



UNIVERSIDAD DE ESPECIALIDADES ESPÍRITU SANTO

FACULTAD DE ESTUDIOS INTERNACIONALES

**INTERNAL COMMUNICATION AND WORK ENVIRONMENT IN THE CITY OF
GUAYAQUIL.**

**TRABAJO DE TITULACIÓN QUE SE PRESENTA COMO
REQUISITO PREVIO A OPTAR EL GRADO DE:
INGENIERÍA EN CIENCIAS EMPRESARIALES**

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Abstract

The present article is going to be focused on identifying how the internal communication and the work environment affects organizations in the city of Guayaquil. The investigation is going to be centered around the point of view of the collaborators of different organizations, we will be comparing their perspectives to see the problems that they have in the area of communication and how this affect their work environment. Management should invest and focus in this area, as internal communication and work environment are determining factors in the administrative effectiveness of an organization, they are necessary in order to achieve their goals. It is important to indicate if these are not developed properly and to understand why a balance between the collaborators and the organization cannot be achieved as this can produce dissatisfaction on the part of the collaborators, as they will feel that they are not important to the organization.

Keywords: Internal, communication, work, environment, management, organizations, effectiveness, collaborators, goals

El presente artículo se centrará en identificar cómo la comunicación interna y el ambiente laboral afectan a las organizaciones en la ciudad de Guayaquil. La investigación se centrará en el punto de vista de los colaboradores de diferentes organizaciones, compararemos sus perspectivas para ver los problemas que tienen en el área de la comunicación y cómo esto afecta su ambiente laboral. La gerencia debería invertir y concentrarse en esta área, ya que la comunicación interna y el ambiente de trabajo son factores determinantes en la efectividad administrativa de una organización y son necesarios para lograr sus objetivos. Es importante indicar si no se han desarrollado adecuadamente y comprender por qué no se puede lograr un equilibrio entre los colaboradores y la organización, ya que esto puede producir insatisfacción por parte de los colaboradores, ya que sentirán que no son importantes para la organización.

Palabras clave: Comunicación Interna, ambiente laboral, gerencia, organizaciones, efectividad, colaboradores, objetivos

Introduction

Communication is important for the human beings, as it is on our nature to want to interact with other persons and in the business world is not different. Nowadays, it is essential to keep the employees informed of the negotiations that the companies are doing and to promote the development of relationships between the personnel and the management in order to achieve the objectives proposed by the corporation.

The internal communication of a company needs to have a constant feedback system or otherwise the employees can lose a lot of necessary information in order to their work. Many corporations in Ecuador are not yet fully developed and don't pay a lot of attention to the work environment within their business. This can lead to employees being frustrated and generating negative feelings towards the organization, as they feel displaced or even in some cases they may feel that they are not useful for the company.

Both the work environment and internal communication are necessary to have administrative effectiveness and reach a balance between the organization and employees. If the internal communication of an organization is not good this can lead to a bad work environment for its employees causing them to be less effective at their job.

Literature Review

Internal communication

Internal communication is one of the most important aspects that an organization must follow through in order to be prosperous. There exist two kinds of communication, the official and unofficial one. The official communication is made out of policies, announcements, newsheets, and reports, among other things. Meanwhile, the unofficial communication is comprised of the way that the personnel of an organization interchange messages with each other (Kalla, 2005).

The type of internal communication within an organization has a lot to do with the type of business that the organization is in, its culture and their style of management. Internal communication is known by many names such as: internal marketing, communication management, corporate announcements, among others, depending on the market in which the organization is operating (Quirke, 2000).

Previously, the quality of the information that was passed through the organization was mainly reliant on the budget that was available at the present time. They were also restricted to declarations made only by the administration, which were mass distributed to all the workers within the organization. At the time, management thought that the creation of these simple announcements were enough and didn't considerate how their employees could perceive them (Asif & Sargeant, 2000).

In the past, communication inside the organization consisted only of anniversaries, birthdays, newborns and family related issues. Nowadays, it has become more complex, as it includes the vision, accomplishments, activities, work, contributions and the organizational objectives (Welch & Jackson, 2007)

There exist 4 forms in the process of internal communication within an organization, these are: corporate communication, line management, project peer communication and team peer communication. Corporate communication is when administration gives information to their employees, about their goals, events or changes that could affect the organization, among other things. It is a one-way form of communication. Line management refers to the team meetings between the supervisors and their subordinates where they exchange information. Project peer communication is two-way communication between employees in a project. Meanwhile, team peer communication is also a two-way communication between employees, but it happens in the form of team discussion within the organization (Welch & Jackson, 2007).

