

**MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH**

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**Master in Human Resources Management**

**THE USE OF INTERNAL COMMUNICATION  
MANAGEMENT TO LIFT EMPLOYEE'S PERFORMANCE  
(Case :BRIDGES SUSPENDED)**

**Submitted by: AHMOUDA RAMZI ABDELAZIZ**

**Supervised by: Mr BELAIDI ALI**

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**Abstract :** This dissertation is based on the three-month short internship that I had completed in *Bridges Suspended* in the *HR and internal communication* department, which is required to obtain a Master degree in *Human Resources Management*. The dissertation is divided into three chapters. The first chapter introduces the problematic of our research and the methodological guide that we used. The second chapter presents the theoretical frame of our research in which it explains how researchers had introduced the communication and information transition inside organisations and what does it mean from the point of view of different theories. The third chapter analysing data and information that we gathered during the internship in order to solve the research problematic that we already introduced in chapter one. We try to discover the relationship between communication and information transition inside the organisation and the performance of employees. Thus, the outcomes of this study are especially related to our analysis of the work strategy that the *Bridges Suspended* uses, in which we applied the best program that allows obtaining a work performance (i.e. of employees) that could be measured and followed up.

**Key words:** internal Communication ; information Management ; Performance

**Résumé:** Cette recherche est basée sur le programme de stage de trois mois que j'ai complété avec succès au sein de *Bridges Suspended* ; département de '*Ressource Humaine et communication interne*'. La recherche est divisée en trois chapitres. Le premier chapitre introduit la problématique et le guide méthodologique que nous avons utilisés. Le deuxième chapitre c'est le cadre théorique de la recherche qui est basé sur la communication interne au sein des organisations et ce que signifie. Le dernier chapitre présente l'analyse pour un accès clair et précis aux indicateurs de performance clés utilisés pour les stratégies de communication internes utilisées par *Bridges Suspended*. D'un autre part, les résultats de cette étude concernent la mise en place d'un système de gestion de l'information efficace et facile à l'utilisation, et qui permette de mesurer la performance de l'employé.

**Mots clés:** Communication interne; Management de l'information ; Performance

**المخلص:** يتمحور البحث حول التربص والذي دام لمدة ثلاثة أشهر على مستوى مؤسسة *Suspended Bridges* فرع "الموارد البشرية والتواصل" وذلك كشرط لإتمام مرحلة الماجستير في تخصص تسيير الموارد البشرية. ينقسم البحث إلى ثلاثة محاور. المحور الأول خصص لطرح إشكالية البحث والمنهج المتبع من أجل الإجابة عنها. أما المحور الثاني فهو محور مفاهيمي نظري لتقديم كيف تم تقديم التواصل وانتقال المعلومة داخل المؤسسات من قبل الباحثين وماذا يعني ذلك وفقاً لنظريات مختلفة. ليبقى المحور الثالث متعلق بتحليل البيانات والمعلومات التي تم تحصيلها طيلة فترة التربص من أجل البحث عن إجابة للإشكالية المطروحة بالمحور الأول والتي تقوم على البحث عن العلاقة بين التواصل وانتقال المعلومة داخل المؤسسة ومردودية عمل الموظفين، لتبقى المخرجات المحصلة متعلقة بوجه الخصوص بتحليلنا لطريقة عمل المؤسسة المستقبلة والعمل على تطبيق احسن البرامج من أجل مردودية عمل قابلة للقياس والمتابعة (مردودية الموظفين).  
**كلمات مفتاحية:** الاتصال الداخلي، مناجمت المعلومة، الجودة



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## **GENERAL INTRODUCTION**

In recent years, globalization and technological changes have transformed work relationships. Today, a critical feature of these changes is the importance of software in the management process, and more precisely in the communication system at work. The term “communication system at work” covers all information management in an organisation. So, the HR managers are challenged to address the varied needs of organisations concerning information management and their role in building effective teamwork. It is common that the proposed solution to a “communication problem” is to enhance the process of information management and that by attracting the attention of teams to every information either it is little information or significant information. On one hand, in order to enhance the process, the HR managers should identify the action plans for the coming days and that based on the “good measurement of employee’s performance and motivation”. When arriving at this level, the HR manager can then talk about a “better atmosphere, where it can attract and select a more diverse workforce”. On the other hand, organisational demands require that HR managers accomplish these aforementioned goals quickly and in a cost-effective manner and thus by developing a good “Internal communication system”.

*Bridges Suspended* company, my internship host company (i.e. the case of study), operates a global activity of information management in order to drive their employees to work in better conditions and to create an active work environment. The teams in the company englobe distinct employees who having different profiles and backgrounds but a deep commitment and a knowledge experience, which allow them to contribute to the successful growth of the company during the past five years. Besides that, the internship was an opportunity to study the company and its departments, and more importantly to apply the theoretical aspects that we had learned during our studies in the university. We had the chance to learn the basic structure and the operational principles of an internal communication system and also to discover the management style and the professional conduct that should be respected inside a team in order to achieve a good performance of employees.

As interns, we have been assigned to work on improving the quality of information management in *Bridges Suspended* company and to perceive clear and accurate key performance indicators for the strategic usage of internal communication. Consequently, to complete our assigned work, we were obliged first to study the communication system used

by the company and then to analyse the performance of their employees, which represents the global topic of our research.

We divided our dissertation into three chapters where we will more explain what works and what does not yet work, and which topics had been neglected by researches. These three chapters are as follows:

- Chapter 1 “*Research question and methodological frame*”: in this chapter, we presented our global research question and other three deduced questions which allowed us to get a global view that we will follow on our research. Besides, we proposed three hypotheses from which we will try to find the correct one on the next chapters and we explained the methodological frame that our research is based on.
- Chapter 2 “*Literature review and theoretical frame*”: in this chapter, we defined the topics that are related to our research subject. As well we presented some theories talked about communication and its role in any organisation.
- Chapter 3 “*Data analysis*”: in this chapter, we analysed the information that had been offered to us by *Bridges Suspended Company* (more precisely, by the *HR and communication* department). Then, we presented the answerers of 10 interviews that we had made with 10 employees from different departments of the company. The results of these interviews allowed us to select the hypothesis that corresponds more to our research question.

- **Reasons for this research**

- a- *Personal reasons*: we had chosen to conduct this research due to two main reasons. The first is due to the fact that a researcher should always be interested in all aspects related to the developing of internal communication methods, and the second reason is the lack of researches in this field, which is related to the courses that we had studied during our *Master in Human Resources Management*.
- b- *The importance of the research topic*: nowadays, HR managers are using different techniques of information transition and this depending on the chosen internal communication strategy, which is considered as a vital path for the company continuation.
- c- *The strategic interest of the research topic*: even though the usage of internal communication and more precisely software to measure the employee’s performance

is still at its beginnings here in Algeria, this topic may, in long term, will help companies to obtain and develop a significant information management system and it will be more efficient if the company identifies the factors that encourage employees to be more productive, in which it should follow these factors throughout the employee's career at the company.

**CHAPTER I**  
**RESEARCH QUESTION AND METHODOLOGICAL FRAME**

## **1. Research question:**

Communication can be viewed both internally and externally. By being joined up internally and having strong lines of communication you are ensuring that the message you are delivering externally is consistent, That is why HR management needs to obtain clear and accurate communication system based on the Key performance indicator of the source of information at work in order to master the equilibrium between the economic profit and the social benefit and thus build strategic organizational development for long-term sustainability. The objective of this project is to find out how to build an easy-to-use internal communication management system permitting the measurement in real time of the several indicators while taking into consideration the accuracy and the centralization of data for a better information transition on work.

The above discussion leads to the following research question:

**How far the internal communication could be considered as an essential element to enhance employees' performances at Bridges Suspended?**

Three questions are derived from the research question are as follows:

- Question 01: when can we say that the HR manager can influence directly the employees' performances?
- Question 02: Is there a relation between the qualities of internal communication and the performance level of employees?
- Question 03: Is there any impact of information management by using software and the employees' satisfaction at work?

## **2. Hypotheses:**

According to the previous research questions, we suppose the following hypotheses:

- Hypothesis 1: face-to-face communication between the manager and employees has a direct impact on their performance and could clear up any misunderstanding between staff members.
- Hypothesis 2: The performance of employees is related to the respect of roles and the inter-employees dialogue and it can be reported as an internal communication method.
- Hypothesis 3: The usage of software and transparency of information has a direct effect on the employee's performances at work.

### 3. Frame analysis:

The hypotheses that we propose can be illustrated in the following model of research:

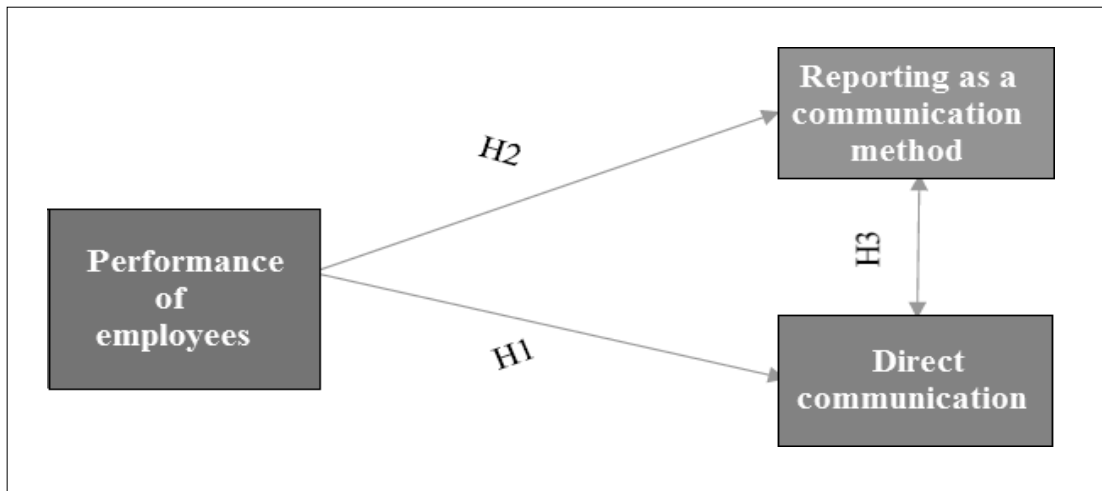


Figure 01: The model of research

Using this model, we were able to explain our research concepts (represented by rectangles), to present our hypotheses (represented by arrows) and to get an overview of the study. Furthermore, this type of analytical method is used to make a chronological study development and to find the different concepts that have a direct impact on the employee's performance and this depending on the methods that had been used to manage information at work.

#### Analysis model:

Mainly, the present research aimed to determine the relationship between the employee's performance and the different types of internal communication used by employees and their HR managers (and exactly in Algerian companies as a case study). In other words, our goal is to discover how internal communication could be improved and how such improvement will influence the employees' performances at work.

Based on our review of the literature, we proposed an analysis model that will be used as a guide to deal with our research question. Therefore, we opted to use a three-stage strategy of thinking that consists of 3 steps are (i) breaks down the problem into smaller parts that are more researchable, then (ii) separates the obtained results and makes a general feedback and finally (iii) gives a complete explanation of what had been involved in the process (Clarke R.J, 2005). In our case, we have applied the three-stage strategy as follows:

- We had started our study by identifying the communication system including the performance of employees.
- Next, we led 10 interviews and then analysed the obtained information.
- In the end, we had explained both of the behaviour and properties of the study which is targeting to determine the relationship between the communication methods and the employees' performances at work.

