

# Internal Communication in Organizations and Work Performance

**Treenuch Numsimok, Suwita Prugsarporn**

*Suan Sunandha Rajabhat University, 1-U-Thong Nok, Dusit, Bangkok, Thailand,  
E-Mail: Treenuch.na@ssru.ac.th, Suwita.pr@ssru.ac.th*

## ABSTRACT

Abstract—The objectives of this research were to study internal communication in organization that affected work performance which the study was conducted by employees of one government organization in Thailand. The research approach uses quantitative research. The sample consisted of 300 personnel of government employee using a simple random sampling method. The data collection used questionnaires tested for the validity and reliability of the questionnaires. Statistics used in the analysis were frequency, percentage, mean, standard deviation, and multiple regression analysis. The results revealed that the factors of internal communication in organization that affect the work performance with a statistical significance at the 0.05 level are communication within the organization in terms of target grouping, the use of technology, the use of content, and the use of personal. While the use of context did not affect the work performance.

Keywords— Government Employee, Internal Communication, Work performance

## INTRODUCTION

Communication is becoming more important to individuals and society. If people in society lack knowledge communication comprehension unable to convey knowledge or cause understanding between each other would cause many different problems. The problems that occur with individuals and society today, there are quite a few causes of communication failures (Sompornchaiyakij, 2018). Communication is an inherent process of all people and involves other people. As well as the society in which each person is involved no matter what you do, communication is a tool to help you achieve your goals. It can be seen from ancient times that people have been trying to invent and develop methods of communication since ancient times, including spoken and written language, as well as various tools or techniques. It can be seen from ancient times that people have been trying to invent and develop methods of communication, including spoken and written language, as well as various tools or techniques. From the situation in society where people have to be more related to each other like today.

Good internal communication will help to understand the policies of the management. It is also a link between the personnel in the organization and for the efficiency and effectiveness of the organization because the management policy of the organization is an important part and results in the implementation of the goals set. Therefore, communication within the organization is of paramount importance for the various activities and operations that will take place in the organization. It is clear to help support and promote work in accordance with the same policy or direction, vision, mission, strategy and the goals set by the organization. Employees in the organization are satisfied and understand the policy clearly (Jamcharun, 2014). This will affect the efficiency and effectiveness of the organization's operations. Therefore, the organization's work processes to achieve goals must make communication between personnel both among the leaders in the organization and communication between different departments both inside and outside the organization.

Therefore, the organization's work processes to achieve goals must make communication between personnel both among the leaders in the organization and communication between various departments both inside and outside the organization. Good internal communication is fluent effective achieving the same understanding and cooperation as well as coordination in the work. So that the work of the organization can achieve goals and be successful as well. The organization may use communication within the organization in 5 factors, including the segmentation of target groups. use of technology, use of content, use of context, and use of individuals or employees. This will result in a dignified performance effective achieving the same understanding and cooperation as well as coordination in the work. So that the work of the organization can achieve goals and be successful as well (Therawong et al., 2019).

For this reason, the researcher is interested in studying the internal communication within the organization that affect the work performance of the organization. The study will be conducted from employees of one government agency in Thailand. The results obtained from this study can be used to inform the application of innovative communication to further increase the work performance in the organization. The purpose of this study was to study the level of communication innovation within the organization and the level of work performance, and to study the internal communication in the organization that affect work performance which the study was conducted by employees of one government organization in Thailand.

## **LITERATURE & THEORY**

### ***Internal organization communication***

Internal organization communication refers to the process of information transmission and information exchange between employees within the organization at all levels and all departments through formal and informal forms of communication. According to the organizational structure, the organization uses a variety of communication channels under the environment and atmosphere of each organization. The communication will be related to the business goals, organizational structure including duties. The effective communication within the organization will help members of the organization work to achieve the goals of the organization as well as result in employee engagement with the organization. Many scholars have given many definitions of intra-organizational communication, such as Cornelissen (2004) mentioned communication within the organization as a combination of all types of communication methods used in the organization to communicate with corporate employees, such as internal mail or an intranet. Moreover, Welch & Jackson (2007) defines it as a strategic management of the communication between managers and stakeholders within the organization. It is designed to encourage organizational commitment, a sense of belonging, an awareness of environmental change and to create a common understanding to develop goals.

