THE ROLE OF INTERNAL COMMUNICATION IN BUILDING A POSITIVE CORPORATE CULTURE

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Abstract
In a dynamic business environment, maintaining a positive corporate culture is key to long-term success. The role of internal communication in the process of establishing and maintaining a positive organisational culture has been widely debated, but there is no clear consensus on the most effective communication strategies and techniques. The method used in this research uses literature research method. The findings of this study indicate that effective internal communication plays an important role in the formation and maintenance of a positive corporate culture. Key findings include the importance of transparency, openness, and two-way dialogue between management and employees. In addition, the use of innovative communication technologies was found to increase employee engagement and facilitate the establishment of a collaborative and supportive work community.
Keywords: Internal Communication, Positive Corporate Culture.

Introduction

In the era of globalisation and increasing business competition, organisations are faced with various challenges to remain relevant and competitive. As one of the key elements in achieving competitive advantage, corporate culture has received considerable attention in management literature and organisational research (Afsar et al., 2021). Corporate culture, which includes the values, norms and practices shared by members of an organisation, plays an important role in determining organisational effectiveness, including job satisfaction, organisational commitment and employee performance (Al-Omari et al., 2020).

A positive corporate culture has crucial importance in promoting a collaborative and innovative work environment, having a profound impact on employee motivation, job satisfaction and loyalty (Al-Swidi et al., 2021). When employees feel engaged and

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valued, this can significantly lower turnover rates, increase productivity, and strengthen a company's reputation, thereby attracting new talent and retaining the best. A positive culture also facilitates organisational adaptation to market and technological changes more quickly, allowing for more efficient decision-making and bolder initiatives (Ali & Anwar, 2021). Externally, a strong culture creates an attractive corporate image for customers and investors, enabling sustainable competitive advantage and long-term growth (Alshurideh et al., 2022). Therefore, understanding and investing in corporate culture not only benefits employees internally but also strengthens the company's strategic position in a competitive global market. On the other hand, internal communication is understood as a vital tool in shaping, conveying and maintaining aspects of corporate culture.

An effective internal communication strategy for positive corporate culture building involves an inclusive approach and a variety of methods. It should prioritise transparency, openness and active engagement from all levels of the organisation, creating a space for two-way dialogue where employees feel comfortable to voice their ideas and feedback (Asbari et al., 2020). Integrating modern communication technologies, such as online collaboration platforms and knowledge management systems, can make it easier for information to circulate and strengthen the sense of community. Organising regular town hall sessions, workshops and feedback sessions will support this endeavour by ensuring that communication is not only top-down but also bottom-up. Periodic recognition and reward of employee contributions plays an important role in reinforcing the organisation's core values and strengthening employee engagement (Aula & Mantere, 2020). Through the implementation of such practices, organisations can create a transparent, inclusive and supportive work environment, where a positive corporate culture can thrive and endure (Azeem et al., 2021).

However, while the importance of internal communication in this process has been recognised, there is still a gap in the literature on how specifically internal communication mechanisms can contribute to the development and maintenance of an effective corporate culture.

The questions of what makes internal communication effective in the context of corporate culture, how organisations can design and implement effective internal communication strategies, and what challenges are faced in the process, still require further exploration. Moreover, in a dynamic business landscape, with changing technology and employee demographics, internal communication strategies must constantly adapt to remain effective.

Through this lens, this research seeks to fill the gap by analysing in depth the relationship between internal communication and corporate culture. The research is intended to provide new insights into internal communication practices that can support the development and maintenance of a positive corporate culture, while

identifying challenges and deriving strategic recommendations for effective implementation. Thus, this research is not only academically relevant but also provides added value for practitioners in the field of human resource management (HRM) and internal communication to develop more effective strategies in facing these challenges.

Research Methods

The study conducted in this research uses the literature research method. The literature research method is a qualitative approach in research that relies on secondary sources of information in the form of published data such as scientific journals, books, articles, research reports, and other official documents. This approach is used to collect, review, and analyse findings from existing studies to generate new ideas, identify trends, or answer research questions. (Abdul et al., 2024); (Alfaisal et al., 2024).