In addition, we reviewed previous literature on the process of communication and information transition at work. Consequently, we got a global vision of what could affect the employees' performances at work.

### **Methodological aspects of the research:**

#### **The technique:**

First of all, we should remind that this research inscribes within the qualitative procedure. Hence, the interview is the main used technique, and more precisely the semi-structured interview. It is a loose-structure interview that consists of open-ended questions, in which the interviewer or interviewee may expand in order to explain an idea in more detail. So, the interviewees should initially understand the topic at hand (Barriball K. Louise & While Alison, 1994).

Furthermore, through a semi-structured interview, the researcher sets the outline for the covered topics, and the responses of interviewees determine the way in which the interview was led. Indeed, this type of interviews seems to be most commonly used in the management field, and so according to our research question (Ann Marie Ryan and Nancy Tippins, 2004).

Even the semi-structured interview is difficult in the application in human resources research (Mark A. Huselid, 2004), we consider it as beneficial interview's method that provides a clear set of instructions for interviewers and allows obtaining a reliable, comparable and qualitative data at the end of the study.

#### **The sampling**

A total of 10 interviews were conducted, in which we focused on the methods of internal communication and organisational information management and that depending on the jobs

of each interviewee. Initially, the knowledge sharing was not included in our primary goals, but it had emerged throughout our discussions with interviewees.

Basically, the interviews were conducted in both English and Arabic, whereas Arabic verbatim quotations had been translated into English. And due to confidentiality concerns, the identities of companies and individuals had been made anonymous. Instead, since the sample size is small, the participants are identified by their professional status (mentioned in parentheses after each quotation); this approach avoids recognising the corresponded identities and make the data more readable.

<b>Focus Area</b>	<b>Communication practices and social capital</b>
- Number of interviews	- 10
- Duration	- 15 to 30 min
- Functional background of interviewees	- Corporate communication, Human Resources, Maintenance and Finance
- Management level	- HR manager, Local manager, Financial manager, employee
- Geographic location of interviewees	- The workplace
- Gender of interviewees (number)	- Male (7), Female (3)

**Table 01: Interviewees information**

Source: the current study

### **Interview ethics:**

In order to conduct successful interviews, we had respected the following three steps:

*a- Before the interview:* in order to realise our interview in better conditions, we had:

- Begun our interview by briefly introducing to participants our research subject and the cause of working on such topic.
- Got the acceptance of our participants to record the interview, in which we ask them to not mention any name and thus in order to keep them anonymous. However, we had explained to them that it is important to mention their professional status and to identify the hierarchical where they belong to.
- Assured to our participants that their responses will be just used for an academic purpose.
- Guaranteed comfortable conditions for our participants in order to obtain the maximum of information.

*b- During the interview:* due to its importance as the main step in gathering data, it is crucial that:

- We are compressive and avoid any feedback, face expression and body expressions;
- We use simple words and statements and if it required, we use more simplified questions and give more explanations;
- Our participants must be free to express their thought and to make their comments without being disturbed.

*c- The end of the interview:* because it is the third and the last step in the interview, it is required to:

- Offer an additional time to our participants to express any further information if it needed;
- Remind them that the purpose of their participation is purely academic;
- Thanking them for their cooperation and contributions.

### **The interview structure:**

The interviews were led using an interview guide, which was prepared in advance. This guide allowed us to collect interesting data, as well as giving the interviewee the possibility to positively interact with us and without any complexity. Besides, it allows us to get the right information as outputs and that due to the simplicity of answers.

- *Annex 01\_The structure of the interview guide*

**CHAPTER II**  
**LITERATURE REVIEW AND THE THEORETICAL FRAME**

## **1. Preamble:**

Organisational success prerequisite an effective internal communication because communication is the lifeblood of all organisations need to evaluate and improve their work methods and motivate employees to do the best at work especially in increasingly difficult economic pressures. Furthermore, assessment instruments enable organisations to monitor communication effectiveness. Also, communication is the medium through which companies, large and small, access the vital resources they need in order to operate. Besides, we are going to present the different methods of internal communication that organisations today are using and move to the application way, which mean the use manners of the internal communication and the reason for which organisations are using it.

## **2. Internal communication evolution and challenge:**

Through communication, organisations acquire the primary resources they need (such as capital, labor, and raw materials) and build up valuable stocks of secondary resources (such as legitimacy and reputation) that enable them to operate. Besides that, organisations secure access to these resources in two ways:

- By directly negotiating the prices and terms on which a resource is purchased. This requires direct communication between buyers and sellers and calls on familiar communication skills.
- Organisations gain control over valued resources by influencing indirectly the context within which these exchanges occur (Peffer and Salancik, 1978).

The job which internal communication has to do has changed from the past to the present. This change has taken place because organisations are facing unprecedented pressures to deliver in a rapidly changing environment. Communication today does not only refer to the communication way at work but way more than that, it is important that the HR manager takes cognisance of what employees:

- Must know: the key job-specific information
- Should know: Essential but desirable organisational information
- Could know: relatively unimportant or office gossip

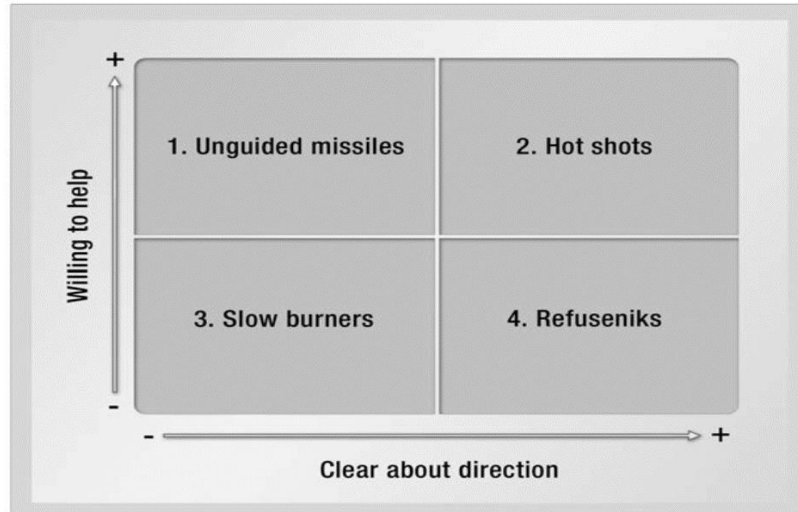
Communication is regarded as a key issue in the successful implementation of change programmes because it is used as a tool for explaining, exporting and preparing people and

that is really important to understand what factors impede or facilitate effective methods of internal communication at work and that perhaps of the several points that kitchen in 1997 resumed on (Bill Quirke, 2008):

- Type of business
- Size of business
- Organisational culture
- Managerial system
- Financial resources
- Staff and the stability or the volatility of the business environment

Organisations are discovering that business challenges like these can all be affected by the clear targeting and management of internal communication. However, a ‘one size fits all’ approach will not work. Internal communication needs to be aligned specifically with the organisation’s individual business strategy (Bill Quirke, 2008).

Discussed below are four models of how different strategies demand different internal communication approaches and how successful companies take the role of internal communication seriously.



**Figure 02: The different degrees of employee clarity and willingness**  
(Source: Bill Quirke (2008), p 11)

### **Clear and willing:**

These employees know the company’s direction, understand the broader context, know their part, and get feedback on both the company’s progress and on their own performance. They are the ‘hot shots’, warming to the company’s aspirations and fired up to help achieve them (Bill Quirke, 2008).

### **Unclear and unwilling:**

These employees are the ‘slow burners’ who are not sure where the company is heading but drag their feet anyway. They are usually characterized as not knowing and not caring. However, they are in fact a mixture of sheep and goats – those who feel unmotivated because they lack a sense of direction and those who are happy to continue going their own way. Companies tend to become fixated both with this group – because they are perceived not to care – and with the next group, the ‘refuseniks’, because they seem active to oppose change. However, their real focus should be on the ‘unguided missiles’, who represent huge untapped potential, and on providing them with clear goals and direction. Similarly, the clearer direction will raise the motivation and desire to contribute to significant numbers of ‘the slow burners’ (Bill Quirke, 2008).

### **Clear but disagree:**

People resist doing anything, which violates their sense of professionalism. They may try to continue with an old strategy because they believe that it makes better sense. Where they disagree with the direction of the company, these ‘refuseniks’ may actively resist or undermine it (Bill Quirke, 2008).

## **3. Internal communication types:**

Van Riel’s (1995) approach describes the common starting points for communications activity as strategy, image and identity and identifies three types of corporate communication: *management, organisational and marketing*. In this view, management communication relates to communication concerning access to resources, including “*Human resources*”. Marketing communication is described as advertising, direct mail, personal selling and sponsorship. Significantly, van Riel does not include public relations in “marketing communications” as marketing scholars are apt to do (Mary Welch and Paul R. Jackson, 2007).

Internal communication is seen as one of seven facets of organisational communication along with public relations, public affairs, environmental communication, investor relations, labour market communications (recruitment) and corporate advertising. These facets could arguably be better termed strategic public relations with the “public relations” facet changed to media relations, to distinguish it from the organisational communication school’s perspective outlined above. Organisations in different sectors will have different employee groupings depending on their particular purpose. Alternatively, structural levels

could be used to identify a broad organisation. The levels are *strategic management, day-to-day management, team and project management*. Applying this to internal communication results in the identification of participants representing different stakeholder groups at different levels in organisations (Mary Welch and Paul R. Jackson, 2007):

- All employees;
- Strategic management: the dominant coalition, top management or strategic managers (CEOs, senior management teams);
- Day-to-day management: supervisors, middle managers or line-managers (directors, heads of departments, team leaders, division leaders, the CEO as line manager);
- Work teams (departments, divisions);
- Project teams (internal communication review group, company-wide e-mail implementation group).

<b>Dimension</b>	<b>Level</b>	<b>Direction</b>	<b>Participants</b>	<b>Content</b>
<b>1.</b> internal line management Communication	Line managers/ supervisors	Predominantly tow-way	Line manager-employees	Employees' roles personal impact
<b>2.</b> Internal team Peer	Team colleagues	Two-way	Employee-employee	Team information,
<b>3.</b> Internal project Peer communication	Project group colleagues	Two-way	Employee-employee	Project information
<b>4.</b> Internal corporate communication	Strategic managers/ top management	Predominantly one-way	Strategic managers-all employees	Organisational/ corporate issues objectives, new developments, activities and achievements

**Table 02: Internal communication matrix**  
 (Source: Mary Welch and Paul R. Jackson (2007), p 185)

The internal communication matrix includes examples of the content of internal communication associated with each dimension. The content suggestions indicate principal content while recognising the interconnected nature of subject matter. The four dimensions of internal communication will be considered in turn (Mary Welch and Paul R. Jackson, 2007):

