



## Internal Communication and Well-being: Organizational Challenge

Lamyae Fahmi

Morocco

**\*Corresponding Author:** Lamyae Fahmi, Morocco

**Abstract:** The importance of internal communication within an organization is crucial as it supports the employees in accomplishing daily tasks in a positive work environment. The purpose of this article is to empower the interconnection between effective internal communication and employee well-being. Previous authors in their studies revealed the circumstances of an inefficient communication strategy in the business and the impact on its growth. This article highlights the efforts that an organization should establish to accompany the collaborators, restore their trust and well-being, and enhance their skills. Communicating constantly allows the employees to raise their concerns and needs through different communication channels, which will make them feel heard. Today more than ever communication is challenging and requires attention, because, one mistake can cost the organization a lot in terms of reputation, thus, the loss of organizational trust. With the emergence of new forms of work, like full remote and hybrid, more difficulties occurred along with the digital revolution, which means that organizations are required to adapt their speech and communication platforms to the new technological, social, and economic changes to persist in a world of fierce competition.

**Keywords:** Internal communication, well-being, performance, Organizational reputation.

### 1. INTRODUCTION

Organizations deal with unique and different challenges day after day, but the real challenge is to maintain the well-being of employees, as they are the crucial elements to the overall performance. When the employees are demotivated and isolated, this automatically means that the organization lacks a solid communication strategy.

Internal communication has undergone major changes along with human development. This type of communication has taken different forms in different eras. Communication within an organization is a priority, and nowadays organizations cannot survive without a proper communication strategy. Communicating permanently with the employees is not a choice anymore; it is a requirement for the success of employees to enhance their performance, which will lead to an overall performance encouraging business growth (Ali et al., 2021).

We have employees from different backgrounds, cultures, beliefs, and perceptions within an organization. These individuals will encounter challenges and conflicts when working together in a certain context whether it is a common project or daily tasks to complete as a team. Internal communication is the key to a seamless workflow, even though the management will deny it. It is possible, as of late to measure the return on investment of communication efficiency through the turnover rate, willingness to stay, well-being, employee satisfaction, and engagement. These fundamentals of a healthy work environment cannot be achieved without effective communication, given that it has a major role in alleviating tensions and mental health issues (Anwar & Abdullah, 2021).

Management needs to be more aware of the repercussions of the absence of communication within an organization (Qin & Men, 2022). For example, there was a new change within the organization claiming that all the employees need to log out daily through a new platform on site otherwise they will be impacted. No written communication was sent to the team in this regard, they were only

informed verbally, and as a result, no one from work at home followed the new procedure when visiting or working from the office. This lack of communication led to confusion and disorientation, and therefore, the company will experience a loss of interest, engagement, and feeling of belonging (Ali et al., 2021).

### 2. INTERNAL COMMUNICATION

All organizations, regardless of size, need to adhere to the latest forms and tools of internal communication since it is in constant change. It began as a verbal statement that has developed into written and visual communication throughout the centuries. It was defined by an organization: *“Internal communication in my organization is defined as a purposefully oriented information exchange among employees”* (Meirinhos et al., 2022).

The information exchange with transparency is crucial to maintaining the work balance and overcoming any potential challenges or difficulties as one team, therefore, communicating at all the hierarchical levels is mandatory nowadays with the digital revolution where rumors can be easily spread. This will have a negative impact on the relationship between collaborators and the organization (Soparnot, 2012).

Employees expect to be heard and acknowledged by the hierarchy since it is human nature to be appreciated and to have a sense of belonging where you work, especially when employees spend their entire day at work with their coworkers on-site or remotely. (Anwar & Abdullah, 2021). Communicating seamlessly will not only help individuals handle their tasks optimally, but will allow them to grow, and evolve in their careers following the path of the seniors.

As per Maslow’s hierarchy of needs, we can easily understand human psychological needs, and how the organization restores their trust and respect. Each to their own needs and source of motivation means that communication needs to be tailored for them depending on their motives, perception, vision, and cultural background (Gillis & Business, 2011).

