

# Planning Internal Communication Profile for Organizational Effectiveness

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## Abstract

Organizational communication is a multi-disciplinary subject area incorporating business communication, organizational behaviour, psychology, human resource management and much more. If organizational communication strategy is carefully planned with cerebral diligence it can change the attitudes and thereby the overall behaviour of the employees, making them more responsible and committed to work. In organizations where human collaboration forms the basis of productivity, organizational communication assumes paramount importance because effective collaboration primarily hinges on communication as a vehicle for binding the employees together for a common objective. This article aims at presenting communication as a crucial variable in sizing up the dynamics of organizational functioning. Since employees have themselves posited through multivariate surveys that improvement in communication can mobilize the ambient functioning of an organization, this area is of prominent interest to human resource manager and deserves to be featured as one of the descriptors of his job profile as a task of colossal importance on his occupational agenda. Thus, one has to carefully design communication apparatus, internal communication matrix as an HR tool. By integrating the applications of human resource management, communication, psychology and organizational behaviour, one can formulate a holistic model of communication that can redefine the communication profile of an organization and streamline the internal communication process for organizational effectiveness.

## Keywords

Communication, organization, human resource management, motivation, change management

## Introduction

Organizational communication is a multi-disciplinary subject area incorporating business communication, organizational behaviour, psychology and human resource management. Argenti (2007) defines internal communication as strategic communication. If organizational communication strategy is carefully planned with cerebral diligence it can change the attitudes and thereby the overall behaviour of the employees, making them more responsible and committed to work. There are many studies that ascribe business success to a successful internal communication programme (Cees, Berens & Dijkstra, 2005; Holtz, 2004; Quirke, 2000). Kalla (2005, p. 304) defines internal communication as the ‘the formal and informal communication

taking place internally at all levels of an organization’. Bovee and Thill (2000, p. 7) describe it as ‘the exchange of information and ideas within an organization’. In organizations where human collaboration forms the basis of productivity, organizational communication assumes paramount importance because effective collaboration primarily hinges on communication as a vehicle for binding employees together for a common objective. Many international studies converge on the conclusion that internal communication forms the backbone of business (Asif & Sargeant, 2000; Johnson, 2001; Quirke, 2000; Welch & Jackson, 2007). If an organization experiments with a new paradigm of communication programme, it can constitute a communication network that can cut down unproductive communication cases and can make transmission of crucial

information accurate and easy to understand. Organizational communication training is particularly of prime importance in large heterogeneous organizations. It is important to note that till date scant work has been done on the in-depth impact of communication training in enhancing organizational productivity. The reason why prolific work has not been done in this area is that it is very difficult to calibrate the changes that can be attributed to experimentation with communication profile of an organization. A study conducted by Melcrum (2004) reached an interesting conclusion; 66 per cent of internal communication practitioners did not have a measurement tool for assessing internal communication effectiveness. They did not correlate communication performance and business goals. Even if communication training is imparted, the cost component of the training is very obvious, but the pay offs, which challenge conventional tools of performance measurement, cannot be computed and as an upshot it seems that communication aspect has been enormously accentuated in the rating of organizational output. The domain of communication performance is not characterized by prolific studies and hence has not been comprehended properly (Pandey & Garnett, 2006). Therefore, this article aims at presenting communication as a crucial variable in sizing up the dynamics of organizational functioning.

## Literature Review

Communication is the prime means to devise and promote organizational goals (Gardner et al., 2001). Organizational communication comprises a systemic study of symbols embedded in discourses, interactions, media, networks, persuasive campaigns and broader discourses within an organization (Cheney et al., 2004). The field has grown prodigiously large over past few years and scholars are still working on defining its scope. Internal communication has been variously defined as 'internal relations' (Cutlip et al., 2006), 'internal public relations' (Kennan & Hazleton, 2006) and 'communication with employees internally within the organization' (Cornelissen, 2008). Traditionally, the growth of internal communication was paralyzed by impecunious budgetary allocations (Asif & Sargeant, 2000). It was circumscribed to the proliferation of a packet of mass messages to employees and management announcements (Quirke, 2000). But in recent few years companies ratified the importance of internal communication by spending huge budgets on its programming (Johnson, 2001). It has been noticed that blockages in

