager and team lead also encourage each person of the team to have 1:1 meeting with them. there is now predetermined form on the topics. You can talk there any topics which is relevant for you. once a month each team in the AR department has also KPI meetings where we go through the figures how local country has managed. Once a week is sent to all the employees of SSC Management Meeting Minutes. it's a short overview of the current weeks ongoing topics in each of the department and this has been kept really very short and efficient (using only keywords or very short description). once a year there is held for each person a performance preview. It follows the hierarchy policy i.e. that SSC Manager has first performance preview with department management, because target for the employees are received from higher rank position person. Instant Team meetings can be held as much as possible based on the ad hoc need. An also, if the people are in the office, then the best way is to talk from face to face. there are also bi-weekly meetings called action file, where there are local countries (Norway) finance manager, controllers, sales representatives having an overview how does team Norway in SSC handling biggest customer who are overdue, there is given an oral overview and after the meeting is send excel file with comments: each customer overdue from 50K up to ... what action has been taken to eliminate amount in debt. This is pre-collection activity.
Respondent 4		management team members try to be available, there is also a format Ask from Management. Team leaders play an important role because their communication with all employees is regular. We allow to work remotely.
Respondent 5		managers are available through direct messages and thanks to the health situation we now have the right to work from wherever (but this was stricter before).
Respondent 6		we say we are available to all and even if working from home everybody has the possibility to write via Teams. Have regular meetings with team members.
Respondent 7		lots of communication in Teams, conversations, or meetings.
Respondent 8		flexibility, trust employee, expect them to be available.
Respondent 9		every month when we have Townhall meetings then you can take the mic and raise questions to management. If the work is done on time and well, then it does not matter to the management from where the work is done.
Respondent 10		Microsoft Teams chats are available for common discussions, frequent meetings as well to stay connected.

Respondents	Question	Responses
Respondent 1	how do employees & management prefer to get information about the company? Why?	i would say people prefer to consult and get information easily without having all the time to ask others. so, SharePoint and the use of other options (e.g. Wiki session in Teams) should be more and more updated with info and used.
Respondent 2		depends what kind of information. In majority of cases via Outlook, Q results by webcast, very important information face-to-face or online meetings.
Respondent 3		i personally like to have face to face meeting, discuss first things orally, and then send conclusion in the written form by email (in the future easier to track, in outlook you can create your own folders for the topics). After implementing from Skype to Teams, now seems that TL and manager prefer to communicate only via Teams. there have been created too many groups and notifications are coming too often, it's easy to lose track. I'm not the only one who admits it. In the point of view of management, it takes less efforts to inform people (no need to create and send email).
Respondent 4		information about the Ramirent Group news is shared via the Intranet and the Group CEO Web-casts – easy to get strategical view and planned changes; possibility to look recordings when it suits. We use more Teams inside our individual (convenient).
Respondent 5		i think different people have different preferences. I think a mix of formal (emails, townhalls, intranet) and informal (calls, groups, direct messages) is a good way to cover the preferences and needs of everyone and to keep the communication easy and ongoing.
Respondent 6		i think email. People like information delivered directly to them. And meetings are always a good way so you can elaborate on things if you feel people did not get it. Information from colleagues, I assume a lot of information moves this way.
Respondent 7		when it is official then still e-mail is preferred, people sometimes miss Teams messages in different groups.
Respondent 8		Town hall. email but follow up town hall. follow up small meetings in team to explain decisions. TV in kitchen.
Respondent 9		i think best place to inform employees about the company is doing it during when we have Townhall meetings, because then most of the employees are focused to hear news about the company (at least this works for me).
Respondent 10		depending on the information type, however I guess in smaller group and in person to have possibility for discussion if needed. Preference is to get the information as soon as possible.

Respondents	Question	Responses
Respondent 1	what challenges are experienced with remote communication using current digital channels?	channels are good to support this communication. Video meetings work well and chats together with e-mail also work well.
Respondent 2		some people are not very easily adopting to a new reality where majority of people work remotely. some of them still prefer live communication and therefore we have phones and call possibility in Microsoft Teams, so everyone can just easily call and discuss all the questions. For managers it might be difficult to ensure that all team members read all needed information, however I think that it's managers responsibility to share the information and it's team members responsibility to read the provided information and be up-to-date.
Respondent 3		the biggest keyword here is trust of the employee. As it is now, most of the people from the office are now working from home. there is a big question on the table, does superiors trust their employees time of usage. Is my internet connection at home sufficient? Are my accesses to the programmes what I'm using secured?
Respondent 4		employees miss real get-togethers and fun events; something that would support the team's sense of belonging.
Respondent 5		Teams crashes sometimes or we can have problem with internet provider. There is also sometimes miscommunication, I feel written forms of communication leads more easily to misunderstanding (in comparison with face-to-face ones as these also come with facial expression).
Respondent 6		i have not felt any so far.
Respondent 7		i think that we are have the same challenges as all remote working teams, some people are more active than others. But all the digital channels are available for use.
Respondent 8		technical errors. distance but video camera.
Respondent 9		when you face connection issues then you cannot use current digital channels if you need to contact with someone.
Respondent 10		information is moving slower, takes more time to get answer.

Respondents	Question	Responses
Respondent 1	how do you evaluate the current cross-departmental communication? And how to improve?	i see a lot of room for improvement. too many information is inside people's head, and when you ask, a lot of people like to use abbreviations and speak Ramiretee language. we should keep it simpler and more open when we talk with each other, but most importantly - we should prepare our info and give access to other teams without they having to come to us and ask – we should do it more and more! And of course, if something is not there, we ask in a timely, open manner, and then improve what we share!
Respondent 2		we receive weekly summary of management meetings where the most important information about each department is shared. I don't have any problems to write to anyone from other department if I have any questions or need a help with something.
Respondent 3		so far cross-department communication (horizontally) works either meeting person one to one in the office or having Microsoft Teams meeting. if something needs to be specified in official way, then there are many groups in M. Teams where you can post and be part of relevant topics discussions. That the best way to communicate, especially in cross-departmental topics is only face to face. Then you can ask and specify more questions (you don't know how the work is organized in the other department), but in an unofficial way of communicating you can always ask more questions to get to know the background. Another question is that how the communication is working hierarchically from upside down and opposite (vertically). there are some certain rules for that to follow, but I see, that there is an improvement area. I personally feel that people are not informed enough about the news which are not secret and can be published. for employees of the company are interested in how long is valid rental contract with tenant, because due pandemic majority of the employees started working from homes and definitely there is a question on the table about looking for a smaller office with lower costs. Also, employees with all different position should be involved in the discussions which are related for reduction of costs, to see, what things people are willing to give to keep their jobs (breakfast mornings, fruits etc).
Respondent 4		current inter departmental communication is on satisfactory level. More joint events and cross-department trainings and workshops - would help.
Respondent 5		i feel that some departments are easier to communicate with than others. I am not sure if this is based on people by themselves or team culture. Also, the fact that some department have less needs to work together than others, the communication is not as good and easy.
Respondent 6		i think we have done well but can do better. If employees work together daily, it is always a better feeling and more collaboration. More team events to get closer to one another.
Respondent 7		i think there is not much cross-department communication, except the overall SSC communication. But also seems that people are not missing it. There is quite enough communication in department and overall.
Respondent 8		very good but it may vary from person to person, however the channels are using raminow, email, teams, but sometimes lack of communication due to email lost etc
Respondent 9		communication between different teams is always harder, but if we have tools like Teams then I must say communication is much easier than without those tools.
Respondent 10		it is not very active, and this is caused by the nature of work.

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