Results and Discussion
Definition of Internal Communication

Internal communication is the process of exchanging information, ideas, and messages that takes place within an organisation among different levels and departments to ensure that all members of the organisation are on the same page regarding the company's goals, policies, and activities, thus enabling efficient cooperation and building a united and productive corporate culture (Bagga et al., 2023). It involves various communication methods ranging from formal meetings, corporate emails, newsletters, collaboration apps, to informal communication platforms, with the aim of strengthening relationships within the organisation, increasing employee engagement, and supporting the achievement of the Company's strategic goals (Baran & Woznyj, 2020).

Company Culture

Corporate culture is a system of values, beliefs, attitudes, traditions, and behaviours that are maintained and enacted within an organisation, which shapes the way employees and management interact with each other and how the organisation serves and communicates with its clients or customers (Bednar & Welch, 2020). This culture is shaped by the company's history, type of leadership, organisational structure, policies, rituals, and norms and determines the way work is done. Such corporate culture not only influences the work climate but also significantly contributes to corporate identity, competitiveness, and overall performance (Bertassini et al., 2021).

A key component in the understanding of corporate culture includes the core values held by the organisation, where these values form the basis for daily decision-making and actions (Budur, 2020). In addition, the corporate vision guides long-term goals, while the corporate mission defines the objectives and approaches used in achieving the vision. Corporate rituals and ceremonies affirm and reinforce these values

and beliefs, while the stories and myths that develop within the corporate corridors act as a means of cultural transmission. The language used, symbols, and social structures and hierarchies are also important elements that support the existence and growth of corporate culture (Burke, 2022).

A positive corporate culture is critical as it acts as the backbone that strengthens employee engagement, satisfaction and productivity, while reducing turnover rates and increasing the attractiveness of the company to potential employees. With a supportive culture in place, the work environment becomes more collaborative and innovative, allowing employees to feel more connected and committed to the organisation's goals (Chanana & Sangeeta, 2021). A positive culture also helps in building a good corporate reputation in the eyes of customers and other stakeholders, leading to stronger relationships, increased loyalty, and ultimately contributing to overall business growth and sustainability. A positive culture not only improves internal performance, but also influences external perceptions and the general success of the company in a competitive market (Cherian et al., 2021).

Internal communication plays a key role in shaping and maintaining a company's culture; open and effective communication between management and employees creates transparency, builds trust, and ensures the company's vision, values, and goals are clearly and consistently conveyed, thus facilitating shared understanding and better collaboration (Christensen & Lægreid, 2020). When internal communication is well executed, it allows the company culture to grow and develop in a way that benefits all parties, by reinforcing positive interactions, constructive feedback, and alignment of employee behaviour with company values, which directly improves employee morale and overall organisational performance (Clark et al., 2020).

Impact of Internal Communication on Corporate Culture

Effective internal communication has a profound impact on company culture by reinforcing a smooth flow of information, increasing understanding and alignment between employee goals and the company's strategic objectives. Good communication creates a sense of belonging and shared responsibility, making employees feel more informed, engaged and valued, which in turn drives motivation, commitment and productivity (Cornelissen, 2020). In addition, open communication allows space for dialogue and exchange of ideas, supports innovation, and reduces misunderstandings and internal conflict. When employees are empowered by effective two-way communication, they tend to be better brand ambassadors, improving relationships with both colleagues and customers (Duryan et al., 2020).

Conversely, poor internal communication can have a significant negative impact, undermining company culture quickly. It can result in incorrect or incomplete information circulating within the organisation, making the workspace inefficient, causing frustration and confusion among employees. A decline in trust in management

can occur, as well as the generation of rumours that can take a toll on morale and team cohesion (Ellitan, 2020). In the long run, ineffective internal communication is expected to reduce employee engagement levels, increase turnover, and undermine collective initiatives that can hinder the company's growth potential and competitiveness in the market (Fathurahman, 2022). Therefore, to support a strong and positive corporate culture, it is important for management to prioritise open, honest and proactive communication as part of the overall corporate culture strategy.

Building solid internal communication practices is a strategic step in nurturing and protecting corporate culture. A focus on strengthening communication can be done through various means, such as implementing internal communication platforms that facilitate information exchange, holding regular meetings, and organising Q&A sessions with management, all of which demonstrate the company's commitment to transparency and inclusiveness (Fitriasari, 2020). The implementation of training and development programmes for managers is also important, with the aim of improving leadership communication skills, which will affect the entire Company hierarchy (Graham et al., 2022).