communication, faulty structure of intra-organizational communication may lead to disasters. Hargie et al. (2004) assert that lack of effective communication have led to the development of a gamut of problems comprising 'at one end of the continuum, job dissatisfaction and stress, through to damaging strikes, operating losses, bankruptcies, production line injuries, shipwrecks, plane crashes and, at the other extreme, mass slaughter in the field of battle' (p. 5). One of the extensive surveys conducted by Karian and Box (2006), a UK-based consultancy, has proven that the companies have started acknowledging the effect internal communications may have on overall business growth. Hence, internal communication has been adjudged as a 'central component of effective business operations' (Hargie, et al., 2004, p. 5). One can take a communicational audit of the organization and treat it as an organizational asset—a capital. Internal communication is the core process by which business can create value. Poor internal communication results in work inefficiency. A huge canon of literature points at the vital role internal communication plays in enhancing the productivity in an organization (Cees et al., 2005; Holtz, 2004; Karian and Box, 2006). Communication enhances teamwork also. The corporate objective needs to be communicated in a fashion that excites the employees, builds their trust in organization and makes them feel accountable for the upshot of company business operations. Historically, as Holtz (2004) observes, internal communication in companies comprised four Bs: birthdays, babies, brides and bowling scores. But today the canvas of internal communication has become wider involving the act of sharing organizational goals and strategic vision with the employees (Welch & Jackson, 2007). Internal communication management encompasses 'participation in communication, its direction and the content of communication' (Welch & Jackson, 2007, p. 184). But the degree of participation and the direction of communication depend on the hierarchical architecture of an organization; 'issues of status, power, rank and prerequisites often cloud the form and content of upward communication' (Silburyte, 2004). Since employees have themselves posited through multivariate surveys that improvement in communication can mobilize the ambient functioning of an organization, this area is of prominence to a human resource (HR) manager. Thus, one has to carefully design communication apparatus, internal communication matrix as an HR tool. Effective communication leads to enhanced productivity, reduced absenteeism and costs, and higher levels of innovation and quality services (Argenti, 2007).

## Research Methodology

This article examines the challenges that plague internal communication by reviewing the existing literature available on organizational communication comprising case studies, empirical research, and observations made by various scholars. It attempts to find rejoinder to these challenges in the form of certain communication practices that can act as performance enhancers at the organizational level. The cardinal aim of the article is to construct an internal communication model for organizations based on eclectic literature approaching the issue from discursive perspectives. This model is propounded with a view to augment organizational productivity. The article draws heavily from huge sample of literature review to support the communication principles, policies and programmes proposed to design, devise and deconstruct the communication profile of an organization. The article focuses on exploring methods to handle the complexity of diverse cognitions and motivations that preempt stakeholder interactions using effective coalitions of various communication channels that can ameliorate the longitudinal communication between managers and their subordinates. Hence, the work is a qualitative research adopting historic approach scrutinizing specialized literature available on organizational communication. The article tends to be exploratory in terms of the theoretical framework it tries to build to present a perspective on internal organizational communication.

## The Tacit Knowledge of Communicative Rules

It is interesting to see how this network of communication works across the various echelons of hierarchy. This communicative flow is governed by subtle subconscious absorption of certain rules that the communication climate embeds in the employee psyche. Many of these rules are not explicitly administered but implicitly comprehended and followed. These latent rules operate impacting the communication behaviours of the employees. Most importantly it decides the fate of superior-subordinate relationships, the level of job satisfaction, the leadership models followed, the decision-making process—the factors that have a profound effect on the organizational behaviour and thereby the productivity at the workplace. Apparently this may seem to be in disjoint with the rational management

thinking, but deep down if the employee behaviour is dissected and laid threadbare, it is found that the way interpersonal relationships are shaped, they have direct correlation with the communication behaviour of the subjects involved. Welch and Jackson (2007) consider internal communication as ‘the strategic management of interactions and relationships between stakeholders at all levels within organizations’ (p. 183). ‘The most prominent topic within research focusing on internal communication issues is leader—coworker communication’ (Johansson, 2007, p. 95). Many times crucial information is not effectively channelled owing to the communication constrictions that the author of the information assumes depending on his past empirical learning about what, when and how he is supposed to encode his message.

