



**Faculty of Applied Sciences  
International Business**

---

**MASTER THESIS**

**Luis Alonso De la Cruz Leyva**

**INTERNAL COMMUNICATION AND ITS RELATIONSHIP TO  
ORGANIZATIONAL IDENTITY AT WSB UNIVERSITY INTERNATIONAL  
RELATION OFFICE**

**MASTER THESIS**

written under the supervision of  
dr. Anna Dewalska-Opitek.

Approved .....

Date and supervisor's signature

Dąbrowa Górnicza 2021



## **ABSTRACT**

Organizational identity is a relatively new phenomenon that continues to attract attention and implementation in organizations. While communication has been identified as a factor affecting to get the identity, there are few scientific research has focused solely on the relationship between the two. Taking this into account, this study sought to find if there is a relationship between internal communication and employee engagement. The results indicated that there is a positive relationship between internal communication factors and employee engagement factors, so help to obtain organizational identity. Current research found that internal communication is linked to organizational identity and meaningful work; all the compromise factors. Finally, it was possible to conclude with this research project that the level of internal communication was analyzed at WSB University International Relations Office, where it was identified that there is a high frequency of perception related to the indicators of the internal communication variable, Often (58.43% average) and regarding the level of organizational identity, it is concluded that there is a good level because the average 81.82% of the respondents affirmed this, this percentage results from taking into account each indicator of the variables based on the highest frequency scales which are (Always and Often).



## INDEX OF CONTENT

1. INTRODUCTION.....	1
I. CHAPTER I: ROLE OF COMMUNICATION AND IMPORTANT OF COMMUNICATION FOR ORGANIZATIONS.....	3
1.1. Communication .....	3
1.1.1. Organizational Communication.....	5
1.1.2. External Communication.....	7
1.1.3. Internal Communication .....	8
1.1.4. Importance of Communication.....	9
1.2. Communication Process.....	10
1.3. Principles of Communication .....	11
1.4. Internal Communication Functions.....	11
1.5. Internal Communication Flows .....	12
1.6. Communication Barriers.....	14
1.7. Informal Communication.....	15
1.7.1. Informal Communication Characteristics .....	16
1.7.2. Rumor.....	17
1.8. Internal Communication Management.....	18
1.9. Objectives of Internal Communication .....	19
2. CHAPTER II: CORPORATE INDENTITY AND ITS ROLE FOR COMTEMPORARY ORGANIZATIONS.....	21
2.1 Organizational identity .....	21
2.2 Organizational identity Approaches .....	24
2.1.1 Design Approach.....	24
2.2.1 Organizational Approach.....	24
2.3 Motivation .....	25
2.3.1 Human motivation .....	26
2.4.1 Motivational cycle .....	26
2.5.1 Work commitment .....	26
2.4 Organizational climate.....	28
2.5 Organizational culture .....	29
2.6 The Theories of Social Identity.....	31
2.7 Factors that influence the Organizational identity .....	33
2.8 Strategic components of the Organizational identity.....	34
2.9 Difference between Organizational Identity and Corporate Image .....	39
2.10 Organizational identity Communication .....	39

3. CHAPTER III: RELATIONSHIP BETWEEN COMUNICATION AND ORGANIZATIONAL INDENTITY BASED ON EMPIRICAL EXAMPLE OF WSB UNIVERSITY INTERNATIONAL RELATION OFFICE. ....	43
Rationale .....	43
Research methodology .....	43
Sample.....	44
Procedure and Technique .....	44
Operationalization .....	45
Research Findings .....	46
4. CONCLUSIONS .....	59
5. RECOMMENDATIONS.....	61
6. REFERENCES .....	63
7. LIST OF FIGURES .....	65
8. ANNEXES.....	67

## **1. INTRODUCTION**

Nowadays, communication turns out to be a key tool for success; Communication must be understood as an essential element in business action because it reflects the interaction of the social sphere, this being the main purpose of the organization, since through this understanding between people is achieved; Therefore, internal organizational communication is important, it was born in response to the need of companies to keep human capital informed about the philosophy of the company, in addition to promoting a good work environment and improving worker performance. The worker must know everything that happens in his organization to feel supported and provide his best performance.

Internal communication is important for the fulfillment of the organization's objectives and values, as a result of the good management of this medium, a commitment is obtained to face the challenges and needs that are demanded by the current competitive business world. It helps to create a company culture, helping to generate a work environment of trust that motivates the employee to forge a more competitive and profitable company. According to Andrade (2005) the main objective of internal communication is to help achieve the proposed goals; otherwise its existence would not be justified in the organization.

In the current perspective, if the managers of the organizations try to define appropriate values for the collaborators that help to build the essence of the corporate culture, they will have to consider internal communication as a key factor to obtain the purpose of generating identity for the collaborator.

The present challenge of the organizations is to face the difficulties, the constant changes and satisfy the interest groups. Taking this direction, it becomes categorical that all collaborators share the mission, vision, corporate values and that they present affinity to these principles, which is why a solid Organizational identity is essential.

Internal communication activities are positioned by the Human Resources area, but this should be taken of importance entirely by the entire organization, since in each area information is distributed where all collaborators communicate and help prevail

the organization message. Therefore, when internal communication is done, the business idea is built thanks to each of the members of the organization.

Organizations every day realize that it is important to manage strategies for growth and success, but there is a lack with respect to internal communication; there is a bad concept of communication since they relate it directly to marketing and advertising. The model for developing strategies that most Peruvian companies use does not include internal communication as a key factor for their success, which could be exposed as a current lack in organizations.

Business community must begin to take importance on internal communication, because it is really an important tool for achieving objectives, since collaborators are social actors and by nature they seek information. Organizations are composed of individuals who interact with each other, therefore, communication is the basis of all human relationships and without it it would be impossible to work. This exposes internal communication as a fundamental principle in the search for results, because the first thing in a strategy is to make the message reach and understand all human capital.

The main objective of the research was to determine the relationship between internal communication and the organizational identity of the employees of the International Relations Office of WSB University; The type of sampling carried out for the research was non-probabilistic because the number of employees at WSB University International Relations Office was known. The hypothesis is: There is a relationship between internal communication and the organizational identity of International Relations Office employees. Internal communication and organizational identity were considered as study variables. To carry out the data collection, the Likert scale was developed by conducting a questionnaire to the International Relations Office employees according to the sample. The research is descriptive, concluding that there is a high frequency of perception related to the indicators of the internal communication variable and the organizational identity variable.



# **I. CHAPTER I: ROLE OF COMMUNICATION AND IMPORTANT OF COMMUNICATION FOR ORGANIZATIONS**

## **1.1. Communication**

Communication is the exchange of feelings, emotions, thoughts; messages, transmitted from a sender to a receiver or receiver, through channels allowing feedback to be obtained.

[...] “Talking about communication is talking about necessity. Before man is aware of his dependence (even after his 'independence') he communicates, for the sake of conquering something. However, the basic human need, on various scales, is adorned with whims or ambitions that prevent it from being exposed”. (Calle, 2014)

The birth of communication is indicated together with the human being, lives and evolves with him, obeying his requirements, adjusting to the environment in which he develops, leaving open the passage of information and generating complacency.

The human being consciously and unconsciously needs to be in communication; He cannot live without communicating, an activity that will depend exclusively on his needs, not only for information but also for recreational, linking, exploratory and other actions that allow human beings to clear up doubts and acquire knowledge.

What is being proposed is that as long as communication continues to be thought of as something structural, there will be no way to break with the space of the structure and the system and therefore it will not be possible to conceive its multidimensional and determined insertion in the mode of production, far from it. less in a specific social formation.

In a society of constant changes, a static communication cannot be conceived, without changes without modifications or adjustments that respond to current multidimensional production and determined requirements.

Communication is proposed today as a kind of lubricant that allows all the elements that make up a community to function without friction. The more you communicate, the happier you are. (Ramonet, 2011)

Society requires a communication that acts as a function of happiness, establishing a fortified connection to improve the communication process in any space, seeking to suppress communication problems at home, partner, work, etc.

The greater the communication, the greater the happiness; when information is emitted and is decoded by the receiver, but no feedback is obtained from this process, only information is spoken about, when this process obtains participatory and interactive feedback as a response, communication is already spoken.

It should be sought at present that the message emitted internally or externally at home, work and other scenarios where the human being develops are carried out with responsibility and effectiveness, with the aim of creating recipients; develop and refine their feelings, thoughts and emotions.

The inventions of the word, of writing, of the printing press, of the telegraph, of radio and television, up to the current explosion of communication, have been great milestones in the history of human life and have opened new stages. in its development and new opportunities of choice. (Andrade, 2005)

History allows us to know the emergence of great inventions that admit the formalization of the development of humanity; but communication is exclusively the connecting thread for this development to take place. Communication at birth with the human being is not an isolated aspect to him, not only because it is essential in his daily life, but it depends on it that the life of the human being is optimal in operation, relationship and manipulation in conjunction with others inventions.

The Science of Communication fulfills a transcendental role in the life of the human being, studies their behavior, needs, seeks to clear up questions and propose solutions in

the short and long term, in order to design methods and techniques that facilitate their function.