These 4 forms put an emphasis on how the internal communication has moved to different parts of organizations around the world. These include areas in staff development and strategic objectives. It also accentuates the importance of a two-way relationship between the administration and its employees in order to be successful (Zetterquist & Quirke, 2007)

Communication management is key to have a positive and productive organization, as these include the direction, the content and the communication itself within the organization. This is highly influenced by the hierarchical structure of the organization. There can be issues of control, status, rank, among others within the organization that can affect the communication from the employees and the management (Welch & Jackson, 2007)

Nowadays, organizations are embracing more dynamic structures, which means that they are more inclusive with their employees. This leads to open internal communication within the organization, where thoughts can flow without restrictions. There exist less prejudice and there are more prominent to interact with the managers and coworkers (Cees, B. M. v. R., Berens, G. and Dijkstra, M., 2005).

The management of internal communication within an organization can be different from organization to organization. The Human Capital department, the Corporate Communication department and in some cases even the Information System department can be the ones responsible for the internal communication in the organization (Argenti, 2007; Lehmuskallio, 2006).

Developing a better communication between the employee and senior management, especially the CEO or manager, could be the best way to improve the worker's happiness in their particular organization, as they will feel important or that they are essential to the organization. The employees usually have a lot of data that could help the management move the organization to a better situation within its business, therefore, it is important to have regular feedback from all levels in the organization (Gray & Robertson, 2005)

If it done right, the communication within the company will result in better productivity, reduced absence, better innovation levels, high quality and less cost at the moment of producing goods. Nowadays, organizations recognize the fundamental role of internal communication within an organization in order to be successful (Argenti, 2007)

Work Environment

The work environment comprises of behavioral environment and physical components that are attached to the employee, it refers not only to their surroundings. The behavioral environment refers to how the employees interact with each other, it is also important to note that the office environment can upset or calm an employee, they are represented by two components, interaction and distraction. Meanwhile, the physical environment is about the ability of an employee to physically connect with their surroundings, it falls into two categories, office layout and office comfort. (Haynes, 2008)

Two dimensions, work and context compromise the working environment. Context refers to the working conditions and the social working conditions. Meanwhile, work includes all the types of different features of the job, like how it is completed, activity training, and sense of achievement, variety and value of the respective task. There is a connection between job satisfaction and the environment (Gazioglu, S., & Tanselb, A., 2006).

Physical design of the offices and the conditions in which the employees work are important factors in their organizational productivity. It is important to try new building layouts and incorporate technology in the environment in order to have a better outcome. When the employee's needs are considered in the design, they work more efficiently. (Stallworth, 2011)

Facilitating a good working environment will play an important role in the employee's satisfaction in his workplace. Participation of managers and supervisors, having a better communication, teamwork, among other things are essential in order to have a good working environment (Spector, 2008).

The psychosocial environment of the organization is influencing the employee satisfaction, motivation, performance and health. Their performance relies not only in internal motivation but also in having the intellectual capacity, resources and necessary skills in order to do their job. It is important for the organization to not only provide good working conditions but to also train their employees (Anantharaman, 2010).

Most of the organizations don't pay attention to the working environment causing bad effects in the performance of their workers. In order to achieve a better working environment, the organization must invest in the safety of their employees, provide security with contracts, promote relationships between coworkers, give recognition, motivate them and make them participate during decision making plans for the organization. If the employees feel important, they will commit more to the organization in order to achieve their goals as they will sense that they are part of the team (Spector, 2008)

There exist different factors that can affect the working environment of an organization, such as wages, organizational structure, working hours and the internal communication between the management and their workers. It is important to promote the organization culture and the way they do business. The organization should treat fairly and accordingly their employees in order to make them happy. Most of the problems in the organization come from supervisors who don't give respect to their employees; also they don't tend to hear their ideas or share information, creating distrust from their employees. Furthermore, usually top management don't encourage their workers to come out from their comfort zone and give them more responsibilities (Lane, Esser, Holte, & Anne, 2010).

The communication between the workers within an organization is essential in order for them to achieve their goals. Additionally, the communication of the data between the management and their workers should be done in a well-timed routine so the organization can be run in an efficient way (Sell, L., & Bryan, C. 2011).

In case of a clash between employees, the organization can have a difficult time in order to achieve their objectives. It is important for the top management to encourage friendship and a sense of comradery within their workers. If not done properly this can cause irreversible damages and will usually end in the firing of one of the persons involved in the conflict (Tariq, M., Ramzan, M., & Riaz, A. 2013).

Methodology

According to Zorrilla & Torres (1992) “The methodology represents the way in which we organize the research process, the way we control the results and to present possible solutions to the problem that will take us to the decision making process.”

