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# Communication as an element of knowledge for the company's human resources

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**Abstract**

Internal communication systems have been present in companies with the aim of solving the need for information of the work team. Is necessary to analyse the already extended knowledge on the different communication strategies including the new technologies in the business environment and the methods and tools used in the internal communication, taking into consideration the factors affecting both the nature of the transmitters or receivers and the message sent. This paper highlights results of research focused in how internal communication takes place in companies offered (SME's).

It is a diachronic study from the perspective of analyzing the content, set specific aspects related to the entry of new technologies in the field of business communication and how technology developments change the way of understanding the sending of information in the work environment to comprehend the methods used by companies to perform this communication as well as influence do the new technologies exert on the internal communication policies in the 21st century. An efficient communication generates some advantages for the company and its employees within the field of work organisation. It expands and improves the relationships between employees and fosters the flow of information necessary to maintain productivity.

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## 1. Introduction

Internal communication systems have existed in companies for years. The interest in informing and being informed on what occurs in a company in relation to work raises the need for means which facilitate contacts between two or more members of the organisation with a view to information reaching its target appropriately.

This work aims to guide a deductive research to expand knowledge about communication strategies in the business environment and the methods and tools used in each one of these strategies in relation to the different factors that can have an impact on the nature of the message or the information sent. Various specialized reports (Study of Communication-Cinco Dias, 2014; Ranking GPTW, 2015) assesses the uses and benefits of internal communication with respect to the latest technologies and how these advances translate into effective changes when it comes to communicating different pieces of information in various directions

## 2. Objectives

The research has focused, as main purpose, to discover business strategies to make visible its communication policy. We have also raised the following specific objectives:

The goal of the following article is to go deeply into the relevance of internal communication in business, going into the differentiations that can be made taking into account the defining characteristics of the transmission of information, depending on factors such as the channel that conveys it, the nature of the message or the identities of both sender and receiver.

- Identify the key message communication in business
- To explain the methods used to reach that communication to employees that should enable a genuine exchange of information and a connecting link between different work teams.

## 3. Methodology

### 3.1. Methodological framework

The work is based on a deductive basis, where theoretical concepts are compared with the sample and therefore linking the conceptual base with the "practice requirements" (Popper, 1962).

Thus the results of a qualitative and quantitative analysis focuses character, within the framework of content analysis, the study of internal communication are contributed to this article, with special interest in research format responses regarding the quality of that communication in business. This qualitative "methodology allows us to obtain a multiple conception of reality, while understanding it in a thoughtful and critical way, and approach to the environment where the action is" (Cabero, Hernandez, 1995: 43).

In particular it is to highlight the importance of methodological triangulation in this type of business communication related studies. Denzin (1990: 297) defines it as "*the application and combination of various research methodologies in the study of the same phenomenon*" Other authors speak of comparison tool (Rodriguez, Pozo & Gutiérrez, 2006: 1) that requires "knowledge and time" Donolo (2009).

This research has been chosen triangulation of data as reference to the use of strategies and various sources of information on data collection to contrast it done. This triangulation is spatial because the data have been collected in different companies to assess different responses, and staff, since it means accepting samples of subjects workers employed in enterprises.

### 3.2. Empirical context and sample

To this end, the research has focused on a representative sample of a larger group - in this specific case made up of a series of workers from three different companies - to whom some standardised questions have been asked with a view to elucidating the unique features of each sample in relation to the issue of interest for the study.

The aim is to study a sample of 50 persons, age range between 25 and 55 years old, working in companies where internal communication system, where it is intended that the sample used in the study is representative of it is

implemented, whether it is a reflection scale.

What determines whether the sample chosen is valid to represent society in general is not the number of individuals included in the survey but the quality of the selected sample, which allows the results obtained for a small group to be translated and applied to a larger group.

The sample used in this study collects the answers of fifty workers from three SMEs, located in Huesca (Spain), where new internal communication means are being implemented. The questions asked to this group of people and their respective answers gather information on how internal communication is perceived from the point of view of those who use it frequently, and on the importance, benefits and influence of this communication. As Dirube (2006) points out, "The lack of formalisation in the communication processes, the overabundance of information and the corresponding increased stress levels are some of the most common barriers to internal communication within organisations.

## 4. Analysis and results

With the aim of highlighting the importance of internal communication in businesses, this study has been conducting data collection through forms, the results assess the degree of satisfaction of workers with such communication. Fifty staff members of three SMEs between 20 and 50 workers, located in Huesca (Aragón-Spain) answered such closed-ended multiple-choice questions, thus providing results that can be extrapolated to a larger and more generalised sample of society.