## The Concept of Communication Satisfaction

Try different constructs of organizational communication for the smooth functioning of a workplace so as to give optimum level of communication satisfaction to the employees which, in turn, can boost their morale. Now organizations are designing flatter structures of hierarchy to enable inclusive communication and are experimenting with new forms of communication events (Silburyte, 2004). Many psychological testing tools are in essence questionnaires on the dialogues an employee is allowed to exchange with his supervisory manager, which then is put to scoring mechanisms to deduce the inference regarding the level of satisfaction he enjoys in his work regimen. It has been observed that more the scope of having dialogue with the supervisor, better are the results. Involvement of senior level executives in internal communication process is one of the major themes reiterated in management literature (Asif & Sargeant, 2000). Hence, majority of the researches and surveys give the upshot that there is a need to maximize communication in the organization, since it has a directly proportional reciprocal relationship with the employee’s chances of sticking to the organization with continued commitment. Unrestrained communication featuring support, warmth, and dialogue in lieu of monologue fosters the bonding of the management and employees (Tourish & Hargie, 2000). Success of leadership depends on communication devices employed to construct common focus and create shared meaning; ‘Leadership accounts for two-thirds of the impact on employees’ attitudes and

behavior' (Zetterquist & Quirke, 2007, p. 19). Improving the quality and periodicity of communication of the senior management, particularly of CEO, can prove to be the most 'cost-effective way to improve employees' satisfaction with communication in their organizations' (Gray & Robertson, 2005, p. 26).

A simple 'From-To' notice board displays can be used to exhibit the direction in which the company is steering its progressive moves. Managers can take cascading workshops of employees in batches of 20–25 and communicate to them organizational strategies. Such workshops can be taken in periodic rounds till all participate. This will give all employees communication satisfaction.

Surveys can be conducted via Intranet to assess employee satisfaction with internal communication mechanisms. Employees feel satisfied when their managers give them explanations and justifications along with information evincing genuine interest. New HR policies can be explicated through audio, videotapes and teleconferences. Managers can facilitate acceptance of their HR policies by encasing them into benefit statements; information can be packaged in a manner that can show the employees where lies their benefits. Such an act of translation of policies into benefit statements can easily elicit positive response from the employees. A literature can be introduced as an organ for employees to put anonymous queries to management and the replies by the management can be published and circulated internally so that others are also encouraged to feel free and to pose their questions. This act will definitely foster trust in fair and transparent governance. Clichés employed by the management presenting staff as an invaluable organizational asset meet with a scepticism that dubs them as 'one of the great lies in business' (Garratt, 2000, p. 5). Robertson (2005) suggests that modern corporate houses have become 'information gluttons' yet are 'starving for the kind of communication that fills people's need to share understanding and meaning and foster trust' (p. 4).

Install suggestion programmes for employees to submit their suggestions for curbing costs and minimizing wastage of company resources and reward best suggestions. Such communication initiatives are sure to enhance employee motivation and loyalty. Argenti (2007) states that events such as the dot-com bubble puncture, debacle of esteemed firms like Enron and the outsourcing of jobs to foreign service sites have 'further necessitated strong communication channels between management and employees to win employee trust and loyalty' (p. 54).