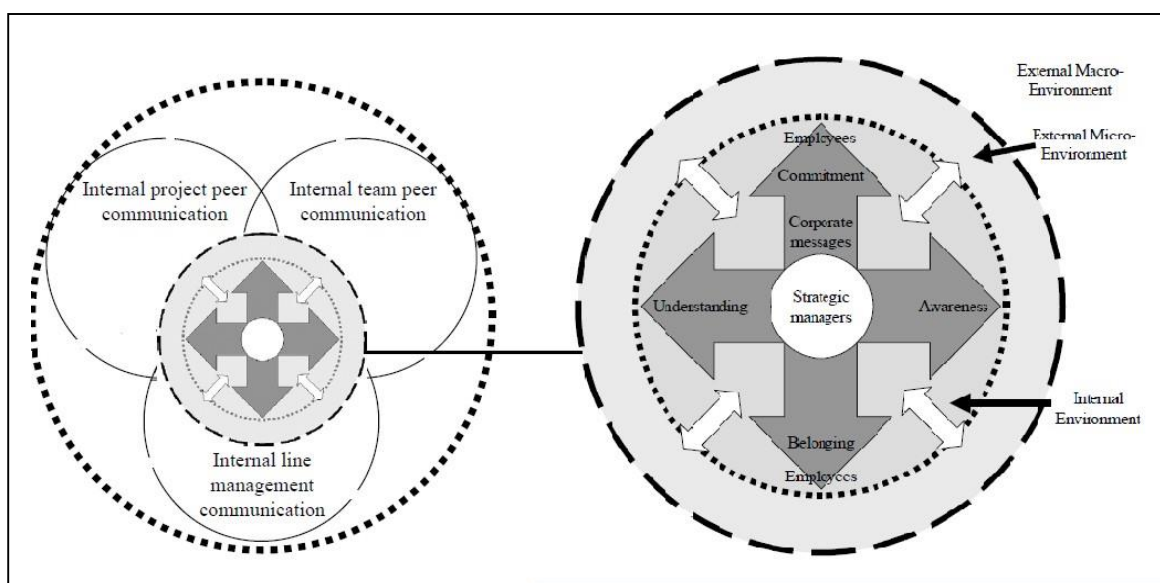
- a- Line management occurs at every level within organisations since senior manager answer to the chief executive officer as a line manager. Line management communication

relates to matters concerning employee roles and the impact of their personal communication. This type of internal communication involves methods such as target-setting discussions and appraisal meetings. It relates to day-to-day management activities like access to resources, financial management and human resource management (Mary Welch and Paul R. Jackson, 2007).

b- Team level internal communication may involve employees and managers in a team situation and as such can be considered as peer-to-peer or employee-to-employee communication in a group setting. Internal team peer-level communication content includes team task discussions (Mary Welch and Paul R. Jackson, 2007).

c- Project level internal communication may involve colleagues working on particular projects. Communication revolves around project issues and is predominately two-way. Participants include employees and managers as project members and thus involve peer or employee-to-employee communication. The aims of this type of internal communication centre on delivering the specified project or team goals and communication in networks and small groups have been extensively researched (Mary Welch and Paul R. Jackson, 2007).

d- The internal corporate communication dimension is defined as communication between an organisation's strategic managers and its internal stakeholders, designed to promote commitment to the organisation, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims (Mary Welch and Paul R. Jackson, 2007).



**Figure 03: The position of internal corporate communication within integrated corporate communication (Source: Mary Welch and Paul R. Jackson (2007), p 192)**

#### **4. Internal communication as a way to make connection between employees:**

The companies' performance related to the high level of strategies making by the HR managers which he must demonstrate the connection between the company's success and that of its employees. There has to be a link between the leader, who can see what needs to be done, and the doers, who have their hands on the levers of change but who may not see the big picture. Communication should provide that link, connecting those who know what needs to change to those who have the power to make change happen. Making the connection means providing everyone with a shared understanding of the organisation's strategies and ensuring that they understand the 'why' as well as the 'what'. As reasonable as this sounds that connection is not being made strongly or consistently enough. (Bill Quirke, 2008).

##### **Using communication to turn strategies into action:**

Internal communication has gone further up to HR managers executives' strategies. HR managers today know that it is important, and understand that engaging their employees and develop them performance is all the more crucial, and more difficult to achieve, in a work atmosphere joint ventures, outsourcing and partnering. Because, there is nothing more difficult to take in hand, more powerless to conduct or more uncertain in its success than to take the lead in the introduction of new order (Tony Proctor and Ioanna Doukakis,2003).

Besides that and more precisely the consideration of difficult of communicate orders, there are four communication domains where we can find information management. All of those four domains consider internal communications as draws from the theoretical and practical knowledge. This is meant as a conceptual framework for describing how integrated internal communications; while emphasising that the focus here is on the internal functions (hence certain areas of each domain fall outside the sphere of integrated internal communications) (Hanna K. Kalla, 2005).

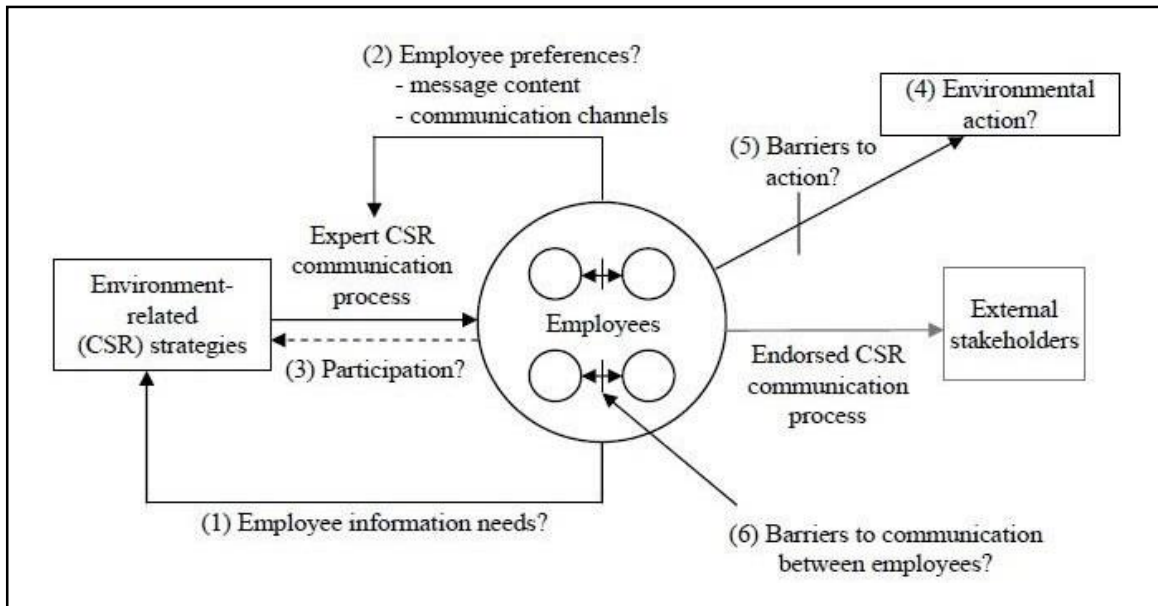


**Figure 04: Conceptual framework of integrated internal communications**  
 (Source: Hanna K. Kalla (2005), p 306)

They are demanding greater professionalism from internal communicators, with tougher questioning on what value they add at work. Internal communication has been driven up the agenda of work at any organisation by external forces such as greater regulation and the need for compliance with financial regulations. Just when it seems harder to keep secrets and respect confidentiality, regulations, HR managers have to balance when and how they will share market-sensitive information so that they can meet their regulatory duties, and ensure they bring their employees into the picture as quickly as possible. Organisations want to be employers of choice, to tap into emotional commitment and discretionary overtime by creating more engaged employees (Hanna K. Kalla, 2005).

**Methods of developing internal communication at an organisation:**

Internal communication is important for any organisation to function effectively. Employees should feel that they could easily communicate with their team members as well as upper management because this contributes to productivity and overall results. The following list includes actionable steps for improving internal communication and that have a direct impact on the external communication that companies using from a CSR strategy (Christa Uusi-Rauva Johanna Nurkka, 2010).



**Figure 05: CSR strategy model: relation of internal and external communication and the importance of good information management**

(Source: Christa Uusi-Rauva Johanna Nurkka, (2010), p 303)

From this theoretical framework we find that these are achieved through examining (1) employee information needs in environmental issues, (2) their preferences for message content and the communication channels used, and (3) whether they feel they get to participate in the sense-making and sense giving activities that relate to the organisation's environmental strategies (left side in Figure 05). We also examine (4) whether employees integrate environmental issues into their work, as well as potential barriers they feel with regard to (5) engaging in environmental action, and (6) employee-to-employee communication about environmental issues and examining potential barriers (Uusi-Rauva Johanna Nurkka, 2010). Besides the explanation of figure 05 and more precisely the internal communication step, we can present the implementation of internal communication method's importance in:

**Make “Sticky” Information Accessible:**

Every organisation has its own set of internal knowledge, or “sticky” information, that all employees come to understand. It can take time to learn how the company does things, to move to preparing client-facing documents to other types of best practices. From this level, manager can start from thinking to help employees learn this information faster by including it as a part of training and by creating internal documents to be used for reference (Jennifer Miller, 2013).

### **Make the Mission and Vision Clear:**

HR manager must take time to explain the company values and mission, whether as part of corporate training or as a regular reminder to employees. When employees are unified in their understanding of the company goals, they will be able to communicate with one another more effectively in order to reach them (Jennifer Miller, 2013).

### **Strengthen Connections:**

HR managers should not only focusing on the improvement of the communication methods between team members who work together in the same level (Horizontal communication), but between employees and their managers too (Vertical communication). In addition, they make sure to address this during management training programs. HR Managers who take the time to get to know their employees and are willing to listen to them will find it easier to communicate and keep direct reports on task. When employees feel that managers are able to address their individual concerns, they are more likely to feel connected (Jennifer Miller, 2013).

### **Create Open Dialogue:**

HR managers should keep employees up-to-date on company changes, progress and plans. This could be through a bi-monthly newsletter or at company meetings. Furthermore, allow employees to be involved in this discussion and encourage questions and comments to communicate well when they feel they have a part in where the company is headed and this is an important key on the improvement of internal communication (Jennifer Miller, 2013).

### **Encourage Information Sharing:**

Provide an online platform for knowledge sharing. HR managers should know the communication level of employees, than offer them a place to share experiences. The effect that it has is that employees by having an opportunity to show what they know will be eager to stay involved in this endeavour. Not only will this create more energy and purpose behind communication, but also the sharing of valuable insights will be helpful to business (Jennifer Miller, 2013).

### **Online Project Management Tools:**

There are many types of online tools that can be used to facilitate communication. These tools can help keep track of a project's progress so that everyone knows what is left to be done. While face-to-face communication is always important, online tools can aid in this process by saving time and helping to document the work (Jennifer Miller, 2013).

## **5. Effective internal communication plan:**

Communicating between leaders a responsible meeting at any organisation must be done by posting web content and producing info-graphic. This tactical strength is a weakness of a communication vision. When deciders can easily plunge into action—without pausing to a communication plan with employees. That is why developing an effective *internal communication plan* is so important. In fact, the following metaphor demonstrates the mistake that many organisations make in communicating to engage employees.

This tactical approach can cause communication to miss the mark. As well as, risk using the wrong tool for the job. Communication can happen too soon, be over quickly, or not provide what employees need to know in order to make smart choices. In addition, when the organisation takes the time to develop a communication plan, any internal program is more likely to achieve the stated objectives. Studies show that planning for any business activity *improves performance by as much as 30%* (Alison Davis, 2008). In addition, build a compelling an effective internal communication plan based on the following steps:

### **Take a collaborative approach to planning:**

When managers involve key stakeholders in creating them employee communication plan, they reflect diverse perspectives and gain buy-in from crucial influencers. Besides that, taking a collaborative approach by facilitating a hands-on planning session is important at that level. As well as, using the face-to-face meeting is good, but managers can also hold one or more virtual, web-based sessions. In this level, the collaborative planning consider including (Alison Davis, 2008):

- *Senior leaders:* Endorsement from an executive sponsor validates efforts and influences other key stakeholders to get involved. (Leaders often do not stay for the completely planning workshop. However, it is great to have a leader kick off the session.)
- *The key stakeholder:* the person for whom manager can develop the plan.
- *Colleagues of stakeholder:* for example, members of his/her team.
- *Subject matter experts:* For example, a benefits communication plan might include the person who manages medical benefits.
- *Functional support:* Consult with skilled individuals from IT, HR, finance, etc., to determine if this internal communication plan is feasible.