### **1.1.1. Organizational Communication.**

Organizational Communication can be conceived as the rotating process of elaboration, movement and use of meanings that allow formalizing the relationship between an organization and its audiences.

Valle in his article indicates that: [...] “Looking at the organization from communication implies a change of substance rather than form, a change that transcends even the organization itself, since our companies they still do not have advanced models for a business culture that is not based on control, authority and production, but on relationships, knowledge, effective communication and information management”. (Valle, 2003)

Organizational communication requires new models that allow to sustain communication progress, accessing effective relationships that promote business development. Companies require communicational strengthening from the analysis of information needs, labor relations; that vary the execution of frictionless, repetitive and monotonous activities, which do not stimulate the worker to provide a better service or fulfillment of tasks

.

The concept of communication in organizations includes all those communication activities that involve the exchange of data, ideas, information and knowledge between companies and their different audiences (workers, families, management group, clients, consumers, shareholders, suppliers, journalists, media, environment, community, etc. (Bernal & Natalia, 2013)

Organizational communication is understood as the activities that involve informational and communicative growth, from particular environments to general entities, without neglecting the link that unites them.

Organizational communication has a number of actions that carry out communicative reciprocity in the company, generating that the various workers, collaborators and others experience complacency with their jobs, services or attention.

Organizational Communication arises as a discipline attached to the Social Sciences and its relationship with Linguistics occurs to the extent that language functions as a mediation instrument that allows to provide cohesion to a corporate community, governed by values, principles and particular behaviors to each organization. (Correal, Bustos, Cuevas, & Bernal, 2013)

The operation in accordance with the Social Sciences and language allows Organizational Communication to take coherence with its ideas and practice; naming it social discipline.

The Social Sciences receives the organizational communication around its function as the main and essential axis in the enhanced development of the company, to become linked in such a way that it understands each of the specifications or requirements that it handles as a science, that is where language plays the role of keeping them in interaction.

Communication is, therefore, the process of community integration in an organization: it makes known and reminds individuals of their interest in achieving together, as a team, a series of goals and objectives derived and contained in a mission. (Nosnik, 2005)

In an organization, communication is essential to adequately carry out a mission, which will be ensured by all officials. To achieve goals and objectives in a company, you must not only work for good individual communication, but also for broad and complete group communication that integrates all collaborators and external audiences.

Organizational Communication, branch of Communication Science, studies the formation and use of effective messages that respond to: reciprocal participation,

informational activities and leadership, organizational factors that lead to an effective work environment

### **1.1.2. External Communication.**

External Communication is the general direction of a strategic and transversal communication function, which fosters an active and collective relationship with different audiences, merging the internal and external.

The hierarchical organization is also often perceived as the center of its own system, with clear boundaries between inside and outside, and therefore between internal and external communication. From that center and from that inside, the task of external communication is designed mainly to inform and / or influence the outside. (Arguello, 2005)

External communication, through hierarchical systems, provides adequate application in the organization and generalization of influential messages to its external public. Both internal and external audiences need the company to be an informative patron, managing borders that do not dissociate them.

In a company, it is the set of message-generating activities aimed at creating, maintaining or improving the relationship with the different target audiences of the business, as well as projecting a favorable image of the company or promoting activities, products and services. (Bernal & Natalia, 2013)

External communication is specified as the compendium of activities initially linked because they are informative, programmed to cause an effect abroad and increase or position the image of an institution. Generating content and activities in search of the improvement of organizational communication, is conducive to an excellent communication work, in such a way that the communication processes of the organization would be developed in depth and form.

Successful external communication will be achieved if you go beyond issuing and sending communications; It is essential to make the message multidirectional to external audiences, increasing the visibility of their information needs without disconnecting strategic planning.

A one-way communication, gives monotony to the work environment and does not allow the message to pass with relevance and impact the receivers or recipients who are expected to become issuers of new and important content for the company, in terms of corporate image and identity. refers.

In the fragment of, Organizational Communication theory and practice, it states that: [...] “Through external institutional communication the institution system transforms the information inputs into products of a communicative nature and returns them to the environment to achieve the coordination of the objectives of the institution with those of its public”. (Scheinson, 2009)

External communication makes the institution work with a communication system, cause - effect, visualized to fulfill institutional objectives. Responding to the cause-effect system, the Department of Communication will be palpating and diagnosing a series of eventualities of faithful reflections of the state in which communication is found with internal audiences and especially with external ones, in order to make decisions in the face of positive results. or negative about the communication that has been awarded.

### **1.1.3. Internal Communication**

According to Newstron (2009) internal communication is a norm that promotes interactions within the organization, these interactions are caused by two possible events, the first would be task events that are the usual activities of the production process that are usually presumed incidents. It can be said that this communication is of a formal nature. The other event is the human relationship, as part of society, companies host individuals with differences in attitude, beliefs, opinions and values that give rise to

the appearance of information that is ambiguous or not very understandable, this type of communication is informal.

García (2012) explains that internal communication is what is granted within the organization, being determined by the business environment made up of collaborators and internal groups, who can communicate verbally or in writing.

Internal communication is the procedure for transferring information between any group or individual whose action directly affects the purpose of the company, not only companies must issue information, but also must perceive the reality of employees for a correct strategic development. It reflects the relationships and meeting points between the various sectors of the company, and within these sectors the nexus of the people who make them up, is in charge of distributing information and knowledge to all collaborators. It is an essential tool for day-to-day work; as the different departments are interrelated since each depends on the other to give or receive data and information that are intended for the company to function,

#### **1.1.4. Importance of Communication**

Newstron (2011) raises communication as an action that always occurs and where collaborators maintain a relationship while combining their efforts. An efficient management of communication is vital for the organization since the collaborators as the basis of the organization want to know what is happening and what their role in the company is.

Communication is reflected in each of the basic functions of the administration: planning, organization, direction and control; That is why it is essential to manage communication effectively since this way you will be able to obtain commitment that would improve performance. It can be inferred that without communication there is no organization. Without communication, collaborators would not be able to receive reports, bosses would not provide instructions, among other examples. The regularization of the organization is impossible without expressing the requirements and feelings of others, so any communication action influences the organization. An open communication should prevail in which the collaborators know the problems of the organization and are informed of what the managers do to overcome these obstacles,

The approach should not only be presented in communication with collaborators, this turns out to be a limited approach. Managers are also important actors, since in many cases they are the ones who initiate the communication processes and monitor the transmission and interpretation of information. These are urgent and useful information for decision-making, that is why the message that they interpret must be correct so that actions of high influence are generated. Newstron (2011)

## **1.2. Communication Process**

When communication is carried out, it consists of some elements that we must understand in order to explain what happens when one tries to express their ideas to other people. Adler & Marquardt (2005) define the elements as follows:

- Sender: The person who transmits a message
- Message: It is any signal that activates the response of the receiver.
- Coding: To transmit the message, you must choose words or non-verbal methods that demand to be understood
  - Channel: It is the means by which the message is transmitted. This means can be through speech (oral), in the form of a letter (written) or in any other that is adapted to modernity.
  - Decoding: The receiver's process of interpreting the message
  - Receiver: It is the individual who receives the message
  - Feedback: The receiver not only receives the message, but also becomes a double actor in communication. The receiver encodes a response that helps to verify whether the first message arrived successfully or not.
  - Noise: They are the causes that can distort the message.

*Figure N ° 1.* shows the elements of the communication process mentioned in the previous paragraph.



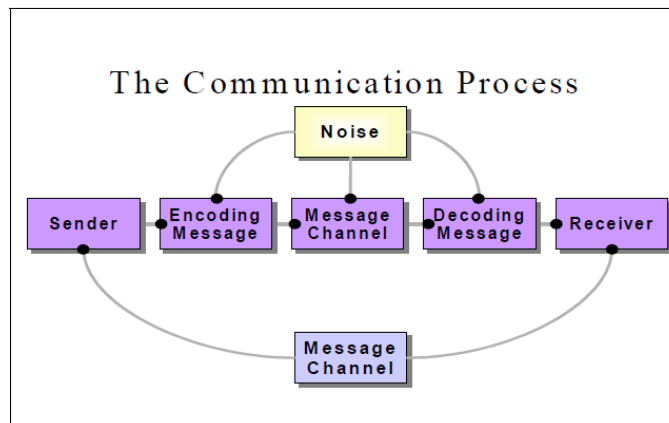


Figure N° 1. The Communication process. Source: Chiavenato, 2009, p.311

### 1.3. Principles of Communication

Within the social life of both a company or an individual, communication is inevitable. Even in the absence, a message is left, not showing up for work generates information captured by others. Our deeds and words remain for posterity, so it is said that communication is irreversible, it is impossible, as it is commonly said, to swallow words. That is why you should always be careful with comments or criticisms that are out of place. Adler & Marquardt (2005)

For Adler & Marquardt (2005) communication is not an isolated act of just sending and receiving messages. All communication in the company is analyzed from the context; that is, the meaning of the message depends on what happened before. All of this is known as a process.