## The Role Communication Plays in an Organization—Planning Communication Profile

Communication plays a vital role in mitigating conflicts, sharing information with accuracy, impacting attitudes, developing understanding, and as a tool of persuasion to guide employees in a subtle manner to act in desirable ways. The lines of communication can be structured in a manner that makes upward and downward mobility of messages hassle free without being circumscribed by any hierarchical rigidity. It is better to rely less on formal networks of communication channels. The more formal and the more rigid the system is communication performance will be poorer. The attributes such as trust, openness that are culture determinants in an organization can be directly ascribed to communication. Tall hierarchies with multiple lines of reporting lead to distortion and loss of message quality. In a study of the organizational culture of the US State Department, it was found that its size and multiple levels had a distorting and slowing effect on internal and external communication (Pandey & Garnett, 2006). The quality of feedback individuals receive in carrying out their job responsibilities is a crucial factor. If employees feel that they receive feedback only when they do something wrong then it may serve as a warning signal for administering improvement. Lateral communication is also important as employees look for psychological support from their peers. Dolphin (2005) opines that colleagues are an important resource for a manager in an organization. The organization's goals ought to be made clear to each and every employee by communicating them in a manner in which the employees can relate them to their day-to-day work. In this way a manager can make the information more meaningful to his subordinates. In a case study at Volvo Cars, it was found that employees were not satisfied with the kind of communication tools used by managers as most of the times they transmitted information without contextualizing it or without connecting it to the employees' work (Simonsson, 2002). New theoretical researches on leadership accentuate the importance of dialogue between managers and their employees but this has merely remained a rhetoric which is discussed but not practised (Simonsson, 2002). Yet another case study conducted by Johansson (2003) on the ways in which managers communicate mission statement to employees in a company concludes with more or less analogous findings—there were many shortcomings in the internal communication system operating in the company. The

managers endeavoured to solve communication problems merely by repeating the messages rather than aligning them to the employees' work so that they make sense (Johansson, 2003). These case studies clearly point at the need of imparting communication knowledge and support to the managers for forging and fostering their relationships with their coworkers for better understanding since in both the case studies it was found that the managers lacked knowledge about their coworkers (Johansson, 2003, p. 338; Simonsson, 2002, p. 247).

One can try cutting down the procedural complexities in communication medium. Clear and effective channels of communication beget productive work ambience. Improving communication performance of an organization is a slow, painstaking effort which demands sustained investment of efforts. Organizational communication comprises personal feedback, supervisory communication, subordinate communication, coworker communication, organizational integration, corporate information, communication climate and media quality. There should be participation and involvement in decision making, cooperative and receptive information sharing, person-oriented message exchanges. Communication satisfaction is vital to job satisfaction, task performance, productivity, commitment and morale. The case study of General Motors demonstrates how transforming organizational communication through an initiative called 'internal communications improvement process' helped translating business strategy into action (Grates, 2004). For revolutionizing communication profile of an organization the following steps can be taken:

- Produce a newsletter that provides a medley of local, functional and corporate information:

While many companies are moving to the convenience of electronic newsletters, there are still companies that recognize the importance of providing employees with a newsletter that they can hold in their hands and take home to share with their families. (Charles, 2005, p. 21)

- Organize quizzes on the organization's objectives, vision, mission, line of functioning etc.
- Conduct diagnostic meetings with management and employees to have a real-time understanding of opinions, perceptions and conditions.
- Conduct regular department meetings to maintain role clarity.
- Undertake a periodic pulse check to capture what's being heard and received by employees and to get grapevine assessment.

- Have a hotline number for secure complaint calls to the management.
- Answer employees' anonymous queries through 'employee speak' publication—for internal circulation.

Thus, engage the employee audiences emotionally, intellectually and behaviourally in the company's success. A communication junction can be created for monthly meeting of communication leaders from internal, media, brand, financial and corporate disciplines. Prepare a template for this junction meeting to get updates of the communication status on all the fronts. Employee mentoring can be done by sending messages regularly pertaining to latest management thinking, leadership and other aspects of business that will aid the working style of people in organization. The internal communication team of Ikea, a global home furnishing retailer concludes, it is not just technology that makes or breaks an intranet—the usage of intranet should be planned to accommodate the needs of the employees—what information they require (Gleba & Cavanagh, 2005, p. 31).

The Columbia accident investigation board (2003) noted that NASA's organizational culture discouraged subordinates' dissent and hindered the open exchange of information (Jabs, 2005). Communicative rules are not articulated explicitly, but are embedded in speech and implied in every interactional utterance. Hence, managers should be cautious while communicating because inadvertently they might end up conveying a rule which can hamper communication.