- *Regional/site representatives:* Involving people from other regions or sites can provide fresh ideas and give insight into how well this plan will be accepted in other work cultures or environments.

Once managers gathered everyone, and spend time gaining consensus on key building blocks of the internal communication plan, including target audiences/ stakeholders, objectives, strategies, tactics and timeline. (If they cannot meet in person, schedule two separate virtual sessions using a web-meeting platform it is an effective method) (Alison Davis, 2008).

**Choose the plan format that works for manager—and creates the best foundation for sharing the plan with key stakeholders:**

In this level, managers are encouraged to think tactically, not strategically. Once they have a strategic plan built, here we explain further (Alison Davis, 2008):

**Give your plan a consistent framework:**

While each communication plan is unique, it is found helpful to use the same elements every time. That makes the process easier and creates consistency from one plan to another, so stakeholders become familiar with the way manager's approach planning by determination of:

- Situation analysis
- Objectives
- Strategies
- Key messages
- Tactics and timing
- Measurement

**Develop a situation analysis:**

To get the strategic communication plan off to a great start, managers should begin by creating a situation analysis, a snapshot that conveys what is going on at that moment in time. A focused situation analysis builds a strong foundation for the communication plan. It also helps to make a case for the objectives, strategies and tactics that follow. Consider the following questions when creating a situation analysis (Alison Davis, 2008):

- Why is this strategic communication plan being developed?
- What is the current state of communication within the organization?
- What is the current state of the organization (reorganization, merger, etc.)?
- What are the organization's goals or strategies?

- What must employees understand to achieve those goals?

**State the business or organizational goal your plan will support:**

Either as part of the situation analysis (described above) or as the lead-in to communication objectives (explained in the next section), it is helpful to articulate how the internal communication plan will support a broader effort. As well as, managers must make into consideration that internal communication plan is not just about crafting and delivering messages—it is about the organisation of the good information management and having support and from that employee’s communication will make a difference to help the organisation succeed (Alison Davis, 2008).

**Identify stakeholders:**

To help managers create a communication plan focused on outcomes, it is important to identify the key stakeholders and their profiles based on (Alison Davis, 2008):

- Defines who is involved; for example, are some types of employees more affected by a change than others and helps determine channels and messaging.
- Creates a focus on the “customers” of communication, so you design your plan to meet employees’ needs.

<b>Stakeholders</b>		
Who is being impacted		
Stakeholders	Communication role	Communication needs
<b>IT Groups not involved in project</b>		
Information Management	<ul style="list-style-type: none"> <li>Hold their service desk employees accountable for reviewing updates and fielding calls from end users</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates so they understand level of support needed for end users</li> </ul>
Service Desk Organization	<ul style="list-style-type: none"> <li>End user support: Field calls during migration</li> </ul>	<ul style="list-style-type: none"> <li>Frequent updates during migration so they can answer questions</li> </ul>
<b>Functional areas</b>		
Finance & Procurement	<ul style="list-style-type: none"> <li>Advocacy: Share correct messaging on spending throughout the project</li> </ul>	<ul style="list-style-type: none"> <li>Periodic updates so they understand needs of project</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>Send info about building demolition to end users</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates</li> <li>Coordination for building demolition</li> </ul>
<b>Business Areas</b>		
Business leaders	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Periodic updates so they know their data is safe</li> </ul>

**Figure 06: Example of communication roles and needs to identify the stakeholder’s identity for the implementation of an effective internal communication plan (who’s being impacted)**

(Source: Alison Davis (2008), <https://urlz.fr/9gPl>)

### **Set strong objectives:**

Objectives are the core foundation for any internal communication plan. However, objectives are the most challenging part of this plan because they require the deepest thinking, and take the most time to create (Alison Davis, 2008):

- Effective objectives describe a desired outcome.
- The best objectives are SMART: Specific, Measurable, Attainable, Realistic and Time bound.

### **Develop clear strategies, specific tactics and a tangible timeline:**

Strategies are methods or approaches for achieving objectives. Many managers have a natural tendency to jump from setting objectives right to specific tactics (the actions you'll take to deliver on your strategies). Resist that temptation and think in broad terms about what approaches are possible. Begin by listing a number of different strategies—even if each does not quite achieve the objective—to make sure that manager exploring every opportunity. Then, narrow the list of strategies to those that will most effectively and efficiently achieve the list of objectives in addition to create tactics (Alison Davis, 2008):

- Managers should think about existing and new communication channel include details, such as roles for key players
- Review tactics to ensure each one supports a strategy (some may support multiple strategies) and when possible, call out which strategy the tactic supports—and it may support more than one strategy.

Once they established tactics, include a calendar of key dates to help them anticipate what is coming up so they can avoid working in “crisis mode”, a timeline and see how all of the suggested tactics will work together over a period of time. When creating a timeline, managers should include details like dates for completing tasks (Alison Davis, 2008).

Strategies	Tactics
<p><b>1</b> <b>Enable leaders to be advocates</b>, setting direction for employees</p>	<ul style="list-style-type: none"> <li>• Global Leadership Conference - July</li> <li>• Leader communication e-mails - as needed</li> <li>• Global Team Meetings - quarterly</li> </ul>
<p><b>2</b> <b>Help managers set context</b> and answer questions</p>	<ul style="list-style-type: none"> <li>• Manager briefing kits pilot - quarterly</li> <li>• PROGRESS Drivers Guiding Principles</li> </ul>
<p><b>3</b> <b>Use the Global Intranet</b> to give employees access to critical information</p>	<ul style="list-style-type: none"> <li>• Wins - weekly</li> <li>• RD News Roundup - weekly</li> <li>• New feature story on Growth, Savings, Culture - weekly</li> <li>• FACE Time 2.0 - 2x a month</li> <li>• Exec interviews on PROGRESS Drivers - 2x a month</li> <li>• Spotlight On - 2x a month</li> <li>• Channel RDA/Viewpoint - ongoing</li> <li>• RD in the news - ongoing</li> <li>• Department Template Launch</li> <li>• Fast Facts</li> <li>• PROGRESS Drivers pop-ups</li> </ul>
<p><b>4</b> <b>Leverage print and workplace</b> communication to reinforce key concepts</p>	<ul style="list-style-type: none"> <li>• Print piece on PROGRESS Drivers</li> <li>• Posters on Mission, Vision, PROGRESS Drivers</li> <li>• Posters of Growth Drivers '09 Hot Products - ongoing</li> <li>• Conference room program - PROGRESS Drivers content</li> <li>• Wallace Display Area renovation</li> </ul>
<p><b>5</b> <b>Involve employees</b>, allowing them to be active participants</p>	<ul style="list-style-type: none"> <li>• Dear Anonymous - daily</li> <li>• FACE Off Forum - ongoing</li> <li>• Breakfast with Mary - ongoing</li> <li>• Faces &amp; Places - ongoing</li> <li>• Virtual Lunch &amp; Learn webinar - monthly</li> <li>• RD Cares (US) - activities to support Foundation - 4x a year</li> <li>• Idea Day virtual brainstorm pilot - once in FY09</li> <li>• Employee feedback via Global Intranet - ongoing</li> </ul>
<p><b>6</b> <b>Recognize employees</b> who are role models</p>	<ul style="list-style-type: none"> <li>• Great FACE Award - quarterly <ul style="list-style-type: none"> <li>- Introduce Team Award criteria - 1st quarter</li> <li>- Introduce PROGRESS Drivers criteria - 2nd quarter</li> </ul> </li> <li>• FACE Appreciation and Excellence Awards (US) - ongoing</li> </ul>

**Figure 07:** Example of develop clear strategies, specific tactics and a tangible timeline to deepening an effective internal communication plan (Source: Alison Davis,2008),<https://urlz.fr/9gPl>

### **Create a message platform:**

Create a message platform, as part of the internal communication plan is important. To begin, managers should start with the key message. Here are three questions that will help to *develop a message frame* (Alison Davis, 2008):

- What do employees want to know?
- What is the objective?
- What is the news?

### **Include how progress measure and demonstrate success:**

For measuring employee's communication in every plan, a section on measurement is the natural bookend to the objectives page at the beginning of the internal communication plan. By measuring communication, managers can demonstrate value and communication satisfaction of employees. Use ongoing metrics—such as email clicks and opens and web statistics—to show how well communication is performing. In addition, include surveys planning, such as spot surveys after town hall meetings or an annual internal communication survey (Alison Davis, 2008). In addition, by featuring metrics and keeping them top of mind, from that level managers can check the employees' progresses on a regular basis based on the satisfaction level at work which affect the organizational commitment.



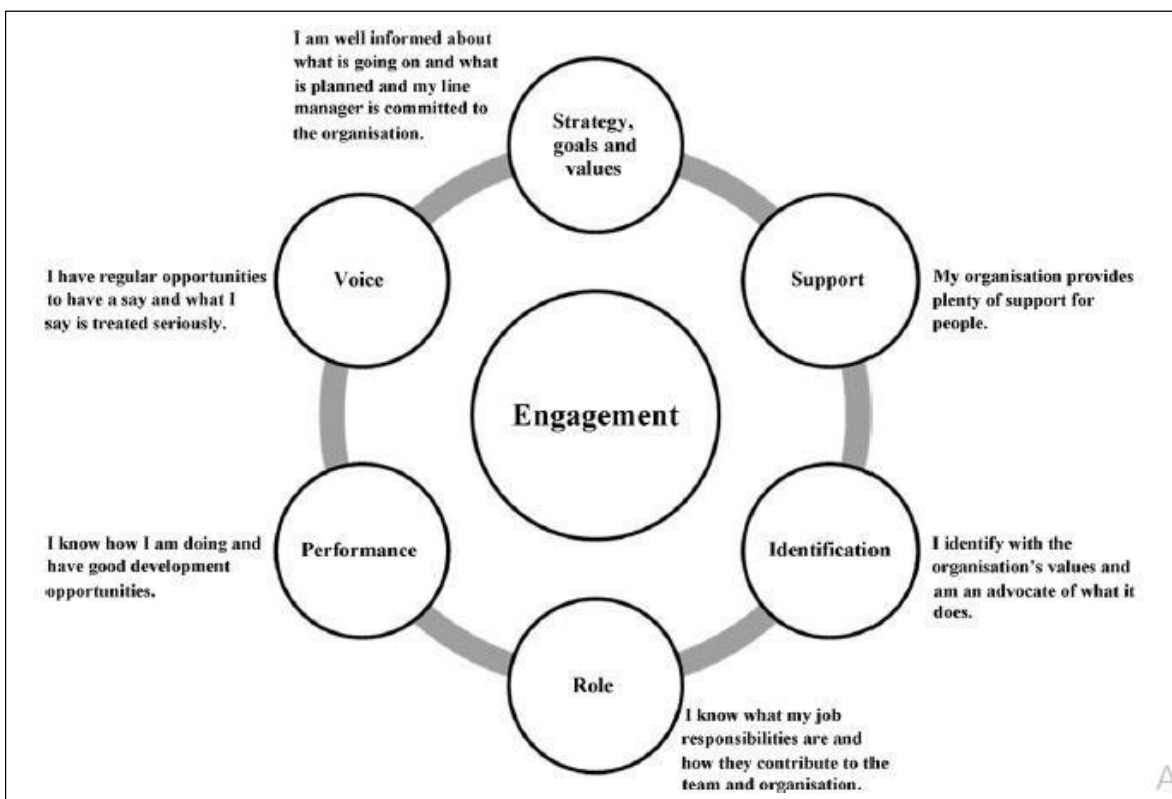
**Figure 08: positive relationship between communication satisfaction and organizational commitment (Source: Jules Carrière and Christopher Bourque, 2009)**

### **Keep the internal communication plan alive:**

The internal communication plan should do more than record tactics and messages for the year. It should also establish priorities and keep everyone on track, which is why it is important that it has staying power. As well as, make a commitment to revisit the plan on a regular basis—as often as weekly if managers is managing an intense program, but usually once every month or two—to check progress, make adjustments and ensure that they are

accomplishing all the great things they set out to do from this internal communication plan (Alison Davis, 2008).