In conclusion, effective internal communication plays an important role in shaping, developing and sustaining a positive corporate culture, which ultimately leads to higher organisational performance. The direct impact of well-maintained communication is felt in increased employee satisfaction and productivity, as well as in a company's ability to retain its top talent. On a broader perspective, fostering strong communication not only strengthens internal values but also enhances the company's reputation in the eyes of external audiences, making it a more resilient and adaptive entity in the ever-changing market dynamics.

Internal Communication Strategy
Vertical and Horizontal Communication

Vertical communication in an organisational context refers to the flow of information that moves up or down in a formal organisational structure. It is a traditional communication model in which leaders and managers convey policies, instructions, and goals from higher hierarchical levels down to employees, while the employees send their feedback, concerns, and reports to higher levels (Guerra et al., 2020). Successful vertical communication is important to ensure that all parts of the organisation work according to the guidelines and goals of the go and that verst read of everyone about on coordiness and Chanakin decisco gebir lali. However, too much reliance on vertical communication can pose a risk if information does not flow freely or is blocked at some point, resulting in unwanted separation between management and employees, and slowing down decision-making (Guzeller & Celiker, 2020).

On the other hand, horizontal communication describes the exchange of information between individuals, teams, or departments at the same hierarchical level

within a company. This type of communication is necessary for effective collaboration and often drives innovative advancements as it provides a means for peer-to-peer sharing of insights, knowledge and best practices (Heath, 2020). In horizontal communication, hierarchical barriers tend to be minimised, which encourages a more egalitarian environment in the workplace and speeds up the problem-solving process. Organisations that support horizontal communication often see increased employee engagement and faster adaptation to change due to decision-making facilitated by dialogue and discussion (Hongal & Kinange, 2020). To support effective horizontal communication, it is important to have an organisational culture that emphasises the importance of information sharing and cooperation, as well as tools that enable easy cross-departmental communication (Huy et al., 2021).

In conclusion, both vertical and horizontal communication are critical components in the creation of an integrated and efficient work environment. Vertical communication ensures that organisational goals and policies are effectively translated and implemented, while horizontal communication facilitates cross-departmental collaboration and employee empowerment. To maximise the effectiveness of communication and positively impact organisational performance, both should function in harmony in the form of a two-way communication system that opens the door to continuous dialogue, feedback and knowledge sharing. By combining these two forms of communication, organisations can foster a transparent and inclusive culture, help speed up the decision-making process, and ultimately strengthen strategic and operational alignment to suit the dynamic needs of contemporary business.

Internal Communication Methods

Methods of internal communication within an organisation are diverse and can be tailored to the needs and culture of the company. One commonly used method is through the use of an intranet, a digital platform where important information such as company news, policies, updates, and resources can be accessed by all employees (Kalogiannidis, 2020). In addition, communication tools such as corporate email, newsletters, and internal blogs are also effective for keeping all members of the organisation informed and engaged. The use of modern technologies such as collaboration software, such as Slack or Microsoft Teams, allows for real-time communication and more efficient collaboration between teams and individuals, helping to increase the speed and effectiveness of operational decision-making (Lee et al., 2021).

On the other hand, regular meetings such as town hall meetings and Q&A sessions with executives create a forum for open dialogue and transparency. This gives employees the opportunity to share ideas, gain clarification and get direct insight from upper management on the company's situation (Leidner et al., 2020). More personalised methods such as mentoring and coaching programmes are also very

important in internal communication, enabling one-on-one knowledge transfer and strengthening relationships between individuals within the organisation. In any approach, the key principles to keep in mind are the appropriateness of the method to the organisation's values and goals, as well as prioritising employee accessibility and receptivity to the chosen communication format (Levi & Askay, 2020).

In conclusion, internal communication methods cover a wide range of techniques and tools that aim to improve employees' work experience, ensure all members of the organisation are informed and engaged, and facilitate cooperation and operational efficiency. From the use of digital platforms such as intranets and collaboration software to regular meetings and mentoring programs, it is important for organisations to choose and implement methods that best suit their specific culture and needs. By combining modern technological approaches and human interaction, companies can create a transparent, inclusive and adaptive work environment that supports continuous growth and innovation. The strategic implementation of these various internal communication methods is key to strengthening the foundation of communication within the organisation, supporting the achievement of common goals, and increasing employee satisfaction and productivity.