The way communication is handled decides the attitude of the staff and their commitment to the organization in today's era of erosion of corporate loyalty. Listening skills are valuable as these skills are not judgmental and carry out function of perusing messages. Interpersonal communications in organizational context should be genuinely warm, natural, user-friendly conversations to which employees can relate in lieu of being loaded with cold, lifeless jargon and managerial bombast. Leadership culture of collaboration, consultation and participation rather than that of intimidation promotes congenial culture. Clarity and consistency in sending messages across all levels of hierarchy, one-on-one communication and the leadership style operating in the organization have been found to be one of the vital determinants of organizational commitment. Paucity of willingness to undertake internal communication matters seriously can impact an organization's success in staff retention and may proliferate dissatisfaction at lower levels

of the organizational hierarchy (Shaw, 2005). By communicating the full picture regarding the direction of organizational goals and by clearly elucidating the individual role in the entire circuit of organizational operations, by giving regular feedback so that the employee can assess his daily output, by consulting employees in decision-making process the management can make the employees feel valued.

In lieu of investing in technology for communication networking use human medium of transmission because what people want is dialogue. Instead of just following conventional media organs—articles in the company paper, improved bulletin board displays and a monthly letter from president, closed-circuit television monitors for announcements from the president, try new, unconventional means to gel with the junior and middle-level managers. The president can go in semi-formal suit and mingle with employees, discuss with them company issues in coffee-breaks thus surmounting official barriers. Face-to-face communication is the most opulent channel of communication (Kahai & Cooper, 2003). Face-to-face interaction is the most preferred mode of communication desired by employees and proves to be more effective than information officially issued through a communiqué (Cees et al., 2005). Organizational communication is not just impersonal media. Leaders must get the pulse of their followers. Usually executives perceive communication as an extra-curricular activity and fail to realize that management is communication. Deployment of opulent media for communication can foster close manager–subordinate bonding (Sheer & Chen, 2004). Use communication systems that signal one organizational voice. Installing tool-bars of CEO-chat, introducing CEO blogs are efficient organs of communication. A complaint secure hotline to report business lapses directly to CEO can lead to formulating better policies to curb malpractices. The CEO connection with middle-level and junior managers is restricted, hence, sharing a meal or a game with them can make wonders. Veena Padmanabhan, General Manager Talent Engagement and Development tells about Channel W Chat, CEO blogs and live webcast of management meetings as technology interventions facilitating smooth communication flow in Wipro, a multinational company based in India. Initiate ‘talk and listen to the employees’ campaign. Misgivings and assumptions kill open culture. Randomly picking people and taking informal discussions with them, has been tried by Mahindra & Mahindra with its communication campaign of ‘aligning thoughts, inspiring actions’ (Mueller & Lee, 2002). In the age old job scenario

one-way communication could work because jobs were few and aspirants many, but now to retain talented people open-door policy in communication is the need of the hour.

### **Embedding Positivity in Workplace Format of Diction**

The in-house dialogue transaction with a special emphasis on the diction employed in the interpersonal message exchanges that characterizes the communication style of an organization is an important factor. Certain words like ‘memo’ have negative connotations. Whenever it is said that an employee has received memo, it is perceived as a harbinger of negative news. Hence, new nomenclature for the carrier formats of messages can be coined which will conjure positive image in the minds of the recipients. To kick start such new initiatives during induction programmes, when new batches of employees join the organization, a file carrying the formats and specimen copies of all the message types that are used in the organization can be given to the incoming employees as a guidebook tutorial to follow. It will be found that such exercises will visibly improve the in-house culture of the work place and will also reflect in message links with the external publics.

Try diverse models of team communication which can foster an open communication climate in the organization. The use of standard templates, formatting meetings, a televised address of CEO for his employees at periodic intervals, sharing company information through SMS or intranet updates can redefine the company image for the employees. Sharing of messages give the employees a psychological feeling of being a part of a close-knit corporate clan where they are perceived as important stakeholders. Such positive self-perception will foster loyalty and commitment which can give rejoinder to the brain teasing problems of attrition that human resource managers are required to address. The visibility of CEO is important so that for employees he does not remain just a figurehead impersonated in his signature, but as a ‘live’ mentor, who is like a captain of a ship manning their professional manoeuvres. If geographic barriers pose insurmountable problems, at least televised addresses will give employees a positive mental image of their management, which in turn is bound to have a profound impression on their working style. If possible, teleconferencing and videoconferencing technologies can be used to bridge the gap between the diverse lines of organizational functioning—the staff and the management and many problems that crop

up owing to incommensurate expectations from both the sides can be dealt with adroitly. This can be viewed as a Communication-HR practice and many more such practices can be introduced in the organization to form a congenial working environment. As Johansson (2007) puts it,