Furthermore, organisations must take into-consideration that minimal attention has been given to what employees would like their organisation to communicate. As well, the employee's satisfaction with organisational communication practices can be ignored with an exception to this is who found that an employee's primary needs include, first, more information about personal, job-related matters, and then, information about organisational decision making and a greater opportunity to voice complaints and evaluate superiors (K.Ruck, M.Welch, 2012).



**Figure 09: Conceptual model of employee questions to be addressed through line manager and corporate internal communication (Employee's engagement) (Source: K. Ruck, M. Welch, 2012).**

**CHAPTER III**  
**DATA ANALYSIS**

## **1. Preamble:**

The internship was an opportunity to study the internal communication methods, and its impact on the evaluation performance inside the company, as well as is it critically related the theoretical aspects of the academic knowledge to the practical situation. I had the chance to learn the basic structure and the operational principles of an intern communication system, in addition to the management style and the professional conduct toward the team. As an intern, I was assigned to work on improving the quality of information at *Bridges suspended* to perceive clear and accurate key performance indicators in the evaluation step for strategic use.

## **2. General overview of the company:**

From the customers' point of view, the taxi industry provides a flexible and fast service. This flexibility comes at a high price per person kilometre. Based on that the *CEO of Bridget suspended* thought to create an *Urban Taxi Transportation Company* nominated *Bridges suspended*. This small company created in 2013 and is actually based in Constantine (Algeria). As it continues to grow; more and more people with diverse profiles and expertise consider *Bridges suspended* as company that has good management method. The company actively works on connecting its members to provide them with adequate resources and knowledge; and to foster cross-cutting collaboration by trying to expand and grow its business throughout the country and that based on the core value below:

### **- Core value:**

As a service taxi, the difference in skill and quality is difficult to observe for the potential customer. Together with this, the chances are that, at least in the street and rank segments, each customer and driver will only meet once. These factors result in an asymmetric relation between the company and the passenger. This asymmetric relation is at the core of the economic challenges faced by both the customers and the company.

### **Problematic and solution approach:**

HR managers need to obtain clear and accurate internal communication system in order to facilitate the communication at work and minimize conflicts and misunderstanding from a social benefit of Bridges Suspended and thus, build a strategic internal communication system for long-term sustainability. The objective of this project is to find out how to build

an easy-to-use integrated information management system permitting the measurement in real time of some internal communication strategies that have been mentioned in the previous section while taking into consideration the employees' performances.

### **Organization and working plan:**

Several meetings have taken place with the CEO of Bridges Suspended to clarify the goal of this internal communication management system and discuss how much it is deliverable. The challenge in this project is how to make and translate the information and the final objective of the HR manager into a concrete, easy-to-use tool. To suit this purpose, we chose to adopt backward induction to help our reason and proceed according to sequential optimal actions to ultimately find the source data to insert into the integrated communication system between the companies' staff.

### **3. Primary analysis phase:**

In matter to response to the research question, and after gathering data, a preliminary analysis is mandatory to understand better and master the workplace, resources, and background of work at Bridges Suspended.

#### **Observations and Data Analysis:**

##### **Data Collection:**

The first two weeks of the internships were spent observing and recording the place of work while identifying the operational tasks of each employee. Focus has been on one major field at this company, which is the "*team and structure field.*"

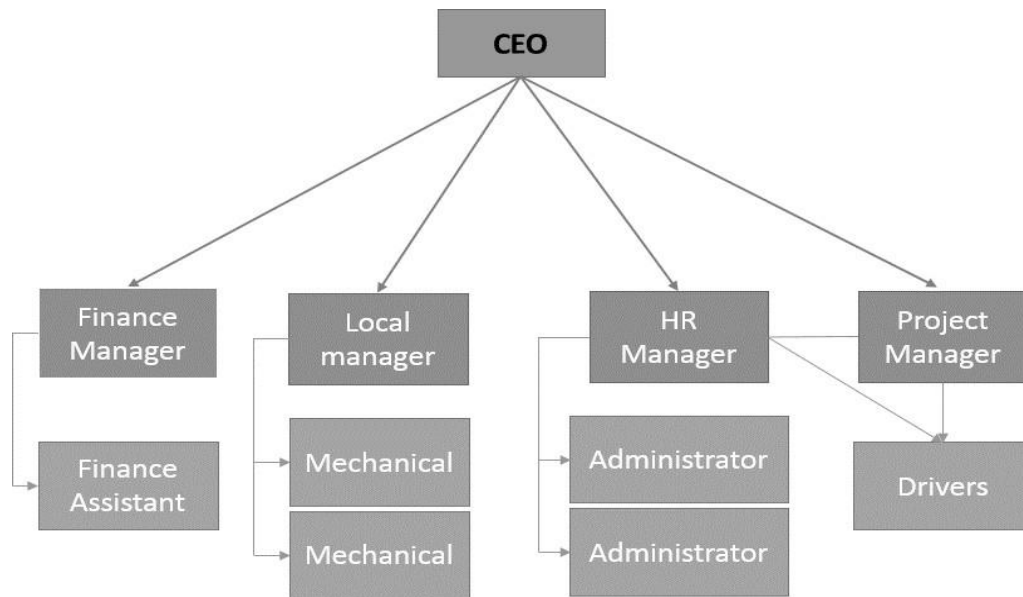
#### **Sampling and analysis of information:**

Following the data collection period, we moved to prepare a documentary analysis of the current activity and the communication way of each one. The documentary analysis consists of collecting and analysing the documents that the company possesses in order to extract useful tools and supporting information for the work track. The mission of the analysis focuses on four major points:

##### **a- Team and Structure:**

*Bridges Suspended* is a service provider company (transportation), so the main activity turns around the management of the members and memberships by providing a friendly and a contemporary workspace as well as focusing on the excellent quality of their services.

The operational team of Bridges Suspended is composed of twenty persons, including the CEO and consulted by a board of managers. The relationships between these positions are represented in the organisational chart below:



**Figure 10: The Organizational chart of *Bridges Suspended Company***

The red lines indicate lines of vertical communication and the blue lines are reporting structures to clarify the link between all of them and the information’s system process. In addition and based on the organisation chart, we can detect some highlights and drawbacks points of having a small team:

<b>Highlights of having a small team</b>	<b>Drawbacks of having a small team</b>
<ul style="list-style-type: none"> <li>- Flexibility of work</li> <li>- Personal contribution matters</li> <li>- Good teamwork</li> </ul>	<ul style="list-style-type: none"> <li>- Huge load of work</li> <li>- Lack of individual responsibility</li> <li>- No manual for process</li> </ul>

**Table 03: highlights and drawbacks of having a small team**

**b- Procedure manual :**

Previous attempts were made to write down the job function for every job title but in no case, there was a mention of neither the process nor the internal controls describing the right fulfilment of tasks.

**Processes and application of the communication system:**

The company determined the necessary processes for the quality management system including the internal communication method and their application by:

- Determining the required inputs and expected outputs for these processes;
- Determining the sequence and interaction of these processes;
- Identifying and applying the criteria and methods (including monitoring, measures and associated performance indicators) necessary to ensure the effective operation and control of these processes;
- Determining the resources needed for these processes and ensure their availability;
- Assigning responsibilities and authorities for these processes;
- Providing the necessary human resources for the implementation and the control of its processes;
- Evaluating these processes and implementing any required changes to ensure that these processes produce the expected results;
- Improving the processes and the quality of the information management system.
- Maintaining the documented information necessary for the functioning of its processes;
- Keeping documented information to ensure that processes are implemented

While planning, the organisation is taken into account the risks and opportunities to provide assurance concerning the effectiveness of its management system -including the internal communication methods- in delivering the expected results. Therefore, actions need to be implemented against the risks of presenting a negative impact on the employees' performances. Also, they must be proportional to the potential impact on the conformity of services. This induces a risk approach revision.

#### **4. Secondly analysis phase:**

To better understand the internal communication process that the company is using. As well as, try to find the relation between those processes, and the employee's performance of *Bridges Suspended*; an interview with some employees is necessary as a second analysis step.

##### **Interview of the study:**

Each interview was recorded and lasted between fifteen and thirty minutes (15 to 30 min) followed by a transcription. The interviews consist of three different stages: describing, classifying, and connecting. These three stages represent a process that happens over and over again in a spiral-like shape. The emphasis is on description, and then on splicing and

splitting the data in order to form new and more comprehensive categories gathered under a common theme.

<b>Interviewee</b>	<b>Age</b>	<b>Work position</b>	<b>Gender</b>	<b>Position</b>	<b>Direction contact with internal communication issues</b>
<b>1</b>	30-39	HR department	Male	HR manager	<b>Yes</b>
<b>2</b>	20-30	HR department	Male	Project manager	<b>Yes</b>
<b>3</b>	40 and up	Execution	Male	Driver	
<b>4</b>	30-39	Finance	Female	Finance manager	<b>Yes</b>
<b>5</b>	20-30	Finance	Female	Finance assistant	<b>Yes</b>
<b>6</b>	30-39	Execution	Male	Mechanical	
<b>7</b>	20-30	Execution	Male	Driver	<b>Yes</b>
<b>8</b>	20-30	HR department	Female	Administrator	
<b>9</b>	40 and up	Execution	Male	Mechanical	
<b>10</b>	40 and up	Execution	Male	Driver	

**Table 04: interviewee background information**

<b>Interviewee</b>	<b>Interview duration</b>
HR manager	<b>30 min</b>
Project manager	<b>25 min</b>
Driver	<b>18 min</b>
Finance manager	<b>20 min</b>
Finance assistant	<b>17 min</b>
Mechanical	<b>21 min</b>
Driver	<b>15 min</b>
Administrator	<b>20 min</b>
Mechanical	<b>25 min</b>
Driver	<b>17 min</b>

**Table 05: interviews duration with each interviewee**

### **Global result from the interviews analysis:**

Based on the SQC method (statement, quotation and comment) we try to categorise our analysis of the interviewees' answers, here we explain further:

*a- Analysis category number one: "Communication and Roles":*

Based on two interviews, we found that communication the information and even the work issues seem typical for some internal communication methods that the company is using.

- Explanation from the interviewees:

*"[...] employee can work on the self-evaluation and communicate that to our service [...]we have roles and employees must respect that but the door is open for feedbacks and we offer the chance for any employee to think out of the box but they must communicate any type of information as normal I think. Not as over-enthusiastic" (HR manager)*

*" [...] the employee's performance is related to the respect of roles and the manner of how to communicate effectively at work , I mean by performing the motivation to do the best at work"(project manager)*

In addition, we found that this communication way is related to the strong policy that the top-management is implementing. Furthermore, it is giving high priority in the company to measure the employee's performance.

