Farmer, M. (2021). 4 Ways to Build a Solid Internal

Communications Strategy. *Public Relations Strategies & Tactics*, 4(4), 1–3.

Farmer, a public relations specialist, presented an overview of ways to improve internal communications within an organization. The foundation of his message rested on the importance of internal communications in an organization to create organizational culture from the inside rather than employees reading about the organization in the media and formulating their opinion from the outside. While not an academic study, Farmer’s article is valuable in my research in that it presents evidence for the necessity of internal communications to create the organizational culture.

Karanges, E., Johnston, K., Beatson, A., & Lings, I. (2015). The

influence of internal communication on employee engagement: A pilot study. *Public Relations Review*, 41(1), 129–131. <https://doi.org/10.1016/j.pubrev.2014.12.003>

Asserting that the importance of employee engagement and internal communications has not been empirically challenged, the authors tested this relationship. Siting the confirmation of social exchange theory, the authors note that internal communication creates meaning within the workplace and allows for goals, values, and relationships to be fostered. The importance of this study in my research rests in the emphasis on social exchange theory and providing a confirmed theoretical foundation for my hypothesis.

Krywalski S.J. (2020). The influence of internal communication

satisfaction on employees’ organisational identification: Effect of perceived organisational support. *Journal of Economics & Management*, 42(4), 70-98. <https://doi.org/10.22367/jem.2020.42.04>

Providing further support for the theoretical foundation of my research, Krywalski cites social exchange and social identification theory as the rational for the importance of fostering effective internal communications within organizations. Through a survey of employees which measured satisfaction of internal communication, the author established a direct correlation between the benefit of perceived support in internal communications and employee’s values and goals lining up with organizational goals. This study is an excellent resource for data confirming my research into the importance of symmetrical internal communications and employee satisfaction.

Lee, Y., & Kim, J. (2021). Cultivating employee creativity

through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. *Public Relations Review*, 47(1), N.PAG. <https://doi.org/10.1016/j.pubrev.2020.101998>

Lee and Kim (2021) survey employees of a large organization to determine how internal communication with top-level management impact the highly personalized aspects of creativity and relationship fostering. Both authors are professors of communication, with a background outside of business. Feedback was found to be quintessential in fostering creativity. The benefit of this study to my research is minimal, although it does emphasize the importance of top-level management in the communication process.

O’Neill, K., Hodgson, S., & Mazrouei, M. A. (2015). Employee

Engagement and Internal Communication: A United Arab Emirates Study. *Middle East Journal of Business*, 10(4), 3–28. <https://doi.org/10.5742/mejb.2015.92716>

O’Neill, Hodgson, and Mazrouei (2015), conducted an exploratory study on internal communication in organizations within the UAE, with a focus on communication channels within the workplace. Results indicated that face-to-face communication and e-mail were the most effective modes of internal communication, with both methods fostering a sense of engagement with employees. This study is of particular importance in my research, as it clearly presents evidence of the type of communication that is most effective in internal communications.

Pirjol, F., & Radomir, L. L. (2016). Internal Communication--Its

Role and Performance in Developing the Strategy of an Organization. *Management and Economics Review*, 1(1), 52–70.

The authors overview various styles of internal communication and attempt to show which communication is most effective. The study is weak and fails to pin-point a specific type of communication or unequivocally state results that confirm their hypotheses. The general nature of concluding that internal communication is important has already been thoroughly studied. The authors assert that their study will flush out which type of communication is the most efficient, yet the study results fail to name this specifically.

Poloski, V. And Bilusic, M.R. (2020). Building organizational

trust through internal communication. *Corporate Communications: An International Journal*, 26(1), 70-83.

Poloski and Bilusic explore the relationship between trust and internal communications. This research is important to my own, as the level of trust between employer and employee has been shown to have strong correlation to employee satisfaction. As part of the faculty of economics and business at the University of Zagrehb in Croatia, the authors lend creditable evidence that internal communication strategy of organizations correlates to employee satisfaction through the building of trust.