Communication is a complex topic to define; it has progressed with human civilization all along the years. Communicating is transmitting a clear message to a receiver through a channel by sending a code that needs to be decoded by the receiver, in their turn; they will send feedback to the sender as a response (Tanjung, 2018). As a result, we will stand in front of two cases, the first where the receiver will understand the message sent without interpretation and the second case where the receiver will grasp it in a way that is influenced by communication barriers such as noise, perception, cultural differences, language, background, and personal barriers.

Business communication is an asset to organizational performance; nevertheless, some responsible parties do not understand the purpose and the contribution it brings on multiple levels. Having consistent communication at work allows the employees to be informed, united, motivated, and engaged (Soparnot, 2012). This transparency that we have been lacking lately is what constitutes the brand image internally with the collaborators and externally with our clients and partners, thus, the need to establish a corporate communication strategy for the organization to encounter fierce competition while keeping the collaborators satisfied (Gillis & Business, 2011).

Referring to external experts or agencies to put in place a communication plan is ineffective. A communicator needs to be part of the company as they are in a better position to detect the needs, concerns, and challenges and will be familiar with the company's culture. Choosing the right strategy should not be left to chance but should be monitored by communicators; as a result, the company will have visibility on the employee's improvement and keep track of their engagement and motivation levels (Cooren et al., 2011).

Investing in a communication strategy is crucial for organizational performance and growth, in light of a successful communication campaign, companies will restore their reputation. But how can we measure this reputation, it is a major topic that varies following the perception and the image built by the standards set via social, cultural, religious, and political changes (Fombrun, 1996). The reputation of an organization easily sticks in everyone's mind, which is why it is hard to change it. If the company is known to hire the young generation or a company that cares about employee's mental health, this is how the stakeholders and public will perceive it.

Reputation is fragile since it can be destroyed by a simple rumor; hence, the role of internal communication is to prevent rumors from being spread by building a strong communication strategy to protect the collaborators, the management, and the organization. Allowing the company to discover the employees' concerns, difficulties, and challenges, will help the communicators to take action immediately. Acting promptly while connected internally with the employees is the key to preventing rumors and restoring the company's image internally and externally (van Riel, 1997).

Communication started with symbols then came writing as a major change; humans found a way to communicate decades ago and it keeps evolving with the digital revolution where we witnessed the emergence of new types of communication through different channels. Communicators refer to multiple and different channels of communication while setting communication actions whether to inform about a change or new update, engage a community, motivate a team, or prevent a crisis (Meirinhos et al., 2022).

Making the right decision is the hardest part for an expert regardless of the field; the same thing goes for communication: what is the right message? When is the perfect time to communicate? How is it going to be perceived? Should it be a one-to-one meeting or just a simple email? Should we organize training sessions to cover a specific topic? All these questions come before taking action. As a best practice, communicators are required to follow a communication plan selected beforehand, but at times unexpected events may arise, that call for immediate action (Zilina, n.d.). The aim of communication within an organization is building a solid link between the employees and the company, and ensuring a healthy relationship with different teams; these two elements are vital for the success of the business. Allowing the employees to speak up and express their emotions, will help the company to respond to them to achieve employee's well-being within their organization (Meirinhos et al., 2022).

The purpose of this article is to study the relationship between internal communication and the well-being of collaborators based on previous studies; communication is transmitting information and getting feedback from others. That enlightens the company with employee's needs, concerns, mental health, satisfaction, and feeling of belonging. These elements allow the company to detect risks of attrition and absenteeism, and prevent employee burnout and drop in the overall performance. Understanding the cultural, religious, and social factors that influence the communication flow and create barriers while communicating is a fundamental process to communicate correctly.

Implementing a new company's branch, for example, in a different geographical location in a country with new values, beliefs, and religion will create tensions at first, especially with the new collaborators. A communicator, as the main actor of internal communication, needs to adapt to these changes and proactively communicate about the importance of working together while accepting the differences between individuals (Gillis & Business, 2011). This must be a strength to the organization since they will all be collaborating towards a common purpose, which is the success of the organization while bringing various inputs. Communicating safely and freely without judgment means the organization sets an effective communication strategy where all the efforts are recognized. Respecting everyone's input and acknowledging their efforts will motivate the employees to develop positive attitudes at work and higher self-esteem. Empowering the collaborators to achieve higher performance while maintaining psychological well-being and a work-life balance is the communicator's main aim (Qin & Men, 2022).

