

# Intra-organizational communications as a factor of staff satisfaction with sustainable development work

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**Abstract.** The article presents the results of a study of intra-organizational communications using the example of a Russian organization with a staff of more than 1000 people and an assessment of the impact of this factor on the level of staff satisfaction with sustainable development work. The empirical part of the study was carried out by the questionnaire method of 50% of the organization's personnel. The data were processed using the SPSS Statistics program (version 21). Construction of a balanced and sustainable model of vertical and horizontal communications in the organization based on the needs of staff for information about the internal processes and external environment of the organization and its regular monitoring allows you to increase the efficiency of the communication process. Personnel satisfaction with the organization of the communication process is one of the indicators of the effectiveness of intra-organizational communications. It gives a positive correlation with the overall satisfaction of personnel with work. The communication activity of personnel and a high level of awareness show the involvement of employees in the development and adoption of managerial decisions of the organization and have a positive effect on their professional responsibility.

## 1 Introduction

In conditions of a high level of uncertainty in the external environment, information and communication technologies for organizations are an important area of investment. The authors V. Scuotto, G. Santoro, S. Bresciani, M. Del Giudice cite the data of an empirical study conducted at small and medium-sized knowledge-intensive enterprises in Italy [1]. The results of the study prove the improvement of intra-organizational innovation processes and external communications of organizations and have a positive effect on the creation of

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new products and services, increasing production efficiency and its competitiveness. In this context, for large organizations, it is important to unify and standardize the process of introducing new communication technologies [2].

An effective communication process within an organization has a positive effect on the intensity of social change. Intra-organizational communications allow constructing architecture of relations in an organization, and it, according to researchers C. Trivedi, S. Misra, creates collective wisdom and informational potential of the social and professional community [3]. An important conclusion of the authors of the article is the definition of the critical role of the communicative process in the organization of positive social changes. Correctly built information communications in the organization ensure the generation and integration of knowledge on the basis of continuous social interaction of professional groups and departments, which in general has a positive effect on staff satisfaction with work and the results of production activities [4].

N. Azaizah, I. Reychav, D.R. Raban, T. Simon, R. McHaney draw conclusions about the positive impact of the introduction of social networks of an organization as a tool for communication between employees and departments [5]. They presented the experience of a corporation with divisions in different countries. Communication and knowledge sharing between organizational units in a multinational organization is improved using social media [6]. The authors carried out a comparative analysis of the model of intra-organizational communications before and after the introduction of the resource of social networks. It was found that the introduction of a new communication channel made it possible to significantly increase the amount of information, ensure the efficiency of production processes and improve the relationship between employees.

The development of electronic communication channels has a significant positive effect on the performance of organizations that provide services. A comparative analysis of the results of the introduction of electronic communications was carried out in the study by M. Suzuki, N. Ando, H. Nishikawa [7].

Better communication has a positive effect on all production processes in entrepreneurial organizations. Practical conclusions aimed at optimizing the communication process are presented in the results of the research by A.A.Mahrous, M.A. Genedy [8].

A high assessment of the level of relationships in the organization is achieved by using a variety of communication channels, which generally provide an increase in trust between employees. Researchers H. Ahlf, S. Horak, A. Klein, S.W. Yoon note an important component of intra-organizational business relations – a comfortable psychological microclimate based on good relationships between employees and a high level of trust in interpersonal interaction [9].

Effectively built communications in the organization have a positive effect on the intra-organizational socialization of employees, ensuring the continuity of the parameters of the organizational culture and the connection between the declared mission of the organization and the real goal-setting of ordinary employees. Such conclusions are made by S. Desmidt, A. Prinzie in the study of the institutional environment when analysing the implementation of the mission of public organizations and the effectiveness of their activities [10].

According to the authors S.J. Grawe, P.M. Ralston interpersonal communication of personnel leads to a better understanding of the company's production processes, the development and implementation of innovations in working with clients [11, 12].

Thus, a review of modern literature shows the positive impact of effectively organized communication flows on relationships in the team between employees, on a better understanding of production processes, building a goal-setting for personnel aimed at achieving the organization's mission and increasing employee satisfaction with work.

These conclusions apply to both entrepreneurial organizations and budgetary structures and non-profit organizations. Intra-organizational communications play a particularly

significant role in organizations whose activities are related to the provision of services. Intra-organizational communications allow constructing the architecture of interpersonal and intergroup relations in an organization, giving them the necessary impulses and vectors of development [13, 14, 15].

## **2 Materials and methods**

The empirical part of the study was conducted by a questionnaire survey of 50% of the organization's personnel; the data were processed using the SPSS Statistics program (version 21).