*b- Analysis category number two "non-formal communication and work atmosphere":*

Considering the environment of work, information management is reflecting reasonable results.

- Explanation from the interviewees:

*" [...] we must have a friendly work atmosphere and I believe that with good communication we can get a friendly environment"(Mechanical).*

*"[...]we use the non-formal communication to have a suitable work atmosphere by offering team building days every 6 months [...] that's to minimize misunderstanding of each other and minimize conflicts too" (HR manager).*

From that, we can say that non-formal communication as an internal communication method that the HR are using aims to incorporate environmental considerations into all

employees activities, and includes goals such as minimizing the conflicts between employees to develop environmentally friendly atmosphere.

*c- Analysis category number three: “face-to-face communication”*

Employees believe that face-to-face communication and the open dialogue to give and have feedback would develop their motivation level.

- Explanation from the interviewees:

*“ [...] we have a lack that we communicate face-to-face from colleague-to-colleague [...] at any organization you must find issues and you have to solve that by communicating it face-to-face ” (Driver).*

*“ [...] We have many internal current issues that only come up at the time of break or if you happen to be in the right meeting at the right time. If not, you hear from a colleague later on that you should have done something you had no idea about and that is good so I prefer using dialogue and face-to-face communication ” (Finance assistant).*

We can mention that it is possible to evaluate the performance of employees by using a simple communication (Horizontal communication) better than focusing on how the simple employee (drivers) has not had active internal communication efforts.

*d- Analysis category number four: “using software to communicate effectively”*

Employees would be in a better position to discuss the communication in a situation where they have encountered such communication to begin with.

- Explanation from the interviewees:

*“ [...] it’s a very helpful method to use Slack as a communication logical between employees [...] and they think it’s a very good idea and suggestion for brainstorming projects also and participate in the project development by using technology I mean Trello as free online communication logical [...] ” (Administrator)*

While focusing on what the interviewee said, the use of software is an opportunity to gain a deeper understanding of the real interaction of the employee with the use of technology to transfer information and that perhaps is related to the behaviour and environment of the interviewee and his real implementation at work. This implementation gives a deep

understanding of the employee viewpoints on internal communication in different departments. However, as a global result, there is a positive effect of using technology to transmit information between employees.

## **5. Comparison of the interviews' results and the communication different types that Bridges Suspended uses:**

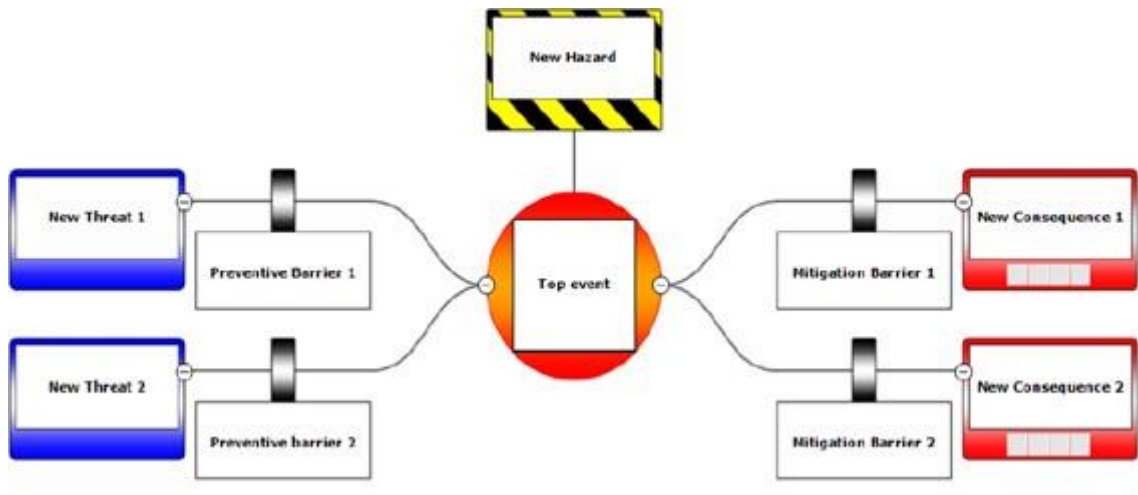
A bowtie diagram was mapped to visualize the risk *Bridges Suspended* is dealing with, based on the interviews analysis results and the impact of that on the daily performance of employees. Clear differentiation between the proactive and reactive side of risk information management has emerged. This diagram provides an overview of multiple plausible incident scenarios and shows what barriers *Bridges Suspended* has in place to control these scenarios.

### **Risk Approach as an analytical method of information and measure employees' performances:**

This approach is essential when we try to find the result of any type of management system to achieve adequate performance at work. Furthermore, the actions taken toward risk can vary from one situation to another; they are affected by the input, the expected output, and the environmental variables. To be able to identify the extent of risk and manage it, the Bow Tie analysis tool is used to endorse preventive and mitigation controls of any hazard event facing the activity.

### **The reason of using the Bowtie Method:**

A 'bowtie' (CGE Risk Management Solutions, 2017) is a diagram that visualizes all the immediate risk, creating a clear distinction between proactive and reactive risk management as we are studying the internal communication way that Bridget Suspended is using. We will start from the approach to find the risk of a lousy communication method at work; this step to find the direct impact on the performance of employees has the best answer of our research problem.



**Figure 11: The risk approach design (Bowtie diagram)**  
**CGE Risk Management Solutions (2017)**

The components of the bowtie diagram are the hazard, top event, threats, and consequences. It provides an overview of everything unwanted around a particular hazard. Every line through the bowtie represents a different potential incident. Besides containing incident scenarios that might already have occurred, a part of the strength of the bowtie is that there is also room for scenarios that have not yet occurred. These possibilities make it a very proactive approach.

**The use of “HEFLO BPM” as a cloud analytical platform:**

To simulate the process conceptualized in the previous section, we had also selected a tool that is easy to use, free, and has all the features of information analysis and detects communication problems. The process that we chose is “HEFLO BPM”, a cloud platform where it is possible to create, model, document and define controls for the organisation’s process.



**Figure 12:HEFLO platform as a business process management**

**The application of both analytical methods in our case study:**

From this analytical method, we found that Bridges Suspended managers are using a data information collection method (more precisely, every manager from his/her work department). Based on that, and to have positive results about the employee’s performance, we have separated the information that we have collected.

In this step, we apply both analytical methods (risk approach and the analytical data platform HEFLO) to have a global vision on what is the most realizable way to analyse the performance of employees from a communication perspective:

- The application of HEFLO platform based on the measurement information and we use it in our financial example “financial department issues”\_ Annex 02
- The application of the risk approach based on moral information and we use it in our second example “conflict at work” \_Annex 03

**Employee’s performance from a business vision:**

The financial manager measure the performance of his team by using financial indicators, a linkage between the expenses, the revenues, and the impact measurement tracking sheets was made as follow to set the dashboard. That refers to the way the financial assistant communicates that with the financial manager.

Rapport Journalier de revenu (Etat de facturation)												
1												
2												
3	j-19					f-19						
4	N° Fac	Client	PAYE/NON PAYE	Type de paiement	N°cheque(si present)	Montant	N° Fac	Client	PAYE/NON PA	Type de paie	N°cheque(si	Montant
5												
6												
7												
8												
9												
10												
11												
12												
13												
14					Total	0					Total	0

**Figure 13: Daily financial report of Bridges Suspended (offered by the company)**

	A	B	C	D	E	F	G	H	I	J	K			
1														
2	00/00/2019					00/00/2019								
3	.... SARL	N° Fac	Depense	Fournissei	N°cheque	Montant	N° Fac	Depense	Fournissei	N°cheque	Montant			
4														
5														
6														
7														
8														
9														
10														
11														
12						Total	0						Total	0
13	caisse	N° Fac	Depense	Fournissei	Sollicitant	Montant	N° Fac	Depense	Fournissei	Sollicitant	Montant			
14														
15														
16														
17														
18														
19														
20														
21						Total	0						Total	0
22	.... Sponsor	N° Fac	Depense	Fournissei	N°cheque	Montant	N° Fac	Depense	Fournissei	N°cheque	Montant			
23														
24														
25														
26														
27														
28														
29														
30														

**Figure 14: Daily financial report of Bridges suspended “type 02”(offered by the company)**

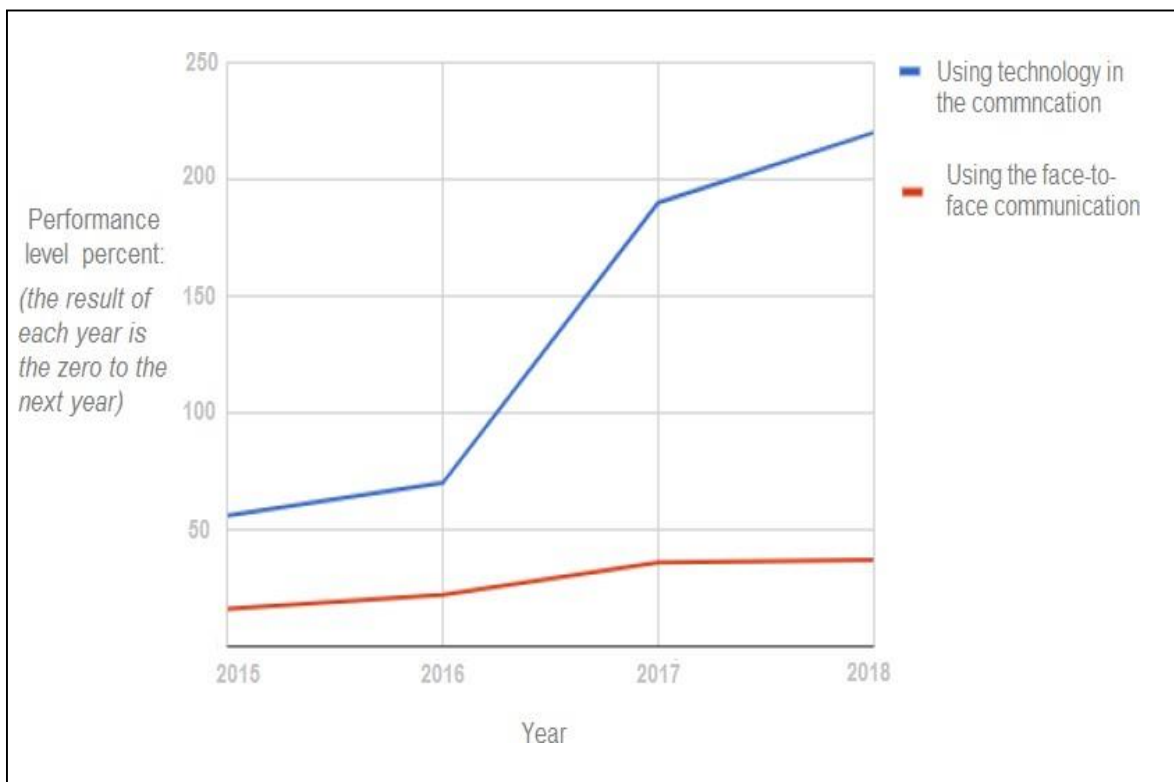
From the uses of the first reporting model, the financial manager measures the employee’s performance by his work results based on the daily financial reports that he did and the financial manager brainstorm the information that he received. After that, he will use the daily report (type two) to communicate the results that he gets to the CEO.