Established questions were:

What is the best way to communicate with the top of your company?;

How the new technology had an impact on communication within the company?

How do you assess the implementation of a new communication system in your business through technology 2.0?

First time, the respondents had to answer on their degree of satisfaction with each of the different forms of contact with their hierarchical superiors in the company.

A large majority, 60 %, chose the mail to communicate, perhaps due to a good implementation of internal network in some companies, according to the III Report on Internal Communication in Spain (2002), (...) noted that "concerning the implementation of Intranets, is the most consolidated medium that is helping to enhance the value of internal communication".

Only 5% chose meetings as the best way to communicate with the management, which proves that the more human and direct communication is preferred to the use of new technologies. These, in the form of email and Intranet or internal corporate network, were chosen by a lesser number of respondents, 10%, as an ideal formula to contact their superiors. A slightly larger section of the sample, 20%, chose the telephone as the ideal form of communication.

Divided the sample between sexes and age as well, no worker between 25 and 30 years marked the meeting as the best option. A percentage of 26% of men between 30 and 45 years and 10% of women opted for the mail as the best way to communicate with the company. That percentage decreases in the range of 45 to 55 years, which other phone option (6% of men and 2% women) and also the meeting with a 4% only in men appears. (Figure 1).

The following question asked in the study refers to changes due to the gradual implementation of new technologies in the field of communication. A large majority of the respondents, 70%, agree that the use of these new techniques helps to improve the work environment, since they now have a means of maintaining contact with other staff of the company to get information from them. There is broad agreement among the rest of the respondents, 30%,that the use of new technologies has brought about a substantial improvement in internal communication. None of the respondents answered that these technologies did not mean any type of change nor improvement in the conciliation process. Freire (2009:63) already established that "The social distance characteristic of human relationships on the great estate did not permit dialogue. The proper climate for dialogue is found in open areas, where men can develop a sense of participation in a common life. Dialogue requires social and political responsibility."

In this case all age ranges have accepted that new technologies improve the work environment, highlighting men between 30 and 45 years, with 22%, and women, ranges between 25 and 30 years, and 30 to 45, with 12% in each

The third question, assumes 40%, was a request to give the worker's personal assessment of "technology 2.0". In this case, the majority of the respondents again emphasized improvement in the work environment and highlighted the

manageability of information achieved with these new methods. Only a minority of the sample, 6%, gave more importance to reducing misunderstandings among workers as the main improvement derived from technology 2.0. No respondent acknowledged having perceived no change at all after the implementation of these communication systems in the company. 54% states that help improve the work environment. The entire sample is interesting to see how 20% of men between 30 and 45 years and 14% of women between 25 and 30 years valued improve the working environment thanks to the inclusion of new technologies. That percentage, perhaps due to age and soon habit of technological tools, is reduced to 6% in the case of men between 45 and 55 years and 2% in the case of women of the same age range.

## 5. Discussion and conclusion.

According to the study outcomes, the main conclusion of this work is the presence of new technologies as a means of effective corporate communication. Involves many advantages for businesses, as it improves their organisation and makes them more efficient. The more information received, the better the interdepartmental connections, the personal relations and, therefore, each individual's performance and productivity at work. Good communication is the basis for a good work environment, proving that productivity increases as workers feel more satisfied and happier with their tasks in a space dominated by a pleasant interpersonal atmosphere. Misinformation on a fact affecting the tasks of a work team is the result of bad internal communication. Changes, whether positive or negative, always have to be communicated to other parts of the company or, at least, to those departments that will be affected. Having this information will lead those affected to know how to react in time and how to deal with the possible consequences.

Having a good communication system is vital for the correct execution of corporate tasks and for creating an environment favourable to their execution.

The new technologies, always in constant change and transformation, are a means for the exchange of relevant and interesting information for the human component of the business. IT developments must always be at the service of good understanding and the transmission of data among staff, thus ensuring communication through all possible channels, be it between departments, between different levels of the hierarchy or between workers of the same corporate sector or area of the company.

As Harrison (2000) points out, "*good internal communication is crucial in supporting the success of an organisation's global communications*" (p. 135). Summing up, new technologies are the perfect tool for internal communication, both on an interdepartmental level and between the same level of the hierarchy: they improve labour relations and help to create a feeling of unity and belonging. The traditional methods have been replaced by new technologies, since communication through meetings and the use of the telephone are being relegated to another place. In short, new technologies are the perfect tool for internal communication, both interdepartmental and between same rank, improve labor relations and help create a sense of unity and belonging.

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