Tkalac Verčič, A., Galić, Z., & Žnidar, K. (2021). The

Relationship of Internal Communication Satisfaction With Employee Engagement and Employer Attractiveness: Testing the Joint Mediating Effect of the Social Exchange Quality Indicators. *International Journal of Business Communication*, 1. <https://doi.org/10.1177/23294884211053839>

Vercic, Galic and Znidar (2021), all of which are faculty members in the Economics and Business department at the University of Zagreb in Croatia, surveyed 1805 employees and determined internal communication is a vital part of employee satisfaction and employer attractiveness. The benefit of the study for my research rests in the exploration of employee engagement with internal communication and how it clearly illustrates how important social exchanges are in creating positive employer/employee relationships. Of particular note is the fact that the authors focused on attitudinal responses and support of two-way communication responsibility, mentioning the benefit of open communication and employer attractiveness.

Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the

Effects of Internal Communication and Emotional Culture on Employees’ Organizational Identification. *International Journal of Business Communication*, 58(2), 169–195. <https://doi.org/10.1177/2329488420914066>

In a study on creating a positive emotional culture within an organization, the authors used a Likert-type rating scale to assess the results from previous studies on internal communications strategy its effects on positivity in corporations. The study found that effective internal communications strengthened employee identification with the organization and, when positivity was a focus of communication, overall benefits were witnessed. The study provides a solid foundation for my research on Internal Communications within a corporation. The authors engaged in a thorough and knowledgeable explanation of previous studies and the primary author is a professor of Communications at the University of Florida.

Zaumane, I. (2016). The Internal Communication Crisis and Its

Impact on an Organization’s Performance. Journal of Business Management, 12, 24–33.

In an exploration of how ineffective internal communication can lead to organizational crisis, Zaumane, professor of applied sciences at the University of Vidzemes, presents a case study of a small organization’s (50 employees) internal crisis communications. The study is of particular importance to my research in that it illustrates that a lack of asymmetrical internal communication is most frequently problematic during times of organizational crisis. Furthermore, the author emphasizes that organizational culture must be in line with the organization’s communication goals in order for asymmetrical communication to occur, a point that is seminal in my research.

Reference:

Farmer, M. (2021). 4 Ways to Build a Solid Internal

Communications Strategy. Public Relations Strategies & Tactics, 4(4), 1–3.

Karanges, E., Johnston, K., Beatson, A., & Lings, I. (2015). The

influence of internal communication on employee engagement: A pilot study. Public Relations Review, 41(1), 129–131. https://doi.org/10.1016/j.pubrev.2014.12.003

Krywalski S.J. (2020). The influence of internal communication

satisfaction on employees’ organisational identification: Effect of perceived organisational support. Journal of Economics & Management, 42(4), 70-98. https://doi.org/10.22367/jem.2020.42.04

Lee, Y., & Kim, J. (2021). Cultivating employee creativity

through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. Public Relations Review, 47(1), N.PAG. https://doi.org/10.1016/j.pubrev.2020.101998

O’Neill, K., Hodgson, S., & Mazrouei, M. A. (2015). Employee

Engagement and Internal Communication: A United Arab Emirates Study. Middle East Journal of Business, 10(4), 3–28. https://doi.org/10.5742/mejb.2015.92716

Pirjol, F., & Radomir, L. L. (2016). Internal Communication--Its

Role and Performance in Developing the Strategy of an Organization. Management and Economics Review, 1(1), 52–70.

Poloski, V. And Bilusic, M.R. (2020). Building organizational

trust through internal communication. Corporate Communications: An International Journal, 26(1), 70-83.

Tkalac Verčič, A., Galić, Z., & Žnidar, K. (2021). The

Relationship of Internal Communication Satisfaction With Employee Engagement and Employer Attractiveness: Testing the Joint Mediating Effect of the Social Exchange Quality Indicators. International Journal of Business Communication, 1. https://doi.org/10.1177/23294884211053839

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