The organization has six main objectives and objectives of internal communication: informing organizational information and directions, communication in crisis situations, employee engagement, change management, job inspiration or cultural transfer, and asking for cooperation or asking for opinions from employees in the organization. In accordance with the objectives of communication within the organization, intra-organizational communication is designed to support organizational commitments, a sense of belonging to the organization, awareness of environmental changes and building mutual understanding to develop goals including the awareness and building of employee engagement with the organization. The organization uses internal communication management strategies in 5 issues (Therawong et al., 2019), which are: 1) Segmentation of target groups, such as dividing employees according to recipient groups or according to the level of employees. 2) Use of technology, such as the use of social media such as Facebook or Line Application. 3) Use of content such as the use of VDO or Infographic to describe information or content in the presentation. 4) Use of context to consider the working environment, such as dividing back office staff with operational staff, or dividing employees by age, such as Generation X employees and Baby Bloom. 5) Use of persons or employees, such as the use of employees of engagement ambassadors or people champion.

Intra-organizational communication is a factor that promotes organizational outcomes that enhance productivity and profitability in order to manage the organization to achieve the goals of the organization (Champatong, 2020). It is necessary to have the management of organizational resources with the highest efficiency and effectiveness. Effectiveness is achieved as a result of the implementation of plans that has been achieved in accordance with the objectives of the organization which consist of achieving goals, resource management, organizational commitment, and organization adaptation. Effectiveness is a tool that clearly determines objectives and goals in order to operate in accordance with the needs or not. In addition, the evaluation of operations with the map that is defined in each activity. There is a plan to define the duties, responsibilities, allocating resources and the use of management powers for efficiency and effectiveness of the work and evaluate the success of the objectives. If the results meet the objectives and expectations of the organization, the organization is effective. But if the results do not meet the objectives of the organization, it shows that the organization's ineffectiveness as set may be caused by personnel within the organization who devote little to the organization's objectives (Komkaew, 2017). Organizations nowadays have adopted social media communication as a communication channel within the organization such as Blog, Twitter or Micro Blog, Social Networking.

such as Line, Facebook and Yammer, as well as Media Sharing such as YouTube and Social News. Most organizations measure performance by setting up performance appraisal rules, which are recognized as being accurate and reliable. The performance appraisal has important objectives namely, to be used as a tool to develop practitioners, improving worker performance, and performance appraisals for human resource considerations.

## METHODS

The population used in this study consisted of government officials in the government organization and located in Bangkok. The sample size was determined in case the population size was known, calculated using Taro Yamane's formula (Yamane, 1967). The sample size of 385 people was obtained and the stratified sampling method was used by dividing the samples by job position.

The instrument used for collecting data was a questionnaire divided into 3 parts: Part 1 Demographic information; Part 2 Information on the level of communication innovation within the organization consisted of segmentation of target groups, use of technology Use of content, use of context, and use of individuals or employees; Part 3 Questionnaire for opinions on operational effectiveness in 4 areas, comprising of achieving goals, resource management, relationship with the organization and the adjustment aspect of the organization. The opinion questions are closed-ended questions of the Likert's method scale. The generated questionnaires were used to test the validity and reliability of the questionnaires before collecting data in order to obtain accurate research results and achieve the stated objectives. In this regard, the researcher will arrange for a pre-test with preliminary questionnaire of 40 sets. The results of the confidence check were the confidence values of each question were between 0.7-1.00 and got the total confidence of 0.824, which passed the reliability criteria (Hair et al., 2010). Additionally, the questionnaires generated were subject to content review from the advisor already. Therefore, it was concluded that the questionnaires could be used to collect data.

Statistics used in data analysis, the researcher used descriptive statistics to describe the demographic characteristics such as frequency, percentage, mean and standard deviation. As well as the inferential statistical analysis was used to test research hypotheses by using Pearson correlation coefficient analysis and Multiple regression analysis.

## RESULTS

### *Descriptive results*

The results of the research concluded that the sample consisted of 250 personnel under government agencies, mostly males, between the ages of 31 - 40, having the highest level of education at the bachelor's level, have a position as a permanent employee, and the duration of work is 11 - 15 years.

The level of communication innovation within the organization of personnel as a whole, it was found that the respondents focused on overall internal communication innovation at a high level. The technology used was the most average, followed by the segmentation of the target audience, personnel use of content, and contextual use, respectively, were at a high level in all aspects.

The level of work performance as a whole, it was found that the respondents focused on the work performance overall was at a high level. In terms of organizational commitment was the highest, followed by the adjustment of the organization resource management and achieving goals, respectively, were at a high level in all aspects.

The results of hypothesis testing of internal communication in organization affect the work performance. It can be concluded that the factors of internal communication that affect work performance with a statistical significance at the 0.05 level are communication within the organization in terms of target grouping, the use of technology, the use of content, and the use of personal which is consistent with the research hypothesis. While the use of context did not affect the work performance which was inconsistent with the research hypothesis.