The present article will be carried out through a qualitative study, focusing mainly on structured interviews. This type of research seeks to describe how does the internal communication works and how this affects their work environment. By doing this, we can compare different points of view, weaknesses, strengths and opportunities in their respective organizations.

There were 3 subjects that were interviewed and gave their point of view in the sector of internal communication and work environment of their respective workplace. The subjects had different positions within their organization and different amount of time working for said organization.

Analysis of the Interviews

Interview # 1

Our first interviewed name is David Rendon and he works as an accountant in Colineal. In the interview he specified that has been working for this organization around 6 months, and in that time he feels that the internal communication in the organization is usually good but it could be better, as he has worked in other organization that seemed more professional in this sector.

The interviewed mentioned that even though his organization is currently under restructuring, he gets memos and emails about the organization objectives and new rules in a weekly period. He stated that the organization is constantly talking to their employees about their objectives and tells their department if there are lacking at a particular sector in their performance.

He was informed from the start about the politics and the culture of the organization but he wasn't informed about his salary or benefits that he could have by being an employee of said organization. Which he feels was something important to tell since he didn't know he had health insurance.

In the interview he also declared that he has a nice relationship with all his colleagues, many of them offering help when he has doubts and a good work environment overall. Likewise, he also mentioned that he his superiors give him enough preparation time before each task and give him the necessary tools to accomplish them.

But he also stated that even though his superiors seem open minded to new ideas and are always up to help him when he has doubts, he feels that they are not qualified to the job that they have, as they don't give motivational talks to his department or give incentives so they work harder. Also he mentioned that he doesn't feel that his efforts are recognized and feel taken for granted.

It is important to note that he said that only received around 1 hour of guidance before starting their work and feels that the company should invest more in giving capacitation to their employees and also focus a lot in the process of hiring new people based on their achievements.

Finally, he said talked about problems that he witnessed because of lack of communication within the organization. In this case, it happened to him, as he was involved in a car accident and the company didn't inform him he had health insurance. Because of this he had to pay the medical bills from his pocket instead of taking advantage of said insurance.

Interview # 2

Our second interviewed name is Carlos Ordonez works as an assistant manager in a family driven organization called Arte Linea, where he has been working for 2 years. He stated that from the first day he was informed about the politics and objectives of organization and what was expected from him. He also said that the company is continually trying to implement their work culture into their employees.

The organization communicates with their employees through emails and weekly meetings where they inform the employees about the situation of the company, about future customers and if they need to improve in something, usually related to customer service.

The interviewed also noted that the organization also didn't give him any prior information about his salary or any benefits that he could have by working with them, but he also said that he was given information about the necessary requirements that he should have in order to get the job.

As an assistant manager he stated that the top management usually listens to him and are open to new ideas, but he also mentioned that this was not always the case. He had to gain their trust the first few months he was working there. At first he felt that the management didn't listen to his ideas or suggestion to make the organization a better place. Nevertheless, he said that they are always informed about problems the company might have and always motivate their employees to work harder by giving them incentives.

It was also stated that colleagues at first also didn't listen to his suggestions, mainly because he was a new member in the organization but he also noted that he received help when needed and the communication between his work team always flowed clear and naturally. He never had any problem with his coworkers.

The biggest problem that the company has according to the interviewed is that it can be unprofessional at times since it is a family driven company. Most of the employees are related and this can lead to some disagreements between top management and its employees usually because of lack of communication.

One of the biggest problems they have in communication is related to customer service. As an assistant manager sometimes he gives orders to his subordinates about how to deal with certain type of clients, only to be contradicted by his superiors.

Interview # 3

Our third interviewed name is Francisco Reyes and he works as a manager in an international furniture organization called Saccaro located in the city of Guayaquil, where he has been working for more than 6 years. He stated that his process of hiring was extensive and had a lot of filters, where he was informed about the politics of the organization, the objectives they want to reach and the requisites needed to get the position. However, unlike the other organizations, he was informed about his salary and the benefits he could get by working with them, motivating him to try his best to get the job.

He revealed that the organization has weekly meetings to discuss everything done in said week, and is constantly giving them feedback about their work. He noted the transparency of the organizing and that the CEO is often in some of their meetings via internet or sending them memos on how to do certain things that could improve the situation of the organization.

The interviewed declared that even though he had different superiors in his years of work, all of them had been exceptional people, being highly qualified for the job and helped him with any doubts he might have had in the past. He stated that his superiors encouraged him to come up with new ideas for the company and to think outside the box, giving him confidence and feelings of appreciation to the organization.