- Managers' communicative competence does not meet the needs
- Informal communication between leaders and coworkers is important
- Leaders and coworkers are, on a rhetorical plane, aware of the importance of and need for dialogue, but in practice, one-way communication still dominates.

### **Use of Standard Templates for Communication Alignment**

It is said that managers spend about 60 to 80 per cent of their time communicating and hence it is necessary for managers who need to function as effective leaders to make a constant use of communication instruments to create sense, share vision and build common purpose (Hargie & Tourish, 2009). For smooth and consistent organizational communication, formatting can be followed wherever possible. If standard templates are prepared for almost all kinds of internal and external communications it will streamline the communication process. Also possibility of miscommunication will drop since intelligibility of the messages transmitted will be enhanced as all communicators would be following more or less the same guidelines defined by the frameworks of these templates. Although subjectivity in the communication act cannot be completely ruled out, yet the template can govern the placement style of important information and structuring of the information. For this to happen, templates can be frozen after a lot of thought investment and careful planning. Also for different sorts of communication, different colour codes for paper, different size codes for files can be decided in case paper communication has to be maintained. Even on intranet, different backgrounds can be standardized for different types of in-house messages. This will not only give professional look to the texts but also will make communication easy to follow by curbing subjectivity discrepancies to a great extent. It will also make the process of separate and systematic filing of specialized information easy. If meetings can be formatted by taking a formal tutorial on how to conduct meetings, and how to design effective templates for authoring agenda and

recording minutes of the meeting, it will further cut down unproductive cases of team communication.

### **Use Grapevine as a Communication-HR Tool**

A manager can intelligently use grapevine to bring out into open the resentment, the frustration and other negative communication behaviours to the fore and purge the organizational climate of these interpersonal conflicts that hamper the productive output of the work place. Use informal birthday parties, games, programmes for awarding appreciation publicly as informal communication episodes to create a culture of free communication.

Effective use of company intranet, arranging periodic meetings for facilitating catharsis of the suppressed sentiments in a controlled manner are some of the tools to bring constructive changes in the organizational fabric. A meeting can be arranged by the supervisor where he can discuss just the topics of informal talk, so that he can sense which rumours are brewing in organizational grapevine. He can ask the participants to note down anonymously the rumours that they have heard on a piece of paper. Then he can collect these notes and take the notes one by one giving the factual status on each rumour. In this way he will be able to exercise control over grapevine, know what is going on in Chinese whispers and reinforce the trust of the employees in the sanctity of formal network of communication. It is the duty of a manager to ensure that rumours do not spread by offering precise information (Jones & George, 2008). A company portal can be exclusively devoted to informal talk so that informal intranet messages do not mince with formal important messages in information overload.

### **Communication Sensitivity Programmes**

Dolphin describes internal communication as 'transactions between individuals and groups at various levels and in different areas of specialization and these transactions are intended to design (and redesign) organization and coordinate day to day activities' (Dolphin, 2005). Diversity in communication styles of the employees functioning in disparate disciplines can lead to miscommunication or communication breakdown at times which can be prevented if they are tutored to develop sensitivity towards the communication needs of professionals from different backgrounds. For this industry can join hands with academia to get its team coached by academic stalwarts who have done

research in the domain of communication and who know how to wield this soft tool for company's profit.