Communication can be a remedy to improve aspects of the organization, but it is not always the solution to everything. If it is true that if communication is not handled in a good way, the results are likely to be bad, this explains that the more it is discussed, the problems become larger. It is relevant to mention that there are limitations in communication and that it is not a remedy for everything. Adler & Marquardt (2005)

### 1.4. Internal Communication Functions

Communication turns out to be an act based on the relationships that are initiated, maintained and propagated through its process. Numerous factors influence the communication process, making it difficult to understand how it works, especially when it is carried out in complex social subjects, such as companies (Scheinsohn, 2009).

According to Lacasa (2005) in an organization, the communication requirement is strengthened when we realize the utility it generates, both for the organization as a group and for the collaborators individually. There are three functions that internal communication fulfills:

- The involvement of the staff, links the employee and the company to involve them in a commitment that relates the improvement of the company to their own improvement; with this I know You will achieve a better motivated employee who will feel rooted in the organizational culture.
- Get changes in attitudes, the new times are causing great changes in organizations, these urgently request change in the communication process. In order to carry out these changes, traditional hierarchical communication must be canceled and for such a modification a change of attitude is needed.
- Improved results This results from the correct transfer of information between the operational areas, to this must be added the commitment that the collaborator acquires, thereby improving the achievement of the achievement.

### **1.5. Internal Communication Flows**

Vertical Communication:

This communication is based on the hierarchical levels turning the superior and subordinate into sender and receiver as appropriate.

Downward:

It is born at the highest levels of the organization and is directed towards the lower ones. It makes it possible to transfer the information that managers want to send to help achieve the objectives and generate a higher level of integration to the collaborator.

Upward:

It occurs when the collaborators take on the role of issuer by issuing one or more messages to superiors, identifying themselves as a benefit since it encourages the

collaborator to participate frequently in company relationships. This communication provides security to the worker, being an important tool in talent management that allows information on the work environment to be obtained.

**Horizontal Communication:**

It occurs between collaborators who can be mentioned are within the same range of power. This communication "(...) Is the one that occurs within a strip at the same level between different work areas. It refers to the organization in terms of its complexity of function and specification of tasks "(García, 2012, p.72).

**Cross Communication:**

It is presented between different areas and levels, which enables support and advisory actions. There is a barrier formed by hierarchical power and their dislike of the interference of other areas on their activities or subordinates.

For a better understanding, Figure N ° 2 shows in a didactic way the communication flows and their characteristic uses in an organization.

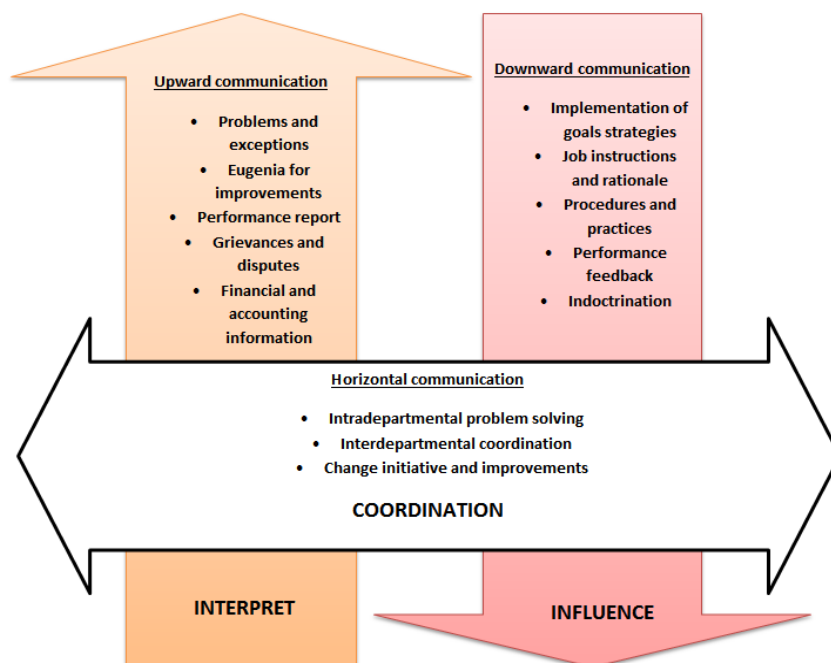


Figure N ° 3. Internal Communication Flows. Source: Chiavenato, 2009, p.322

## **1.6. Communication Barriers**

Barriers are understood to be all those factors that impede communication, distorting the message or hindering the general communication process. The communication processes are: Climate, information, objectives, control. With this, the leaders as subordinates will obtain correct interactions and behaviors that will facilitate the mission of the center in both the administrative and pedagogical area. An optimal direction or administration does not forget the relationships between all its areas or coordination, and each of them must be closely in communication with the others. The whole of this communication manages to clarify errors, establish next problems, schedule activities, compare ideas and learn together, that is, as a system itself. Now, we know that within communication there are barriers that prevent it from being effective in the classroom, some of them are:

- Semantic barriers: They have to do with the meaning of words, when we do not specify their meaning, they lend themselves to different interpretations and thus the receiver does not interpret what the sender said but what his cultural context indicates.

- Physiological barriers: They prevent the sending or receiving of a message with clarity and precision, due to the physiological defects of the sender or receiver, such defects can affect any of the senses, either totally or partially (deafness etc.)

- Psychological barriers: There are many mental factors that prevent accepting or understanding an idea. Some of them are:

- Not taking into account the point of view of others
- Suspicion or aversion
- Worry or emotions unrelated to work

- Administrative barriers: These are those that originate in inadequate organizational structures, bad planning and deficient operation of the channels. They can be saved by:

- Physical barriers: Distance and excess noise, as well as interference on the radio or telephone

- Personal barriers: These are the interferences that stem from the characteristics of the individual, their perception, their emotions, their values, their sensory deficiencies and their bad listening or observation habits. They are the mental noise that limits concentration and makes our perception and observation very selective. We see and hear what we want, what is best for us, what we are emotionally tuned to, our beliefs and values act as filters, communication cannot be separated from the personality and it influences our perceptions and we transmit our interpretation of reality and not reality itself.

In another vein, communication failures are extremely important aspects, since they are usually symptoms of deeper problems, such as, for example, inadequate planning, a poorly designed structure whose relationships are not sufficiently clear for communications. organizational.

Barriers in organizational communication represent the obstacles that distort the transfer of meaning. Any element or circumstance that prevents, interferes and hinders the proper flow of the contents of a message through their respective channels, is considered a communication barrier. (Chiavenato, 2009) states that barriers "intervene in the communication process and affect it deeply, so that the message received is very different from the one that was sent." These then interrupt the clarity, meaning and understanding of the message.

### **1.7. Informal Communication**

Informal communication has also been given the name unofficial; The term "grapevine" has even been established for historical reasons that are based on the civil war in the United States and its telegraphic lines that hung from trees, at some point bushes grew on these lines making the messages frequently confusing or erroneous. Today this term is used for all informal communication.

Informal information is usually given orally, but this can also be written and, strengthening modernity, these messages usually appear as bursts on computer screens, with this idea the concept of unofficial electronic communication was born, The concept increases information in less time. It is important to mention that unofficial personal

communication is still frequent in organizations because not all employees have a job with computer access and many of them prefer communication through social interaction. (Newstron, 2011)

### **1.7.1. Informal Communication Characteristics**

The process that follows the unofficial communication is known as chain of groups, where a link usually informs a group of collaborators instead of just one. Within this type of communication, the most participatory collaborators are called liaison individuals.

Unofficial communication tends to occur mostly on the basis of a specific situation. Depending on the motivation that the collaborator acquires during a situation, any of these can become the main actor in communicative informality. Newstron (2011)

For Newstron (2011) there are factors that promote the initiation of unofficial communication:

- Work that allows conversation.
- Job that provide information and others that others want.
- Communicator personality.
- Emotion and insecurity.
- Participation of friends and colleagues.
- Recent information.
- Procedure that puts people in contact.

Despite a concept that can be had, the real thing is that more of the informal communication that occurs in the organization transmits correct information. But the fact that it is correct information does not guarantee that it is complete or that everything is true. Being a communication of transmission in a short time, flexible and of liaison individuals, many times the complete and truthful transmission of information by managers cannot be controlled. The consequences can have positive or negative effects that will be observed among the working groups.

### 1.7.2. Rumor

The word rumor is closely identified with informal communication. The rumor turns out to be the transfer of information without the necessary evidence; It is the unofficial communication without verifying the information and also transferring it incompletely.

It can be defined that “(...) the rumor is the result of both interest and ambiguity in a situation. If the matter is trivial or lacks interest for a person, there will be no reason to transmit a rumor” (Newstron, 2011 p.71).

As Newstron (2011) mentions, the rumor is based on the interest and ambiguity that a person presents when faced with certain information. But this is totally subjective since each person can present a different tendency, frequently each collaborator tends to adjust their interest and in this way manipulate the information as criteria.

For Newstron (2011) the following types are presented:

- Historical and Explanatory: Promotes giving meaning to past events where there is incomplete information.
- Spontaneous and oriented: Change a current situation.
- Negative: They create conflicts between the working groups.
- Positive: They create commitment in all collaborators.