At that level and based on the results of the interview, as well as what we get as information from the company, we found in general that there are two employees' categories:

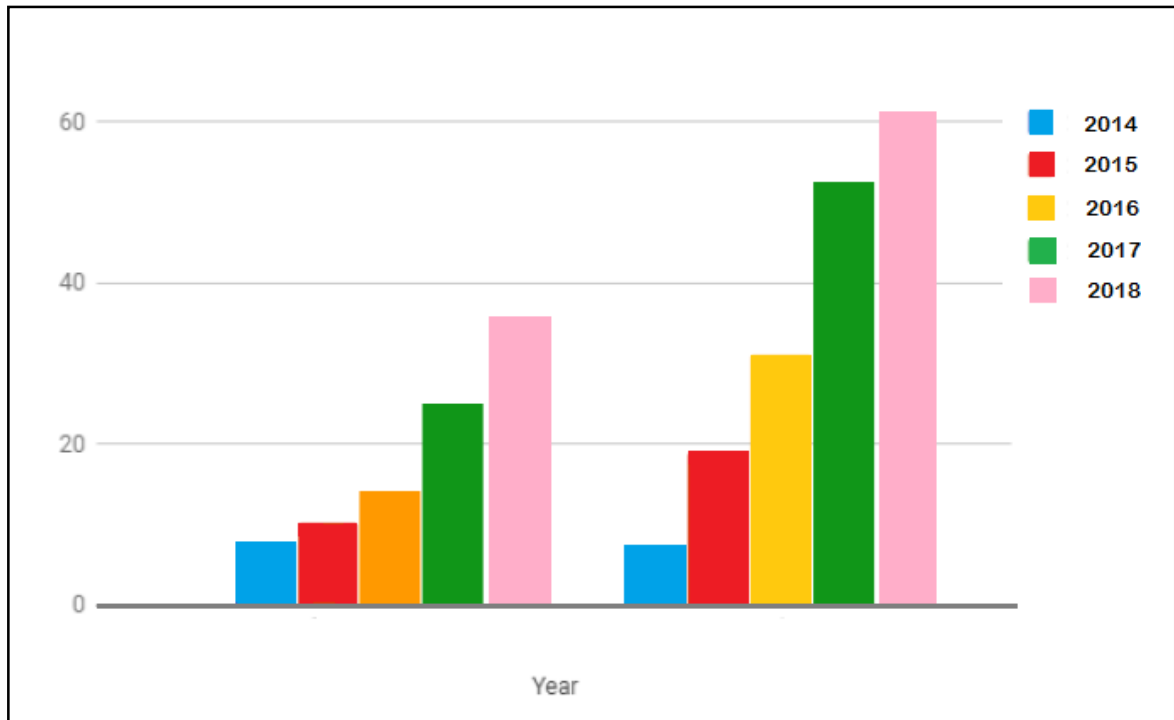
- A- Middle-management and Top-management: who prefer using technology (communication logical) to communicate any information. Besides that, they control the employee's performance related to his/her work results and motivation.
- b- Simple employees: prefer using the face-to-face communication method.

From that, the HR department proves that there is a problem at this level because simple employees did not like the use the internal communication logical (software) offered by the company.



**Figure 16: Performance level of employees related to the software utilisation in communication for the last 4 years at Bridges Suspended company (offered by the company)**

In addition, by moving to the application of the risk approach Annex 03 (based on the results that the company has offered), we found as results the employee's performance evolution diagram below:



**Figure 17: Bridges Suspended “Employee’s performance evolution at work related to the software utilisation \_from December 2014 to December 2018”**(information offered by the company)

## 6. Limitations:

The idea of implementing the integrated management system as a useful internal communication method to guarantee proper information management and help to measure the performance of employees based on these results. The CEO of *Bridges Suspended* welcomed the information. However, the implementation phase of processes took time to be adopted and executed. It witnessed vulnerability in the monitoring and evaluation follow up. This shortcoming is due to the absence of a quality manager to pilot the process. His role will be assuring the performance of the information management as well as the work atmosphere. Furthermore, its continuous improvement by evaluating and measuring the efficiency of results and actions performed.

## 7. Recommendation:

### **Recommendation for the company:**

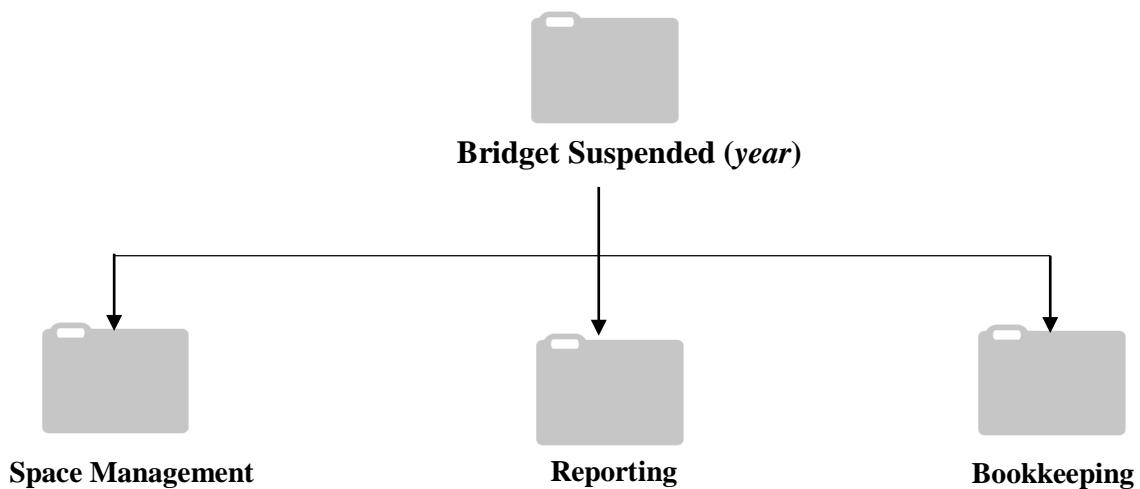
After the three months internship at *Bridget suspended* company, and what we have got as results. We have worked on developing a “*process filling system*”. However, we recommend its use to facilitate the access of information; As well, employee’s performance can be measured based on motivation and the managers’ monitoring.

From this process, managers can visualize the information indicators as internal communication results of the company.

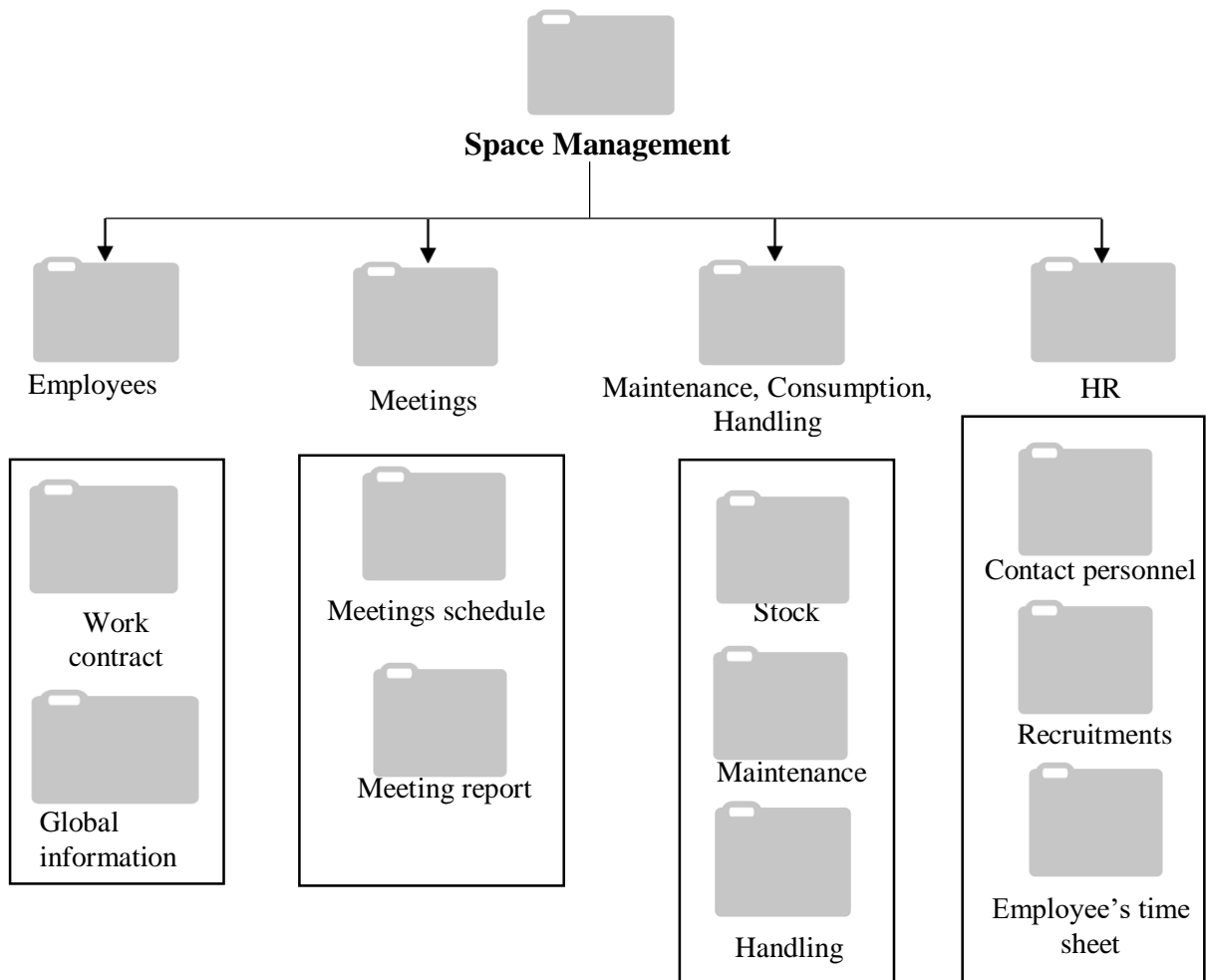
**a- The filling process idea's explanation:**

- *Purpose:*
  - Archive and classify all documents in the drive of *Bridget Suspended company* for a digital version and in the archive for a paper version
- *Goals :*
  - Build a consistent database
  - Have a backup of information
  - Have fast and efficient access to information
- *Outcome:*
  - Reduce access to information problems to optimize the loss of time.
  - Assuring the existence of evidence for audit use