In the course of the questionnaire survey, the respondents named the intra-organizational communication channels that they use in everyday production practices to fulfil their official functions: orders of the head, orders of top managers, decisions of the collegial management body, official documents of structural divisions, meetings of structural divisions, an internal newspaper, personal communication with management, internal local network, official website, employees of departments.

## **3 Results**

Changes in intra-organizational communication channels are actively moving towards the introduction of modern electronic means of information transfer, software and modernization of technical equipment. These are internal local networks, groups in messengers and social networks that provide almost instant communication and a high potential for organizational and process mobilization. This actualizes the issue of filling the communicative stream with content that is consistent with the mission of the organization and developing the positive characteristics of the organizational culture. In general, such approaches to intra-organizational communications will ensure the efficiency of production processes and a high level of employee satisfaction with work.

The study carried out a one-way analysis of variance of staff satisfaction with the amount of information for full-fledged work in the position. The listed channels of intra-organizational communications were assessed by the employees in terms of the intensity of their use, and the digital variable was introduced (Do you have enough information to fully work in the position?). Analysis of variance data is presented in Table 1.

Intra-organizational communications are currently undergoing significant changes. Among them we see a significant increase in the amount of information, transfer of part of the process to a virtual environment, the creation of a multitude of targeted virtual groups with a high level of mobilization potential, an increase in the speed of information dissemination, etc.

Topical issues of communications are the subject of research of organizational processes and publication discourse of modern scientific authors.

The results of univariate analysis of variance of the communication channels' influence on the completeness of information for full-fledged work in the position showed the significant importance of personal communication with management, service documentation of structural divisions, orders of top managers, meetings of structural divisions, internal local network. Communication channels are presented in order of importance for the survey participants according to the degree of their influence on the quality of labour processes.

**Table 1.** One-way analysis of variance of the communication channels' influence on the completeness of information for full-fledged work in the position.

|                                                  |                | <b>Sum of squares</b> | <b>Auxiliary quantity</b> | <b>Mean square</b> | <b>F</b> | <b>Mean</b> |
|--------------------------------------------------|----------------|-----------------------|---------------------------|--------------------|----------|-------------|
| 1. Orders of the head                            | Between groups | 2.506                 | 4                         | 0.627              | 2.978    | 0.019       |
|                                                  | Within groups  | 81.621                | 388                       | 0.210              |          |             |
|                                                  | Total          | 84.127                | 392                       |                    |          |             |
| 2. Orders of top managers                        | Between groups | 0.942                 | 4                         | 0.235              | 1.167    | 0.325       |
|                                                  | Within groups  | 78.269                | 388                       | 0.202              |          |             |
|                                                  | Total          | 79.211                | 392                       |                    |          |             |
| 3. Collegial management body decisions           | Between groups | 4.409                 | 4                         | 1.102              | 4.816    | 0.001       |
|                                                  | Within groups  | 88.802                | 388                       | 0.229              |          |             |
|                                                  | Total          | 93.211                | 392                       |                    |          |             |
| 4. Service documentation of structural divisions | Between groups | 0.496                 | 4                         | 0.124              | 0.654    | 0.624       |
|                                                  | Within groups  | 73.565                | 388                       | 0.190              |          |             |
|                                                  | Total          | 74.061                | 392                       |                    |          |             |
| 5. Meetings of structural divisions              | Between groups | 0.965                 | 4                         | 0.241              | 1.272    | 0.280       |
|                                                  | Within groups  | 73.590                | 388                       | 0.190              |          |             |
|                                                  | Total          | 74.555                | 392                       |                    |          |             |
| 6. Internal newspaper                            | Between groups | 2.198                 | 4                         | 0.550              | 2.708    | 0.030       |
|                                                  | Within groups  | 78.733                | 388                       | 0.203              |          |             |
|                                                  | Total          | 80.931                | 392                       |                    |          |             |
| 7. Personal communication with management        | Between groups | 0.300                 | 4                         | 0.075              | 0.376    | 0.826       |
|                                                  | Within groups  | 77.567                | 388                       | 0.200              |          |             |
|                                                  | Total          | 77.868                | 392                       |                    |          |             |
| 8. Internal local network                        | Between groups | 1.214                 | 4                         | 0.303              | 1.427    | 0.224       |
|                                                  | Within groups  | 82.532                | 388                       | 0.213              |          |             |
|                                                  | Total          | 83.746                | 392                       |                    |          |             |
| 9. Official website                              | Between groups | 1.518                 | 4                         | 0.379              | 2.413    | 0.049       |
|                                                  | Within groups  | 61.001                | 388                       | 0.157              |          |             |
|                                                  | Total          | 62.519                | 392                       |                    |          |             |
| 10. Subdivision employees                        | Between groups | 1.104                 | 4                         | 0.276              | 1.743    | 0.140       |
|                                                  | Within groups  | 61.415                | 388                       | 0.158              |          |             |
|                                                  | Total          | 62.519                | 392                       |                    |          |             |
|                                                  | Total          | 1.990                 | 392                       |                    |          |             |

The following table 2 presents a one-way ANOVA of the communication channels' impact on employee job satisfaction.