According Chiavenato (2009) informal communication is established in order to eliminate chains of command and connect everyone in the organization. Organizations usually encourage supervisors to use informal channels.

There are two types of chain of rumors that are stimulated by managers, according to Chiavenato (2009):

- Walk through organizations: While walking around the company, managers seek to interact with employees during their activities in order to understand how their work units are doing.
- Chains of rumors or grape bunches: It is an informal communication between people. The chain of rumors unites the various hierarchical levels and is more towards a context of change or that is unfavorable.

Figure N ° 4. presents the mentioned types of chain of rumors that are stimulated by managers

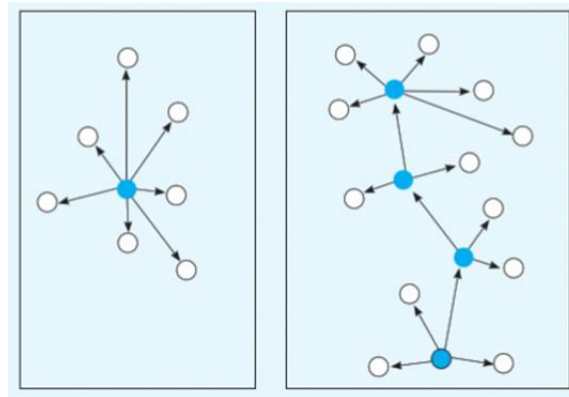


Figure N ° 5. Examples of chain of rumors for the company. Source: Chiavenato, 2009, p.317

### 1.8. Internal Communication Management

Within the organization the opinion of the internal customer is of utmost importance. Making the collaborator feel part of the reality of the company is what is sought when a communication plan is generated. Although it sounds repetitive, the collaborator should continue to be mentioned as a fundamental piece of any organization, since these are the main means by which the message of where you want to go can be transmitted, making them feel committed to the business project. The obtaining of achievements will depend on an adequate management of information in all areas, which, as it is known, are interrelated, for this reason it is essential that the collaborator knows the why and for that of their functions; in this way it is intended to achieve success (Coppero & Pellegrino, 2004).

Tuñez et al. (2014) point out that communication is an important piece in the company's strategy, through this activity the essence of the tactic is transferred that must be well defined and structured to strengthen competitiveness, in this way it seeks to obtain a correct corporate image that It will generate value in each internal customer, although to achieve this, the objectives must be clearly identified.

The staff seeks to understand the purpose of the company where they work, from this proposal internal communication becomes transcendent as an effective tool to transmit the elements of the organizational culture that help to have an agreement of



responsibility of the collaborators. Also by way of response, the opinion, activity, and expectations of the staff can be known. Internal communication has as a priority that there is a balance in the information that leads to credibility in each member of the organization.

Taking into account the relevance of communication in companies, they seek guidelines that must be managed by managers with the advice of a specialist. This policy must be centralized in three essential aspects, the commitment to achieve results, the promotion of a correct image and the structured dissemination of information.

### **1.9. Objectives of Internal Communication**

The internal communication clearly explains its existence in the company, for which it is obliged to present the same objective, the highly valued achievement of results, but in what way it could contribute to this end; It is explained that the fundamental purpose of internal communication is “(...) to support the achievement of institutional objectives, strengthening the identification of collaborators with the company, providing them with relevant, sufficient and timely information, reinforcing their integration and generating in them a favorable image of the organization and its products and services ”(Andrade, 2005, p.23).

It is possible to identify a model presented as the "Model of the five I", where the investigation is the beginning and end of the process, which within this presents four specific objectives (identification, information, integration and image) playing the role of activities. Andrade (2015) clarifies them as follows:

- The investigation points out the requirement for information, both in the company and by the staff to determine the effectiveness in communication, proposing improvements to solve the possible problem if this is the case.
- Identification seeks to consolidate the employee's commitment to the company, the employee and the company share the same objectives, generating greater motivation and spreading the organizational culture.

- The information, the reception of reliable information by the collaborator provides a sense of security that generates a better work performance, the effectiveness in the transfer of this information is given through the oral, written and electronic channels that the company presents; It is not only important to get the information through formal means, but also to include the informal ones, it is essential to know who the opinion leaders are so that the message with greater credibility arrives with them.
- Integration, this leads to strengthening communication organizational in all its areas, promote all communication flows, breaking current barriers, which will promote collaboration to create a correct work environment in search of the achievement of results.
- The image, strengthen the company as an exemplary institution, exhibiting a correct image based on its products and services. Project an image to internal customers that goes hand in hand with the one they seek to perceive from the external customer.

## **2. CHAPTER II: CORPORATE INDENTITY AND ITS ROLE FOR COMTENPORARY ORGANIZATIONS**

### **2.1 Organizational identity**

#### **Definition**

At the end of the last century, Organizational identity has been identified as a matter study. In the 80s, in North America a business concern was born in search of excellence where the good practices of the great companies of the time were highlighted; Thanks to these, new concepts such as business culture or corporate values are established. The importance of the external and internal public is highlighted, which is why we begin to talk about customer and employee orientation.

Certainly, Organizational identity begins to coexist in companies when they begin to apply trademarks to distinguish and determine their products; as well as to identify themselves.

The term Organizational identity can cause confusion when associated exclusively with the purely graphic identity idea; this is much more than brands and logos. Organizational identity is a broad concept related to the personality of the company. The term can be inferred as the appreciation of authenticity that the organization has, stipulated by its context, its attitudes and the constant development of revision and creation of its attributes, of its culture, which must be captured by its internal and external public. (Arguello, 2005)

In order to (Ind, 1992)the identity of an institution is conferred as self-perception, it is similar to the knowledge that an individual has about their own way of being. So it is considered something very specific and unique. In relation to the company, it encompasses the history of the company, its beliefs, its philosophy, its processes, its collaborators, its strategies, its values and attributes. Despite the fact that the business world is constantly changing, it is difficult to change the Organizational identity, since this is a linchpin in the existence of the organization. By admitting this concept of identity; It is considered that companies will not adopt radical changes but rather an evolutionary Organizational identity program; you cannot change the principles of the company overnight.

According to Sainz de Vicuña (2004), every company seeks an ambitious and reckless commitment, which is why it generates an action plan where a commitment towards achievement is established. To start the plan, it is essential to mention the organizational principles so that the collaborators are oriented with this; that is, to propose a frame of reference where the mission of the company is known and where it is going, what are the values in which it is believed and what parameters are handled in complicated circumstances. "Every business project should contain the Organizational identity of an organization as a synthesis of its culture and its mission" (Sainz de Vicuña, 2004, p.17).

The concept of identity within public relations is conceived as what members perceive as the central, distinctive and lasting aspects of the character of an organization (Albert & Whetten, 1985)

In the concept of identification, the formal member of the organization is the one who builds such an identity through their perception of the essential elements of the organization (Cúrras Perez, 2010)

For (Alvesson & Willmott, 2002), identification is generated through cultural mechanisms in an effort to win or maintain the commitment of the members of an organization, their involvement and loyalty. In this sense, identity cannot be assumed or taken for granted, but is actively engendered or manufactured.

For (Amoros, 2004) identification can reside in groups of individuals, in roles or symbols in the organization, without this implying leaving aside the concept of uniqueness. That is, it is about analyzing the elements or attributes of a whole, to understand and find meaning in a given organizational world.

(Haslam & Ellemers, 2005), state that identification can be understood as a complex, multifaceted and transitory construction that involves a self-referencing meaning. The subjects have multiple identities (personal, professional) that when entering into relationship with the organization, the Organizational Identity is built. In this sense, identification can also be considered as a level of collective construction. It is a dialectical understanding between the community where beliefs are shared and the individual social structure of beliefs.

Identification appeals to feelings, to belong to a certain group with which we share things in common. They are our characteristics, which form an image that we expose to others. Later, other authors propose that organizational identification is a specific form of social identity and that, to the extent that the person identifies with her organization, it provides the basis for her identity (Alvesson & Willmott, 2002)

(Scheinsohn, 2009) explains that it is made up of all those features beyond graphic supports, which allow the organization to be distinguished as different and unique; everything that, if it disappears, decisively affects its continuity. Identity is a set of invariant characteristics that constitute an organization and make it unique.

The identity represents the organization in its essential aspect and has generative capacity, its recognition an impact beyond the rational.

The organizational identity of companies is subject to a continuous process of conformation or re-construction because the demands of the changing environment in which it is found, international companies, in addition to the demands of the local environment, seek to adhere to the standards established by the globalization which implies technological, industrial, economic and ideological changes, including different cultural models that generate changes in organizational identity, these changes are manifested in actions and behavior of employees that affect the achievement of institutional objectives, obtaining results and reaching goals.

(Gibson et al, 2011) defines it as the entity's personality. This personality is the conjunction of its history, ethics and its work philosophy, but it is also formed by the daily behaviors and the norms established by the management, a fact that gives it a strategic character, as well as indicates that the identity in a company is it constitutes everything that allows the company to be distinguished as unique and different from the rest.