Communication Training for Employees

Employee communication training is one of the crucial aspects of human resource development that aims to improve effectiveness in communicating in the work environment. These training programmes often cover a wide range of topics, such as interpersonal communication, emotional intelligence, presentation techniques and teamwork (Lee et al., 2021). These sessions are designed to equip employees with effective verbal and non-verbal communication skills, understand how to manage conflict, and how to deliver and receive positive and constructive feedback. This training not only improves individual performance but also facilitates more synergistic teamwork and better coordination between departments within the organisation (Li et al., 2021).

The implementation of communication training is often done through workshops, seminars, and coaching sessions, which can be held internally or with the help of external service providers. By investing in communication training, companies can create a more open and inclusive work environment where employees feel valued and have room to grow (Lin & Huang, 2021). In addition, employees trained in communication tend to be better able to handle work stress and pressure, improving their ability to make decisions and solve problems. Finally, it also helps in increasing job satisfaction and lowering employee turnover rates, resulting in a more stable and productive organisation (Lubis & Hanum, 2020).

Challenges of Internal Communication Implementation

Implementing effective internal communication in an organisation is often challenging. Firstly, diversity in the modern workforce creates complexity in communication. With different generations, cultural backgrounds, and communication preferences, it is difficult to create a communication strategy that responds to the needs of all employees (Manzanares et al., 2024). For example, older employees may be more comfortable with emails and printed newsletters, while younger generations may favour digital communication through apps and social media platforms. This means that organisations should seek balance in choosing the most effective communication tools for all (Martínez-Caro et al., 2020).

In addition, the perception of information overload is also a challenge. In this digital age, it is easy for employees to feel overwhelmed by the amount of information they have to process each day, which can obscure important messages (McIlwraith, 2021). The importance of filtering and prioritising the information communicated is crucial so that core messages can be received without creating information fatigue. This requires clear policies on how and when to communicate, and attention to information management skills as part of employee training (Men et al., 2020).

Resistance to change is another challenge in implementing internal communication. Any changes in communication processes or tools are often met with scepticism or reluctance, as employees may feel comfortable with the old ways (Sudarmo et al., 2021). Overcoming this resistance requires a planned approach that is sensitive to the needs of employees. Changes should be communicated carefully, providing adequate training and demonstrating clear benefits to employees. Employee involvement in the change process can provide a sense of ownership and minimise resistance, enabling a smoother transition to new, more effective practices (Morris et al., 2020).

Thus, facing the challenge of implementing internal communication is an indispensable aspect of human resource management in modern organisations. Diversity of the workforce, risk of information overload, and resistance to change are the main obstacles that need to be overcome. To overcome these challenges, organisations must adopt an inclusive and flexible approach to communication, prioritise clarity of information, and manage change strategically. This includes selecting the right communication tools, customising communication strategies to suit diverse employee needs, and facilitating the transition to new practices through employee engagement and training. Prioritising the effectiveness of internal communication will not only improve cooperation and efficiency within the organisation but also increase job satisfaction and employee loyalty, ultimately contributing to long-term organisational success.

Conclusion

Effective communication between management and employees is key to creating and maintaining a strong and positive work culture. The findings suggest that clarity in communicating the company's vision and values, regularity of team meetings, and management's availability to give and receive feedback are important factors that shape employees' perceptions of the company. Open and two-way communication facilitates knowledge sharing, strengthens relationships between staff, and reinforces commitment to common goals, thus helping to create a supportive and collaborative work environment.

Furthermore, the communication techniques and tools used play an important role in facilitating a positive culture. Digital media and innovative communication platforms, for example, have played a vital role in increasing the accessibility and speed of communication between employees, especially in large-scale organisations. The use of internal media such as newsletters, intranets and discussion forums not only streamlines information distribution but also provides opportunities for employees to provide input and feedback, which makes them feel valued and actively involved in the development of the organisation. In conclusion, this study validates that strategic and structured internal communication is the foundation for establishing and sustaining a positive corporate culture.

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