## CONCLUSION AND FUTURE WORK

### *Conclusion and discussion*

The results of the level of internal communication innovation of employees in a government organization found that most of the sample group gave high importance to internal communication innovation.

The communication focused on the use of technology the most followed by the segmentation of the target audience, the use of personnel, the use of content, and the use of context, respectively. This is consistent with the study of Therawong et al. (2019) mentioning that communication within the organization is designed to support commitment to the organization, feeling part of the organization, awareness of environmental changes and building mutual understanding to develop goals including the awareness and building of employee engagement with the organization. Organizations communication through social media is used as a communication channel within the organization by communicating using information technology or communication via computer is a communication process through a computer network for distributing information for quick access to information unlimited time and place as well as able to communicate with large amounts of information and the nature of the data is diverse. In addition, the communication process through social media has been developed to allow users to interact more with each other which the media is possible in text, images, sounds and animations (Jamcharun, 2014).

The results of the level of work performance, it was found that the sample group gave importance to organizational commitment the most, followed by the adjustment of the organization, resource management, and achieving goals, respectively. The sample group focused on engagement with the organization as much as possible due to internal communication within the organization that is divided into target groups, technology used use of personnel, use of content and use of appropriate context contributes to the effectiveness of organizational engagement operations. This caused personnel to have a positive attitude towards the organization, happy to live together, happy to perform the job according to the role and willing to participate in organizational activities (Therawong et al., 2019; Champatong, 2020). Moreover, in accordance with a Welch & Jackson study (2007), it was concluded that internal communication is essential to success to create employee engagement with the organization. It should be a two-way communication format or an open communication model. This will result in the organization's employees are very committed. This is due to the fact that two-way communication helps build trust between the organization and employees and the organization must accept the opinions of employees in order to improve the way of working that is effective.

The results of the hypothesis testing of internal communication innovations affecting work performance of a government agency, it was found that the innovation of communication within the organization in terms of segmentation of the target audience, use of technology, use of content and use of personal affected work performance. This is consistent with Berlo's concept of effective communication (Berlo, 1980 cited in 1980 Junjula, 2019) and consistent with the study by Therawong et al. (2019). Moreover, the results of analysis of the influence of communication innovations within the organization affecting work performance of a government agency, it was found that the innovation of communication in the aspect of use of context did not affect work performance. This may be because the context of the organization was into account in the working environment, for example, there is a division of communication between employees according to the position, job or staff structure level, determining appropriate communication channels according to the level of workers, etc. In addition, at present, innovations in technology are used as a communication channel between employees in the organization by developing a format that can be used via mobile phones which makes communication easily accessible, convenience and speed in communication. Employees receive information equally, work more efficiently, able creating a virtual team at work and a new kind of interaction, employee engagement including creating stories or developing new ideas for the organization which is a positive result. But negative consequences may arise, such as the inability to separate personal and work matters from social media use, lack of knowledge of media use, and lack of skills in using modern communication channels (Therawong et al., 2019). This is in line with the concept of Welch & Jackson (2007), discussing factors that affect the effectiveness of organizational communication including communication channels and content because it is necessary for communication within the organization to help ensure that messages are delivered to the employees of the organization. In addition, it was consistent with research of Sangsrijirapat (2007) found that the factors affecting the success of communication within the organization were knowledge and understanding of the content of the story to be communicated, effective use of media, and the content of the information must be interesting.

#### ***Recommendations and future work***

Recommendations obtained for applying the research results were that organizations should focus on the application of communication innovations within the organization to focus on the work performance in terms of achieving goals, resource management, corporate commitment, and adjustment of the organization. Moreover,

organizations should define as goals of internal communication, plan and implement the development of internal communication systems. In addition, the organization should develop and improve communication within the organization in terms of target group segmentation both formal and informal communication methods which should be established for each target group, and determine the appropriate communication methods according to the characteristics of different target groups. Moreover, the organization should develop and improve communication within the organization in the context of use. Communication channels should be established for both in-person and non-personal communication. and one-way and two-way communication which may be divided according to organizational structure and employee level including assign the person responsible for the communication service in each channel.

Suggestions for further research should include additional variables related to internal communication both the cause and effect variables in order to prove the concept of the theory that was studied and explain phenomena in different situations and environments. As well as the further research should study from other target groups or other areas in order to provide more coverage in the subject studied and can bring the results to be compared to get more details. Moreover, it should be studied further with a qualitative research approach in in-depth interview format to receive more comprehensive information and detailed opinions.

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