At present, the interest in cultural aspects has increased in organizations where the elements that allow them to have a strong organizational identity are sought and aims to largely solve vulnerable, anonymous and to some extent fragmented identity problems.

Companies need to have their own cultural model in which the basic aspects such as mission, vision, values, philosophy are defined that allow employees to have a strong organizational identity and manifest it in actions such as commitment, belonging, and flexibility to accept the changes.

The sense of organizational identity is the search for the internal legitimacy of its actions and processes, internal legitimacy is the acceptance by employees of the practices and processes established within the organization, as well as institutional values and philosophy, with which it is intended that said practices benefit them and benefit the company.

## **2.2 Organizational identity Approaches**

(Capriotti Peri, 2009) mentions that there is a variety of opinions to conceptualize or define Organizational identity; Various authors develop their own definition, but the reality is that in the scientific literature two approaches have been conceived based on Organizational identity: the design approach and the organizational approach.

### **2.1.1 Design Approach**

Design orientation is an idea that associates Organizational identity with what is observed in a company, that is, visual exposure as an entity; Within this exhibition certain elements are highlighted, such as: the logo, the typography, the symbol and the corporate colors; these terms that are properly said in the visual identity. However, this does not turn out to be the identity or personality of an organization, only the external image that is perceived.

### **2.2.1 Organizational Approach**

The approach Organizational presents a more extensive thought, where Organizational identity is the sum of elements that characterize the personality of the company as a social entity; These must be central, enduring and distinctive. These characteristics provide the organization with balance and coherence; It is important to mention that the organization as a social entity is in constant change, so it should be emphasized that the Organizational identity may have particular and stable characteristics over a long time, but they are altered according to the changes in the environment that it undergoes.

## **2.3 Motivation**

(Chiavenato, 2009) explains that there is a need in human beings to form societies in order to meet their basic needs together, which influence a diverse range of factors that affect the motivation of each person.

Also defines that Maslow in his scale of needs often describes as a pyramid consisting of five levels. Self-realization, refers to the highest needs, these are at the top of the hierarchy. When it is satisfied, a meaning to life is found through the potential development of an activity. Once all the previous levels have been reached and completed, it is possible to find this sense.

Self-esteem, two types are described, high esteem concerns the need for self-respect; confidence, power and achievements; low esteem concerns the respect of other people the need for attention, appreciation and recognition.

Affiliation and affection are related to the affective development of the individual. They are the needs of association, participation and acceptance. These are satisfied through services and benefits that include sports, cultural and recreational activities. The human being by nature must be grouped in families, with friends or in social organizations. Among these are friendship, companionship, affection and love. These are formed from the social scheme.

Security and protection needs, this arises when the physiological needs remain stable. They are the needs to feel safe and protected, they even develop certain limits in terms of order, within them is physical safety and health, job security, income and resources, moral security, family and private property.

Therefore, (Chiavenato, 2009) explains that people seek association and participation with other people, as well as acceptance from a group. And this, as mentioned above, is created from people who share common interests and objectives, whether they are fun, academic or work.

### 2.3.1 Human motivation

Motivation is one of the internal factors that requires the most attention. Without a minimum knowledge of the motivation of a behavior, it is impossible to understand people's behavior. Motive is what drives a person to act in a certain way or, at least, that creates a propensity towards a specific behavior.

This impulse to act can provoke an external stimulus or it can be generated internally in the mental processes of the individual. Motivation is explained in terms of concepts such as active and driving forces, translated by words such as desire and rejection. The individual desires power, status, and rejects social isolation and threats to his self-esteem. In addition, motivation establishes a specific goal, the achievement of which represents an energy expenditure for the human being.

When it comes to motivation, people are different and needs vary from individual to individual and produce diverse patterns of behavior. Social values and individual ability to achieve goals are also different.

However, these differences, the process that stimulates behavior is more or less the same in all people. In other words, although behavior patterns vary, in essence the process that originates them is the same for all people.

### 2.4.1 Motivational cycle

The motivational cycle begins when a need arises. This is a persistent and dynamic force that creates behavior. Every time a need appears, it breaks the equilibrium state of the organism and produces a state of tension, dissatisfaction, dissatisfaction and imbalance. If the behavior is effective, the individual will satisfy the need and therefore release the tension caused by it. Once the need is satisfied, the organism recovers its previous state of balance and its way of adapting to the environment.

### 2.5.1 Work commitment

(Fernandez, 2002), defines it as the effort to observe and measure the degree of commitment of professionals with respect to their work, arises as needs at a time in



which the role of people in the development and success of a company is valued. business.

According to Porter, cited by (Fernandez, 2002), commitment is defined by three aspects, a strong desire to be a member of the organization, a willingness to make great efforts in favor of it, and a solid belief and acceptance of the values and objectives of this.

Quality, employees care about the quality of the goods and services offered by the institution. They provide creative ideas to improve products, systems and services. Quality organizations attract talented employees who want to dedicate themselves to an institution and be proud of it. When commitment is low, interest in the quality of the institution's goods and services declines. Employees fear risks and refrain from giving suggestions on possible improvements and quality suffers.

Performance Engaged employees care about institutional goals and objectives and make additional efforts, if necessary, to increase performance. When the commitment is low the employee is satisfied with doing a minimum, enough to survive and not be fired. Institutional goals are too far away and they don't care.

Attendance and permanence, committed collaborators will have to show a high percentage of attendance, absent little, and even other more lucrative work opportunities are discarded, they tend to remain in the institution. When the commitment is low there is an increase in the absence and at the first possibility they drop out or withdraw from the instruction.

Employees are committed and speak positively of the institution in work meetings and with their friends in the community; in this way they help to have an institutional reputation in front of others. The uncommitted discredit and corporate reputation declines. Committed employees have high morals, they are happy in their jobs. This is manifested in the number of illnesses that occur, in the number of accidents, in camaraderie relationships and in the environment that exists in the institution.

According to (Robbins, 2004), organizational commitment is defined as a state in which the employee identifies with an organization and its goals and wants to remain part of it. It consists of identifying yourself with the company you work with.

Organizational commitment is one of three types of attitudes that a person has related to their work. It is the degree to which an employee identifies with the organization and wishes to remain an active part of it. It refers to the fact that the employee is identical with the company, goals, objectives and that he is involved in it like any other who works there, that is, this refers to identifying with the personal service to the organization and the commitment to the work to be identified with his specific work.

## **2.4 Organizational climate**

(Chiavenato, 2009) explains that human beings are forced to continuously adapt to a great variety of situations to satisfy their needs and maintain an emotional balance. This can be defined as a state of adaptation, which not only refers to the satisfaction of physiological and safety needs, but also to the need to belong to a social group, a need for self-esteem and self-realization.

Failure to meet these higher needs causes many adaptation problems. Since the satisfaction of them depends on other people, especially those who have authority. It is important for management to understand the nature of people's adaptation or dis-adaptation.

The adaptation varies from one person to another and in the same individual, from one moment to another. A good adaptation denotes mental health. One way to define mental health is to describe the characteristics of a mentally healthy person, these characteristics are

- Feel good about themselves.
- Feeling good about others.
- Being able to face the demands of life on their own.

This explains the name of organizational climate given to the internal environment existing among the members of the organization, which is closely linked to the degree of motivation of the employees. When they are highly motivated, the motivational climate allows them to establish satisfactory relationships of animation, interest, collaboration, etc.

When motivation is low, either due to frustration or an impediment to satisfying needs, the organizational climate tends to cool down and states of depression, disinterest, apathy, discontent and others occur, until reaching the state of aggressiveness, agitation, disagreement, etc., characteristic of situations in which employees openly confront the company.

The organizational climate refers to the internal environment existing among the members of the organization, it is closely linked to the degree of motivation of the employees and specifically indicates the motivational properties of the organizational environment, that is, those aspects of the organization that trigger various types motivation among members.

Therefore, it is favorable when it provides the satisfaction of personal needs and the elevation of the morale of the members, and unfavorable when it fails to satisfy those needs. The organizational climate influences the motivational state of people, and vice versa.

## **2.5 Organizational culture**

(Robbins, 2004), refers to a set of artifacts, beliefs, norms, values and premises that members have regarding the organization and that allow it to be distinguished from others. These contents of culture represent different levels of analysis and allow the epistemological assumptions from which the study of culture has been developed.

Broadly speaking, these assumptions revolve around the organization as culture or organizational culture as something that organizations have. The first assumption is the one that has been defined. Second, it considers the expression organizational culture as an attribute or internal quality of the organization, a variable to add to the elements of organizational contingency such as the environment, structure, strategy or technology. But more than seeing these two assumptions as contradictory or, in the best of cases, as alternatives, they must be considered as complementary.

Once the organizational culture is established there are forces within the organization that act to maintain them. There are three forces at work in maintaining a culture, the

organization's selection practices, the actions of top management, and the organization's methods of socialization.

So the organization is not only a set of individuals, it is also a set of subgroups that, like any human group, has a set of norms and rules, a heritage of common experiences, actions and responses, which allows them a relatively unified of reality.