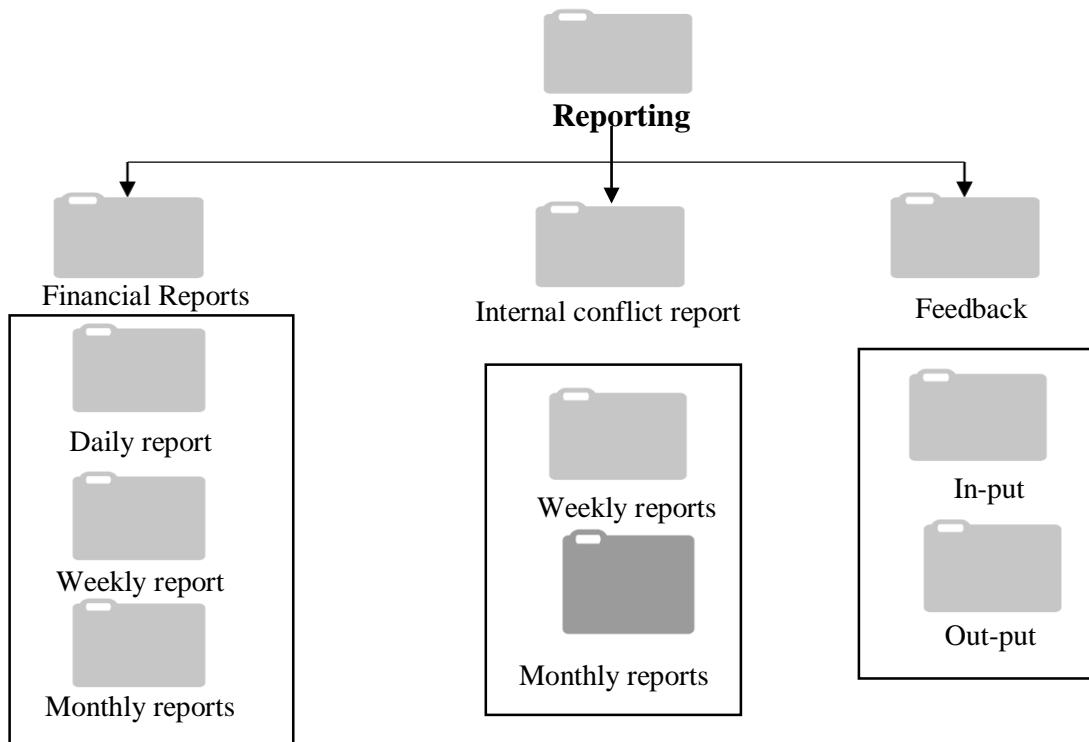
**b- The filling process design:**



**Figure 18: filling process (recommendation to *Bridges suspended company*)**



**Figure 19: filling process system explanation N°01 (Space management)**



**Figure 20: filling process system explanation N°02 (Reporting)**

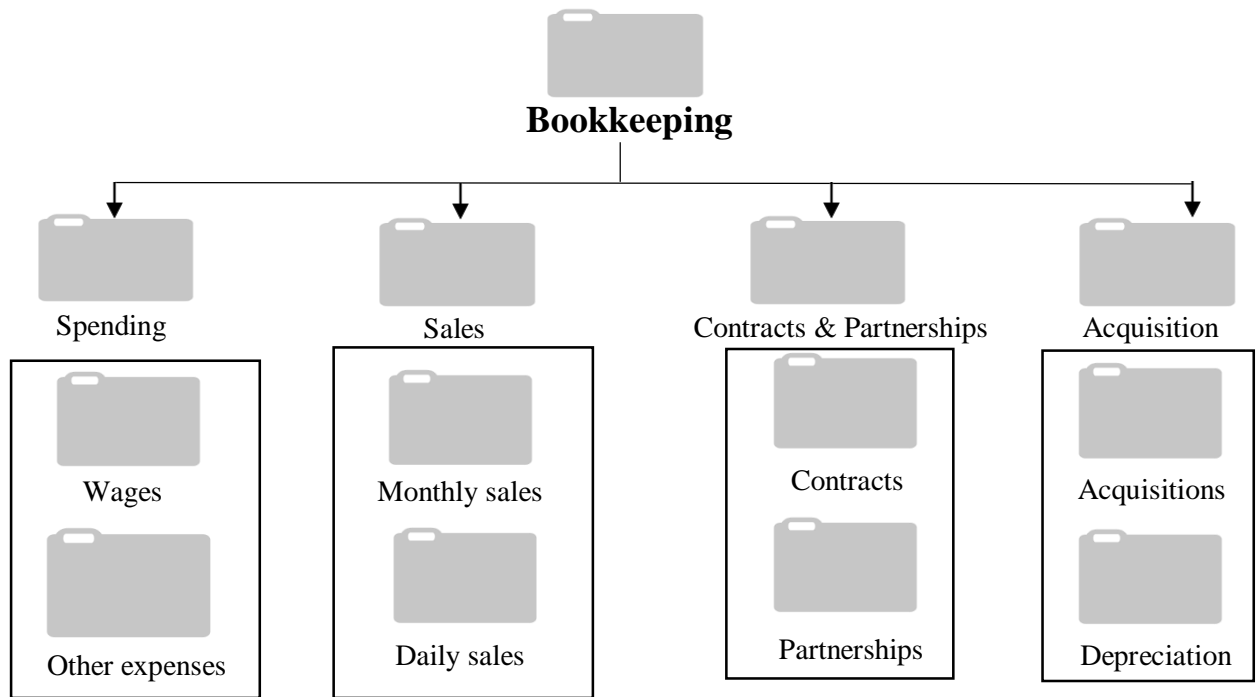


Figure 21: filling process system explanation N°03 (Bookkeeping)

**Recommendation for the future research:**

This method helps enormously as a tool for accurate measurement of information and visualization of results using a global information management platform that can best assess extensive data in less time. This platform should be customized to the requirement of the study of the communication at any organisation.

Secondly, studying daily information at any organisation for better measurement and average peak, we recommend the utilization of an excel spreadsheet that could prove inaccurate and time-consuming, especially with a big load of data.

Finally yet importantly, an excellent internal communication process is more than just implementing an information management platform or using data. It reflects a broader cultural change in any organisation.

## **CONCLUSION**

As a conclusion, we are at the point that says the internal communication assessment is currently focused on channels used, or volume of information generated mostly; essentially process explanations; rather than the content of the communication itself, how well it is provided, or understood.

The studies reviewed in this research have found levels of internal communication satisfaction around the utilisation of software as well as the face-to-face communication for a better understanding of the organizational strategy of our case study: *Bridges Suspended Company*. On one hand, communication is undermined by a lack of senior manager clarity and commitment to values. There is a chance for employee's voice to significantly improve.

On the other hand, we can say that changing communication environment calls for new *Management system for the information* at the company has a direct impact on the assessment with an emphasis on communities, content and dialogue between employees rather than volume and channels of information management. Expanding the classical methods, internal communication could generate new approaches to practice and assessment. For example, assessment of internal communication could take more account of the *impact of social environment* within a wider context of *employees' performances*.

Lastly, we mention that we tried to put a new conceptual model of employee communication in our research as a framework for fresh approaches to internal communication assessment. It encourages a stronger balance between communication related to an individual's role and wider internal corporate communication which means working as a team for the team. Also, it emphasises the importance of employees' motivation individually, based on their being well informed, organizational support and making updates about any type of identification.

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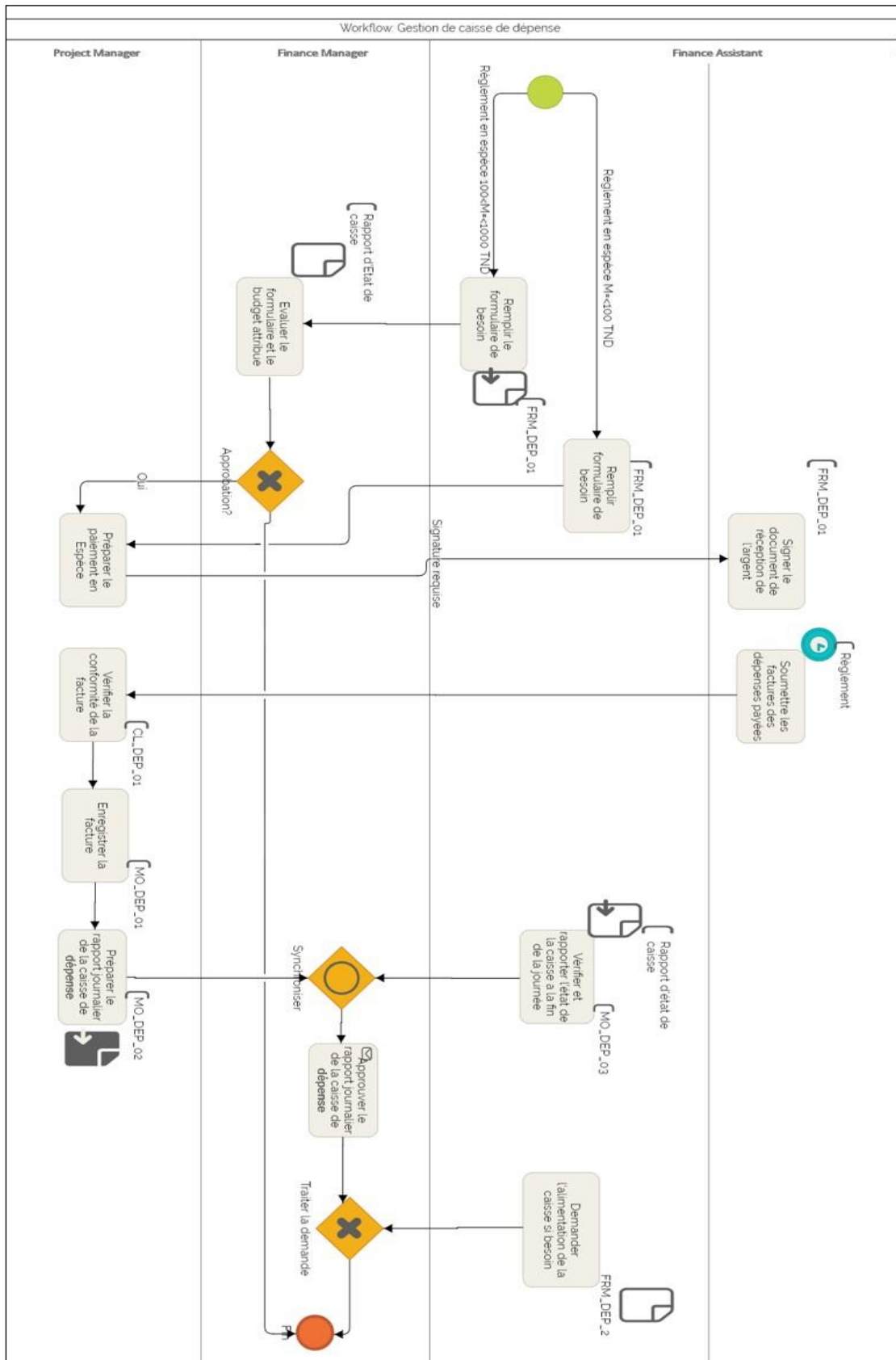
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## **ANNEXES**

## Annex 01\_ The structure of the interview guide

<b>Questions</b>
<b>Q1:</b> Do you prefer to communicate at work via email, phone or in-person? Why?
<b>Q2:</b> What team communication tools have you used? What was your experience with them?
<b>Q3:</b> How would you overcome communication challenges on a remote team?
<b>Q4:</b> Have you ever faced a communication problem with someone you struggled to communicate with? If so, what was the obstacle and how did you handle it?
<b>Q5:</b> Did you use any information management logical in your work position? If yes which one? And if no, how you communicate with your colleagues from other departments?
<b>Q6:</b> How would you reply to a negative online or offline review about your work?
<b>Q7:</b> Do you feel that you need new communication way between you and your teamwork? and how that affect your work performance?
<b>Q8:</b> Do you think that the respect of roles has direct impact on the employee's performance from a communication vision?
<b>Q9:</b> How you measure the performance of employee (teamwork) and with witch communication method you give them a feedback?
<b>Q10:</b> If you wanted to inform your team or stakeholders about quarterly results, would you email them a detailed report or present the data live? Why? Regardless of the method you choose, how would you ensure your message is clear?
<b>Q11:</b> from this list chose one element and explain why : -You prefer working with others and communicate face-to-face (interaction at work). -You prefer working individually and using reports and email to present your work. -You prefer communicate daily with your responsible to get a positive work results
<b>Q12:</b> How can you describe the type of communication between you and your colleagues as well as you and your responsible?

## Annex 02\_ The application of HEFLO platform based on the measure information and we use it in our financial example “financial department issues”



**Annex 03 \_The application of the risk approach based on moral information and we use it in our second example “conflict at work”**