The organization on numerous times have recognized his efforts by giving him appraisals

in front of colleagues or in form of diplomas, he also noted that there were incentives and bonuses if he did a good job resolving problems for the organization.

About his coworkers he also noted the professionalism and a sense of comradery between them, stating that they are always up to help him or others if necessary. The interviewed declared that there is a good work atmosphere in the organization mainly due to the process of hiring that they have, as they only accept the best of the best.

Nonetheless, he also stated that in the last year the company has being through a lot of restructuring, making him a little bit nervous about the future as he feels that they are changing some of their politics and work culture. He declared that the communication between management and collaborators is not as good as it was before because of this and causing problems to its employees.

Finally, he talked about one of the problems that is causing a bad work environment within they employees, is that they feel that top management is giving favoritism to one of the CEO's who was involved in a corruption scandal recently and that instead of firing him he was pardon. This gave a bad example to their employees and a feeling of hypocrisy by part of the management that where always promoting their work ethic and culture.

Conclusion

Through the present investigation it can conclude that internal communication helps the work environment in an organization because they facilitate the process of sharing information and helps in the daily tasks of the employees without inconveniences. Good communication is essential in order to have good interpersonal relationships among the employees of the organization.

Internal communication is necessary because it influences the organization identity of its employees, making them want to reach the company's objectives. According to the study conducted, the main factors that impact the communication within a company is the clarity in which the message is communicated, the way in which is passed, how this process occurs and the way the management communicate with each other and their employees.

Internal communication tends to have an effect within the work climate of an organization because if communication doesn't encourage employees to achieve their goals or if they are not informed about the values, mission, policies, goals and strategies of the organization, they will feel that they are not part of it and will feel discouraged and will soon lose the interest in working for the organization.

According to research conducted, the climate within the organizations are usually pleasing and motivating for the employees, mainly because they feel that they have support of their bosses and they feel that they have good teamwork with their colleagues, as well as having possibilities of growing within the organization.

However, there are still problems within the organizations in the city of Guayaquil that could be easily resolved. Most of the problems are because top management fail to motivate or listen to their employees. Nevertheless, the subjects affirmed that their work environment is overall a good one and that they are happy to be working for their organizations.

Recommendations

Internal communication is one of the most important aspects that organizations should focus in order to be successful and even though the internal communication of the organizations in the city of Guayaquil has been mainly positive there are some recommendations that they should take notice.

Organizations should continue with the strengthening of their internal communication to ensure that their personnel remain informed about the activities that the organization does, as well as to provide them with the necessary tools to do their job so they could avoid potential crisis that could affect the objectives of said organization.

The factors that could intervene in the internal communication should be closely monitored so that at no time they could influence in any negative way to the organization, and thus the personnel could work effectively and give a good service to the clients, helping the organization to achieve their goals.

They should continue with incentives and recognize the work of their employees to motivate them to work harder. Also the organizations should take into account new areas in which their employees can be useful and make them participate in the successes of the organization.

An environment of trust and respect must be promoted within the organizations so that there is always a good communication among employees and top management, so that criticism can be given and received in a positive way.

Communication with the work climate should be maintained in a balanced way to create an ideal environment where the employees can be developed in efficient ways and make them feel participants in the objectives that the organization is trying to reach in order to empower them and help them identify with the culture of the organization.

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Anexes

Interview

1. Información sobre mis progresos en mi puesto de trabajo
2. Recibir noticias sobre acontecimientos
3. Información sobre las políticas y metas de la organización
4. Información sobre los requisitos de mi puesto de trabajo
5. Información sobre los beneficios para los empleados y sueldos
6. Grado en que mi superior me escucha y me presta atención
7. Mi supervisor ofrece ayuda para resolver dudas relacionadas con mi trabajo
8. Mi supervisor confía en mí y está abierto a nuevas ideas?
9. Reconocimiento de mis esfuerzos
10. En qué grado mi jefe/a conoce y comprende los problemas de los empleados
11. Recibo información sobre los logros y/o fracasos de la empresa
12. La comunicación motiva y estimula el entusiasmo para conseguir las metas
13. Recibo con el tiempo necesario la información que necesito para realizar mi trabajo
14. Los conflictos son manejados apropiadamente a través de los canales apropiados
15. Grado en que los rumores son una forma de comunicación habitual en la empresa
16. Grado en que la comunicación con otros empleados es clara y fluye libremente
17. Grado en que las prácticas de comunicación son adaptables a las emergencias

18. Grado en que mi equipo de trabajo es compatible

19. Recuerda algún problema causado por falta de comunicación?