### Organizational Behavior

(Amoros, 2004), explains that most people are born and die in one or more organizations. They are educated and work on them. During life they are trained, controlled and even people are punished in organizations.

It defines organization as a consciously coordinated social unit, made up of people, and that works on a basis of relative continuity to reach its set goals. But for an organization to exist, it is not enough with the set of people, it is not even enough that all have a common purpose. What is really decisive is that these people organize themselves, or coordinate their activities, giving order to joint action towards the achievement of results that, even for different reasons, all of them consider that they are interested in achieving.

In organizations, what we call managers, who are the individuals who supervise activities and manage to determine goals through other people, who are called subordinates, carry out their work.

### Job satisfaction

(Lacasa, 2005) defines it as a factor that determines the degree of well-being that an individual experience at work. Job satisfaction is one of the elements of job quality that has attracted the most interest.

Job satisfaction is based largely on the assessment that the person makes of their personal context, you can understand the intimate link that is established between satisfaction and climate, which as we have seen is nothing but the perception of the characteristics that the individual has from your organization.

## 2.6 The Theories of Social Identity

The theory of Social Identity was developed by Henri Tajfel and John Turner in 1979. This Theory contains three central ideas: categorization, identification and comparison (Tajfel & Turner, The Social Identity Theory of Intergroup Behavior, 1986):

a) Categorization: People tend to categorize objects to understand them, in a similar way humans categorize people and thus be able to understand their social environment. These categories can be "white", "black", "student", "worker", "Christian", "Muslim", and so on. By categorizing individuals, one can find the category to which they belong, taking attitudes typical of our category.

b) Identification: We identify ourselves with groups to which we believe we belong. Identification carries with it two meanings. Part of who we are is governed by the group to which we belong, sometimes we think as "we" and sometimes as "me." In this way, we sometimes think of ourselves as members of some group and sometimes ourselves as unique individuals. The important thing about such a statement is that when we think of ourselves as members of a group, it is defined as 'social identity'. When we think of ourselves as individuals, it is called personal identity.

c) Comparison: The members of a group compare their group with other groups in order to define their group within a positive concept and in the same way define themselves in a positive way. Two ideas are derived from social comparison: the first is that group members are motivated by seeing their group relatively better than other groups; This is the positive distinction. The second idea is the negative distinction where groups tend to minimize the differences between groups in order to view their own favorably. In some way, we see ourselves the same as everyone else, that is, we treat our group members in a similar way. An example is the situation in wars; members of the opposite group are treated differently from the inner group, but all members of the opposite group are considered identical. This is the idea of social comparison, an idea that argues that in order to evaluate ourselves we compare ourselves with others similar to us.

Thus, a person's self-concept can be composed of a variety of identities, each of which evolves from belonging to different social groups, such as groups based on race, gender, or occupation (Stryker & Serpe, 1982). But self-concepts are also influenced by membership in social groups such as work organizations (Ashfort & Mael, 1989), through which a member can come to identify with the institution.

Based on the theory of social identity, Van Dick (2001) establishes a set of four dimensions that give a broad vision of the investigation of social identity in organizational contexts.

- Cognitive dimension

The cognitive component, which is self-categorization, is the first necessary step to identify with a certain category. This does not mean that emotions have a lower value in the identity construction process, but if an individual is not aware that he is a member of a certain category, then it is difficult for the category to contribute to its self-definition, such as it is assumed by the theory of social identity.

- Evaluative dimension

Once the individual is perceived as a member of the group, he or she evaluates positively or negatively the characteristics of the group and their susceptibility to the evaluation carried out by others, whether they are internal or external members of the group.

- Affective dimension

The individual will also feel emotional ties - whether strong or weak - towards this group. It is suggested that the information and the organizational communication climate have a strong impact on this point of identification.

- Behavioral Dimension

Since part of an individual's self-concept derives from his membership in social groups, the individual should feel motivated to act for the benefit of the groups with which he identifies himself.

## **2.7 Factors that influence the Organizational identity**

The influence of Organizational identity is given by interrelated aspects whose contributions start the identity of an organization. Capriotti (2009) presents the following factors:

- The personality and norms of the founder: the person or entity that creates the company will establish with their way of doing things, the basic principles that the organization will have to maintain, this being reflected in the institutional values. In other words, the promoter of the company will decree with his ideas and norms the mold of the Organizational identity.
- The personality and norms of key people: key people are the people who have great responsibility towards the company as senior managers or the successors of the founder; By assuming leadership, these people could continue with existing convictions or perhaps they will be able to accept different approaches from the founder, creating a valid assemblage of new and old proposals.
- The historical evolution of the organization: Over time while a company develops, successes are achieved that have been achieved by certain principles of the collaborators, these must be taken into account to continue with the same path; otherwise, failures help to make sense of what is wrong. In general, any of the events is positive to indicate the growth, consolidation or modification of the Organizational identity.
- The personality of individuals: The collaborators of the organization present different ways of being based on their beliefs and values, this contributes directly to the formation of identity. The different personal positions achieve a consensus that helps to strengthen the principles and ideas that revolve around the company.
- The social environment: the company as a social actor affects all the interactions that occur; As we know, the base of an organization is its collaborators, and these present a certain culture that will be acquired. It can be said that people transform their workplace to some extent to the adopted culture.

## 2.8 Strategic components of the Organizational identity

For Capriotti (2009) the idealization of an Organizational identity is presented with the presence of two elements: corporate culture and corporate philosophy. The first is based on the existence of the organization, from its inception to the present, being the soul of the organization. The second tends to go towards the future and where the organization wants to go, differentiating itself from others.

Figure N ° 6. shows a model of Organizational Identity and Corporate Identity where, through a diagram, the relationship of these elements in an organization is explained.

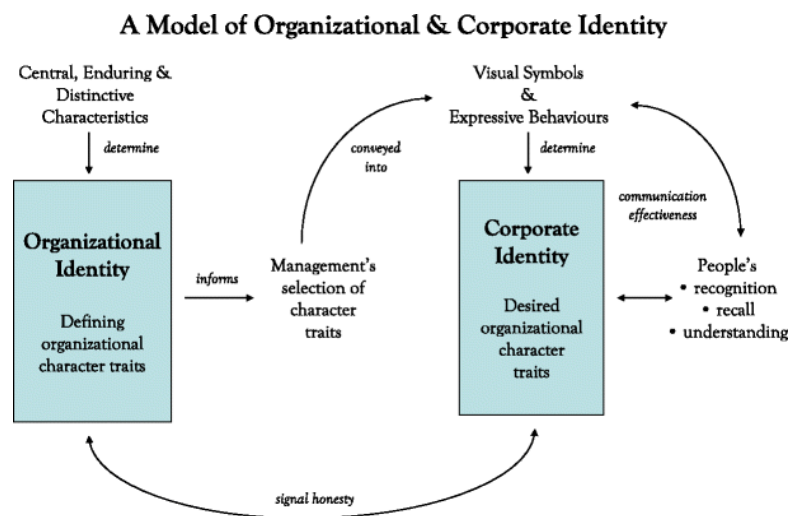


Figure N ° 7. Components of Corporate Identity Source: Capriotti, 2009, p.23

- Corporate culture

A society has a culture that influences the behavior of the people and entities that are integrated. Culture encompasses customs, codes and uses that seek to endure over time, which can be interpreted as trying to be a generational tradition with changes adapted to the passage of time.

Culture is gradually acquired over time and it is influenced by factors such as education, economics, politics and other variables that will eventually give a behavior that will influence attitudes about motivation and interaction between people. Belonging to a company is more than performing the functions of the position, it implies adapting to its culture. The relationship between employees, outstanding attitudes, aspirations and important events of human interactions within the company are part of the organizational culture.



Culture within companies is almost intangible, this does not mean that it cannot be examined; this can be observable in its effects and consequences. There is an analogy between organizational culture and an iceberg; where, the part above sea level is the visible part of the organization relating it to the offices, work methods, job specification, administrative policies, among others. The submerged portion, turns out to be the invisible fields that are wider and deeper when analyzing; within this are the psychological and sociological aspects of cultural interaction. (Chiavenato, 2009)

For Newstron (2011) the organizational culture turns out to be the norms, beliefs and values that the collaborators present in an institution. Within the work environment it turns out to be a fundamental element, since it frames and causes an effect in all organizational events.

One of its characteristics is to provide organizational identity to employees, it gives them an overview of what the company represents and where it wants to go. This gives confidence to the members of the company, also their understanding favors the new collaborators to understand the events of the environment.

Newstron (2011) states that:

*“Organizational culture stimulates employee enthusiasm by attracting their attention, communicating a vision, and generally honoring highly productive and creative individuals as heroes. By recognizing and rewarding these people, the organizational culture identifies them as role models to be followed ” (p.93).*

For Capriotti (2009), corporate culture is made up of three elements:

- The beliefs: it turns out to be the elementary convictions acquired by all workers about the various events that could occur in the day to day work. It is often said that it is a pre-established structure.
- The core values: They are deep ideals held by the collaborators of an institution in their daily coexistence.
- Behavior guidelines: They are patterns of behavior manifested in the individuals of an organization. It is the visible structure of the organizational culture that the beliefs and values of an organization emit.