### 3. WELL-BEING

Studying well-being through interdisciplinary approaches will allow us to have a wide vision of how it can be reached by employees. *"Subjective well-being reflects individuals' perceptions and evaluations of their own lives in terms of their affective states, psychological functioning, and social functioning"* (Lopez & Snyder, 2002). The dimensions of well-being on social and psychological levels, where individuals evaluate their personal and professional lives through cognitive and affective approaches, allow us to study the level of positive psychology and fulfillment as well as a high level of satisfaction. Our aim, as communicators is to study constantly the well-being of employees to improve the internal communication strategy and actions, in a way, to align with the company's culture and values.

At all costs, organizations that care about their collaborators are ready to invest all over the departments to attain a high level of engagement and commitment. Employees today expect to be understood and to receive psychological support daily, which helps them overcome challenges and alleviate negative emotions such as stress and anxiety (Cooren et al., 2011).

Encouraging peer communication as well is important, since, it allows the collaborators to build strong links with their coworkers and exchange ideas and thoughts. Setting a strategy requires the collaboration of multiple departments such as Human resources, finance, communication, operation, and medical department; the mobilization of all these resources under a common purpose will lead the company to restore organizational trust internally with employees and externally with stakeholders (Mazzei, 2010).

Now that internal communication takes place in organizations, it is mandatory that it is efficient to avoid negative repercussions; that can lead to a drop in performance, lack of motivation, dissatisfaction, and turnover. Organizations that communicate effectively achieve good performance compared to those that lack a communication strategy (Meirinhos et al., 2022). Communicating within the organization allows an understanding of the company's vision and enhances employee engagement toward the success of the company, thus, the use of various communication means to promote, inform, engage, and motivate the collaborators.

#### 4. COMMUNICATION STRATEGY

Deciding which means of communication to use requires a pre-analysis of the situation and the expectations of the receiver to determine the speech to be used along with the channels of diffusion. The organization communicates to persist in today's world, with the occurrence of new forms of working remotely or hybrid. The organization needs to double its efforts to reach everyone's expectations everywhere (van Riel, 1997). With the digitalization of the majority of the processes, it is possible to communicate easily through an internal chat platform or meetings through video conference if looking for feedback from collaborators. We can also communicate through Newsletters or digital boards displayed on the intranet and site if the aim is to inform about new changes like new acquisitions or opening positions (Mazzei, 2010).

Maintaining this connection between employees and the organization facilitates the workflow in a healthy environment, where everyone is fulfilled and engaged (Gillis & Business, 2011). Opting for team-building activities and organizing special events to celebrate the employees, as a communication strategy is valuable since it will bring positive and direct results to their well-being and mental health. Having a good relationship with the hierarchy encourages the employees to do their best towards a common purpose. (Lopez & Snyder, 2002).

Lately, organizations that understand the significance of individuals as the main component, have been going beyond simple communication strategies by implementing creative actions to build a sustainable bond, For instance, organizations refer to sports, collaborative art projects, and external activities to enhance problem-solving skills as a group and develop leadership (Meirinhos et al., 2022).

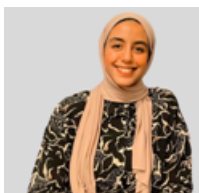
#### 5. CONCLUSION

Communication is the key to overcoming difficulties and challenges and building a strong relationship with the organization. Empowering the collaborators with different tools and channels to express their thoughts will help them develop a sense of belonging and reduce tensions within the workspace. Hence, measuring the well-being of individuals is still complex even though some researchers have set a few indicators in confluence with psychological, physical, and sociological approaches. Communicating effectively will remain a challenge in the digital era, which is in constant change including the emergence of new tools and channels, like the presence of the organization in social media and the usage of artificial intelligence to keep track of new developments and findings. In this regard, communicators are responsible through their decisions to detect the employee's needs and expectations to maintain their well-being.

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### AUTHOR'S BIOGRAPHY



**Lamyae Fahmi**, is currently pursuing a Ph.D. in Information and Communication Sciences at the University of Mohammed VI RABAT, Faculty of Arts and Humanities. In addition to her academic pursuits, she is a learning specialist in customer experience. Her research interests encompass corporate communication, communication audit, well-being, and reputation management.

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