## The Role of Communication in Change Management

Communication plays a pivotal role in the successful implantation of change in organizations as it is deployed as a tool for declaring, and elucidating the change. Kitchen & Daly, 2002 claim that supportive communication is the most important factor for the existence of an organization. Mark Hughes (2006) defines change as 'attending to organizational change transition processes at organizational, group and individual levels'. When a company undergoes major change breakthroughs the HR managers have to shoulder the responsibility of enacting the role of change agents using tactful strategies to take employees in the stride for effective change management. 'Today, everyone with the title of manager, in one form or another, has to be a change manager' (Lewis et al., 2006). For implementing effective changes the organization can do promotional marketing of changes so that employees will buy in these changes, dispel apprehensions regarding changes because usually changes do engender feelings of insecurity and create a positive inspiring vision of change by creating a pictorial image with a catchy slogan as herald for a new beginning, thereby delineating change as sunshine revolution. Successful organizational change does not end with merely overcoming resistance; it involves generating enthusiasm for change too. 'A successful strategic change entails achieving significant shifts in an organization's direction, vision and values, a transformation that requires stakeholders to understand and accept a new conceptualization of the organization' (Davison et al., 2004). One can create a data bank of frequently asked questions pertaining to changes with answers and provide them to the employees so that rumours do not mushroom. 'During times of change, when people are hungry for news, alarmists have a field day; rumours and misinformation proliferate. Leaders who learn how to use informal networks well can gain a huge advantage' (Lewis et al., 2006, p. 186). Mainly have extensive dialogues with the talk leaders who are instrumental in spreading news and moulding opinions. Organize presentations and include key stakeholders to discuss change. Use multifarious channels to communicate more and more information about change as early as possible. Explain the entire change programme not only in terms of the big picture but also in terms of specific changes that will affect

each department's functioning style. Use stories and metaphors to accentuate the positive outcomes of the change underpinning the negative repercussions. Display posters for picturesque rendering of the positive in the change revolution. Cummings and Worley (2005) opine that one of the prime analytical processes to be adopted during change involve formulating devices to design interactions among employees.

Since managers have to function as change agents many times, for example, when the company is heading towards a merger or an acquisition status, employment of the strategies of organizational communication can help them handle the employee reactions in a more effective manner at such a crucial juncture in the corporate history. Kreitner (2004) suggests that in implementing change processes, managers need to focus on employee reactions and devise ways to tackle resistance. DeWitt (2004) opines that resistance to change is natural in people. The manager can use a visual and a written image of the future to build credibility in its team to view the changes occurring in the organizational set-up through positive lenses. The manager can use face-to-face communication, questionnaires to sense the employee perceptions about life in the organization, particularly at the time of crisis to quash the rumour mills on the work, thereby overriding erroneous notions by using clear and consistent communication processes.

A manager can become a creative leader if he has the ability to empower the people working under him by following the principles of mentoring by listening and using questions to get the pulse of what is bothering their minds. Deetz and Putnam (2001) note that even though we live in a liberal democracy people are not heard and their goals are not taken cognizance of. Instead of acting as a 'talk leader', one can play the role of a listening leader leading employees from problems to solutions not by explicit guidance but by tacit suggestions. Thus, participative form of communication can revitalize the communication system of the organization.

If a manager charts out a communication plan, carefully contemplating the kind of message channels used, the kind of motivation he can give to his employees using communication as a motivational tool, he can control and direct their minds for positive results by creating a vision that inspires them all. If he knows how to identify talk leaders at the helm of informal networks to spread the right kind of information, he can handle any change or crisis situation in the organization effectively. The verbal specialists who are the movers and shakers in the organization can be made part of the presentations and discussions about

the change and fed with positive inputs so that negativity cannot rule the roost when it comes to the rumours destroying the company goodwill in face of major organizational changes.

## Conclusion

Internal messaging is an important organ of communication in organizational governance and, therefore, planning a communication profile can go a long way in streamlining organizational functioning. If one formulates right patterns of communication for intra-organizational transactions, one can impart communication satisfaction to employees. 'The purpose of managerial communication in any organization is to achieve correct and effective information, both vertically and horizontally, in order to accomplish in good conditions the internal and external requests according to the managerial and organizational objectives' (Niculae, et al., 2006, p. 66).

By integrating the applications of human resource management, communication psychology and organizational behaviour, one can delineate a holistic model of communication that can redefine the communication system of an organization. An adept employment of organization communication strategies can address those complex issues related to motivation, team functioning and leadership at workplace which plague the working of human resource managers.

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