The components of the organizational or corporate culture will clearly support the way in which the collaborators will judge the organization, assuming the correct way of doing things in relation to the various processes in search of excellence. In addition, it will directly influence the external public, since the collaborators are the base of the company and their values and beliefs will be taken as those of the company; Hence, the behavior of the employees generated a perception of the company by the external public.

According to Chiavenato (2009) corporate culture shows the way an organization takes to fight within its context; where, six main characteristics are presented:

- Regularity of the behaviors observed: the characterization of the relationships between the members through their own terms, common language and habitual behaviors.
- Standards: established model of doing things through behavior influenced by regulations or work policies
- Dominant values: they are the fundamental ideals of an organization that are promoted in each employee.
- Philosophy: guidelines based on the reason for being of the company
- Rules: it is the set course that shapes the behavior of the work group
- Organizational climate: the treatment that the company offers to internal customers, the behavioral impression that the organization emits.

- Corporate Philosophy

Capriotti (2009) infers corporate philosophy as the creation of organizational doctrine developed by senior managers in order to achieve the proposed objectives. It is everything that is considered essential, enduring and that helps to distinguish the company from the others. The corporate philosophy is represented by three elements: corporate mission, corporate vision, corporate values.

- Corporate mission

The understanding of what to do of an organization is the environment turns out to be perhaps the clearest concept of mission. In general, the mission begins the creation of

strategies whose guidelines are in favor of business synergy. (Hernandez & Pulido, 2011)

In order to (Thompson, John, & Peteraf, 2015)The mission details the intention and the business in the present. What is presented in a corporate mission description will have to contain the important aspects that identify what is offered by the company, that the needs that are trying to be satisfied by delimiting the groups are recognized, and above all that an identity of its own is provided.

- Corporate vision

A corporate vision results from the set of diverse opinions of the company's managers in relation to the aspirations for the future. It is the response of the "where are we going" established to conclusions that as strategies for the long term. A clearly formulated vision helps channel workers' energy in a common direction. The main function of a vision is to be a strategic tool for administrative management; For this, the mission must definitely express what it wants to be.

It is not enough to create a vision; the great work is in communicating it, as it is not by all the members its creation will be considered in vain. It seeks to inspire or motivate the collaborator, so it is important that managers justify their business course through a vision that is inspiring and augurs a good destiny. Thompson et al. (2015)

Therefore, it is important for a company to have a corporate vision. Thompson et al. (2015) present five general benefits:

1. Clarifies the point of view of executives on the long-term direction of the company
2. Reduces the risk of making mindless and capricious decisions
3. It is a tool to gain the support of the members of the organization in the face of internal changes.
4. It becomes a pillar for departmental heads, by synchronizing their strategies with the general strategy.
5. Helps the organization prepare for the future.

- Corporate values

The corporate values are the representative convictions and guidelines of behavior that are determined in an organization to guide the fulfillment of its vision and mission. The planning of values is given to instill a way of conducting business based on principles, in this way they adhere to the DNA of the company. They also present the responsibility of becoming a tradition handed over to corporate culture for business success. Thompson (2015)

- Corporate image

The corporate image is defined as the cognitive representation by a person, this is formed thanks to a set of attributes related to the business. It has been mentioned that this representation is given internally and individually so it is correct to say that the image of a company is really unique in each person. But what qualities are affected to obtain that singular idea of a company, as it can be a great variety such as advertising, packaging, comments from friends, experiences with the product, among a number of others. (Pintado & Sanchez, 2013)

If we treat attributes in a particular way, a dilemma could be generated in relation to the corporate image that we associate with, for example, always when mentioning high prices, we affiliate it with a company with a good image; opposite case of low prices that does not present the same relationship. The general idea is that it will not only depend on an attribute to conceptualize a corporate image, but on the combination of these.

The corporate image is essentially intangible, it is known that it is important, but by its nature it turns out to be of limited control; It can handle things like advertising, but not negative comments. For this reason, it is important to consider a corporate image formation as a daily process, where it must be constantly monitored. (Pintado & Sanchez, 2013)

Ind (1992) establishes that after identifying the challenges to be faced, an organization must consider the strong and weak points that are observed, this occurs because there is a concern regarding the perception of the different audiences towards the company. In essence, the different precepts are analyzed to channel the positive ones into strategies and achieve a change in the negative ones. It is not easy to observe the corporate image

but the work rules will be established in terms of time and will provide a result that is the appreciation of the internal groups.

## 2.9 Difference between Organizational Identity and Corporate Image

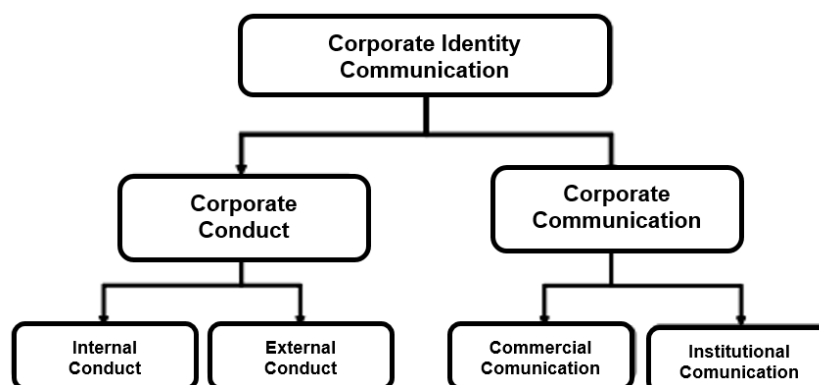
It is common to use the terms Organizational identity and corporate image as if they were the same; It is true that there is a relationship, but they are really different.

The Organizational identity transmits to its interest groups what the company is, the corporate image is established later, thanks to what the interest groups distinguish and are part of their thinking, generating a particularity between the different companies for each individual. When expanding the analysis of Organizational identity, it is conceptualized as the "being" of a company. Just as people can be differentiated by certain innate traits, companies have totally different and unique attributes that may be: history, business project and organizational culture. Painted & Sánchez (2013)

## 2.10 Organizational identity Communication

Organizations have frequently raised communication concerns; but this only falls on the external communication, clearly related to direct marketing. It is often forgotten that communication is influenced by contact between your audiences. All the usual work of the company must be transmitted, from the satisfaction generated by its product or services, including the behavior of the collaborators. Capriotti (2009).

*Figure N ° 8.* presents a mind map of the Corporate Identity Communication



*Figure N ° 9. Communication of Corporate Identity Source: Capriotti, 2009, p.28*

For Capriotti (2009) the conduct of the organization drives communication, that is, the things that they say of this. Corporate conduct is the authentic manifestation of the organization's way of being. There are aspects such as performance, the delivery of a quality product that convey how the organization is, so absolute details of importance must be taken care of and planned so that they are congruent with the corporate message. Corporate behavior is diversified into: internal behavior and external behavior.

- Internal conduct:

For Capriotti (2009) Way of proceeds of an organization with its members. They are the guidelines for daily behavior that must be followed internally.

Within the communication chain of an organization, internal behavior turns out to be the first link, it is understood that the organization's behavior transmits a message to its employees, so that later they will have the power to communicate it to the outside.

By having a relationship with the members and their behavior towards the outside, internal behavior requires care and adequate formulation. Employees are a key factor for the company to achieve an adequate development of its capabilities and obtain its objectives; It is understood that they are a reliable source of information in which their opinions are taken and qualified as of utmost importance. A correct message of internal behavior will help to generate motivation and integration in collaborators towards the corporate philosophy.

There are two levels of internal behavior according to Capriotti (2009):

- a) Management Behavior: It is understood as the actions of people who present hierarchical positions. They must be concerned with their actions and words because they convey the norms, principles and beliefs of the organization.
- b) Organizational Behavior: The behavior is observed in the formulated structures presented by the organization. The structure is formed by the managers to facilitate operation and achieve results, so it is the obligation of the structure to be able to communicate things about itself in a particular way as well as in a group way.

- External Conduct:

It is presented as the behavior of the organization with the external public.

Capriotti (2009) structures external behavior in:

- a) **Commercial Behavior:** It is the actions of an organization strictly in the commercial aspect (vein or exchange of goods and services) or with all those involved in the purchase or loyalty process.
- b) **Institutional Behavior:** It is interpreted as "(...) the actions carried out by an organization at a social, cultural, political level, etc., which it carries out as an integral subject of society." (Capriotti, 2009, p.36).

For the purposes of dividing corporate communication based on Organizational identity, Capriotti presents two aspects:

- a) **Commercial Communication:** Communicative actions where the company wants to reach its consumers or possible users in order to achieve their preference or choice.
- b) **Institutional Communication:** It is that communication where the organization presents its personality as a social entity. The objective of this communication is to generate credibility and trust in your audiences.





### **3. CHAPTER III: RELATIONSHIP BETWEEN COMUNICATION AND ORGANIZATIONAL INDENTITY BASED ON EMPIRICAL EXAMPLE OF WSB UNIVERSITY INTERNATIONAL RELATION OFFICE.**

Few studies have studied the relationship between internal communication and organizational identity. The available information focuses on communication as an influencing factor in organizational identity and as a predictor of psychological conditions of employees. This chapter will present the basic principles and assumptions of this investigation in detail and explain the data collection and analysis process.