**Table 2.** One-way analysis of variance of the communication channels' influence on staff satisfaction with work.

|                                                  |                | <b>Sum of squares</b> | <b>Auxiliary quantity</b> | <b>Mean square</b> | <b>F</b> | <b>Mean</b> |
|--------------------------------------------------|----------------|-----------------------|---------------------------|--------------------|----------|-------------|
| 1. Orders of the head                            | Between groups | 4.584                 | 3                         | 1.528              | 7.447    | 0.000       |
|                                                  | Within groups  | 80.018                | 390                       | 0.205              |          |             |
|                                                  | Total          | 84.602                | 393                       |                    |          |             |
| 2. Orders of top managers                        | Between groups | 1.710                 | 3                         | 0.570              | 2.849    | 0.037       |
|                                                  | Within groups  | 78.019                | 390                       | 0.200              |          |             |
|                                                  | Total          | 79.728                | 393                       |                    |          |             |
| 3. Collegial management body decisions           | Between groups | 5.214                 | 3                         | 1.738              | 7.671    | 0.000       |
|                                                  | Within groups  | 88.372                | 390                       | 0.227              |          |             |
|                                                  | Total          | 93.586                | 393                       |                    |          |             |
| 4. Service documentation of structural divisions | Between groups | 1.238                 | 3                         | 0.413              | 2.208    | 0.087       |
|                                                  | Within groups  | 72.886                | 390                       | 0.187              |          |             |
|                                                  | Total          | 74.124                | 393                       |                    |          |             |
| 5. Meetings of structural divisions              | Between groups | 2.277                 | 3                         | 0.759              | 4.091    | 0.007       |
|                                                  | Within groups  | 72.342                | 390                       | 0.185              |          |             |
|                                                  | Total          | 74.619                | 393                       |                    |          |             |
| 6. Internal newspaper                            | Between groups | 0.649                 | 3                         | 0.216              | 1.049    | 0.371       |
|                                                  | Within groups  | 80.367                | 390                       | 0.206              |          |             |
|                                                  | Total          | 81.015                | 393                       |                    |          |             |
| 7. Personal communication with management        | Between groups | 0.690                 | 3                         | 0.230              | 1.161    | 0.325       |
|                                                  | Within groups  | 77.252                | 390                       | 0.198              |          |             |
|                                                  | Total          | 77.942                | 393                       |                    |          |             |
| 8. Internal local network                        | Between groups | 0.488                 | 3                         | 0.163              | 0.762    | 0.516       |
|                                                  | Within groups  | 83.352                | 390                       | 0.214              |          |             |
|                                                  | Total          | 83.840                | 393                       |                    |          |             |
| 9. Official website                              | Between groups | 0.577                 | 3                         | 0.192              | 1.210    | 0.306       |
|                                                  | Within groups  | 61.982                | 390                       | 0.159              |          |             |
|                                                  | Total          | 62.558                | 393                       |                    |          |             |
| 10. Subdivision employees                        | Between groups | 0.311                 | 3                         | 0.104              | 0.650    | 0.583       |
|                                                  | Within groups  | 62.247                | 390                       | 0.160              |          |             |
|                                                  | Total          | 62.558                | 393                       |                    |          |             |
|                                                  | Between groups | 1.956                 | 390                       | 0.005              |          |             |
|                                                  | Total          | 1.990                 | 393                       |                    |          |             |

## 4 Discussion

The results of univariate analysis of variance of the communication channels' influence on staff satisfaction with work showed that the order of their importance is different. Job satisfaction is influenced by business unit employees, the intranet, internal media (the "official public tribune"), and personal communication with management.

Thus, on the basis of empirical data, we can talk about the differing significance of intra-organizational communication channels for the high-quality performance by employees of direct labour functions and staff satisfaction with work in general.

## 5 Conclusion

The development of the topic of intra-organizational communications to ensure high-quality production processes and high employee satisfaction with work requires close attention of the management to the organization and filling of vertical and horizontal communication flows: between the head of the organization and employees (personal meetings, blogging, briefings, etc.); between the direct head of the unit and employees (personal communication); between employees of departments. Regular monitoring of these processes is important for understanding the direction of social change, maintaining the specified characteristics of the corporate culture, and generally fulfilling the organization's mission.

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