#### **Rationale**

This research work is justified since it will contribute to inform about internal communication at International Relation office at WSB University, and how it is related to their Organizational identity. In this sense, good internal communication has to be presented as support for companies when reinforcing corporate culture and values, achieving organizational identity.

The results of this research will help to have a basis to understand how important the incidence between these variables is for the correct operation of the company.

#### **Research methodology**

A qualitative approach based on in-depth questionnaire. When research is about understanding a phenomenon rather than measuring it, qualitative methods are preferred (Kaufmann, 2014) In addition, employee participation involves cognitive, emotional, and behavioral dimensions. Qualitative interviews seem to be the most appropriate because they can reveal the emotional dimensions of social experience that are not easily observed in behavior. Although what the interviewee said is sometimes not completely accurate, interviews can reveal features of reality that are not visible in daily life and are more complete than the direct observations of an ethnologist who cannot understand the situation he or she observes.

## **Sample**

Sampling is the use of a subset of the population to represent the entire population or to inform meaningful (social) processes outside of the specific case, individual, or location being studied. Probability sampling or random sampling is a sampling technique in which the probability of obtaining any particular sample can be calculated. Non-probability sampling does not meet this standard. Non-probability sampling techniques are not intended to be used to infer general populations in statistical terms from samples. Conversely, for example, grounded theories can be generated by iterative non-probabilistic sampling until theoretical saturation is reached (Strauss & Corbin, 1990)

Non-probabilistic sampling is carried out in this thesis, because the sampling is intentional, where each employee of the WSB University International Relation Office (study object) is consulted, since the researcher proceeds to select the sample intentionally, choosing those elements that it considers convenient and believes that they are the most representative.

## **Procedure and Technique**

The research was conducted through self-managed questionnaires. Each respondent received two questionnaires. The first part of the survey included a series of statements about internal communication in their workplace. Respondents were asked to rate their degree of agreement or disagreement with each statement. In the second part, respondents were asked to rate their level of organizational identity.

Data were collected through a survey instrument. According to (Baxter & Babbie, 2004) survey research can be inflexible at times when the researcher is constrained to the original design throughout the study. The survey method allows for flexibility in analysis given that many questions are asked about one particular topic. In addition, there is strength in measurement given the standardized questions. The information collection technique will be by means of a survey and the Likert scale instrument, a survey will be carried out to the employees of the WSB University International Relation Office to describe the relation between the internal communication and the organizational identity.

## Operationalization

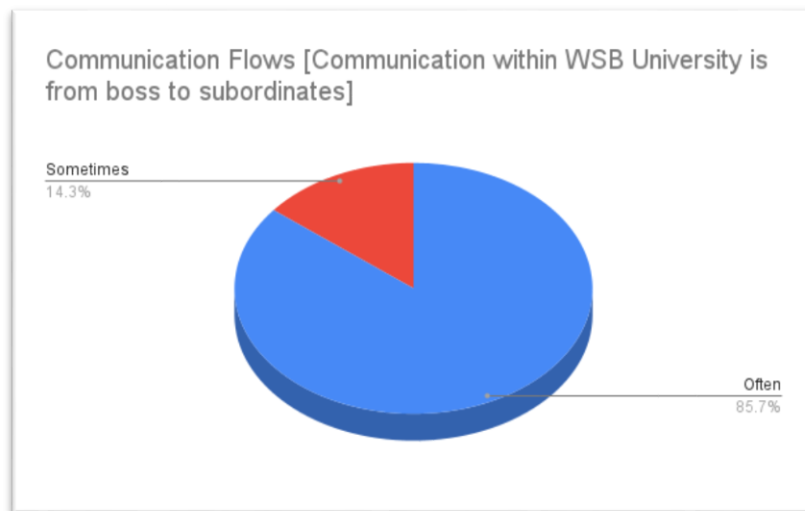
Variables	Definition	Dimension	Indicators
Internal Communication	(Garcia Jimenez, 2012) affirms that internal communication is the procedure of the transfer of information between any group or individual whose action directly affects the business purpose.	Communication Flows	Upward Communication
			Downward Communication
			Horizontal Communication
		Communication Channels	Verbal
			Written
			Technological
		Communication Barriers	Physical
			Linguistic
			Psychological
			Organizational Structure
		Communication Tools	Asynchronous
			Synchronous
Organizational Identity	Institutional identification is a multidimensional process that is generated in an individual, generating attitudes, thoughts and affective ties towards the institution in which they affirm themselves as a member. (Capriotti Peri, 2009)	Corporate Philosophy	Mission
			Vision
			Values
		Corporate Culture	Organizational Behavior
			Institutional Communication
			Corporate Conduct

## Research Findings

The information was collected through the application of a survey to the employees of the WSB university, for this the questionnaire was applied as an instrument to collect the needed information. Through various questions of this instrument, was ranked according to a measurement scale, that way will give way to the collection of information on the dimensions of the study.

Respondents were asked to answer some questions in a survey that was create to make a relation between internal communication and organizational identity, we elaborated a questionnaire based on a Likert Scale. To complete the questionnaire and to maintain the premise of social distance, it was elaborated an online questionnaire that was sent to WSB University International Relations Office employees.

Figure N ° 10. presents the result of the Downward Communication indicator obtained through the questionnaire.

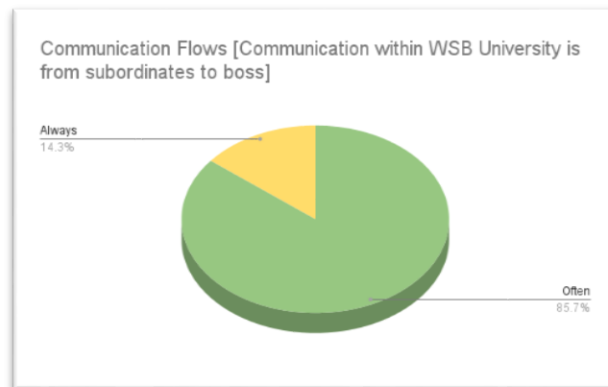


*Figure N • 11. Communication Flows – Downward. Source: Self made*

Interpretation:

This graph shows that the majority of employees consider with a high frequency (85.7% Often) the existence of a downward communication, followed by 14.3% of employees who are neither satisfied nor dissatisfied with the downward communication originating from the institution.

Figure N ° 12. presents the result of the Upward Communication indicator obtained through the questionnaire.

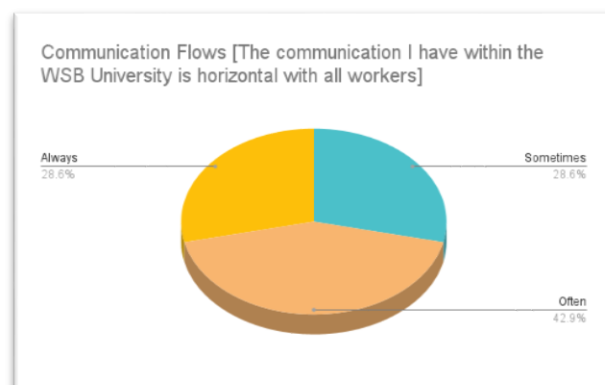


*Figure N ° 13. Communication Flows – Upward. Source: Self made*

Interpretation:

85.7% of employees participating in the questionnaire consider that there is often upward communication between them and their direct bosses, followed by 14.3% who state that this communication is always present in the international relations office. It can be seen that in general, employees have a positive perception of upward communication, which means that they have direct contact with their direct bosses or the international relation office director.

Figure N ° 8. presents the result of the Horizontal Communication indicator obtained through the questionnaire.



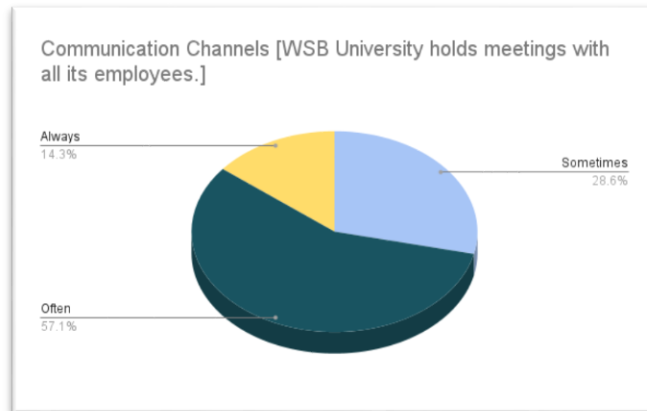
*Figure N ° 14. Communication Flows – Horizontal. Source: Self made*

Interpretation:

It was found that 42.9% of the respondents often consider horizontal communication within their work center, followed by 28.6% who only think it exists sometimes, and

also 28.6% who consider that this type of communication always occurs within the International Relations Office.

Figure N ° 9. presents the result of the Verbal Channel indicator obtained through the questionnaire.

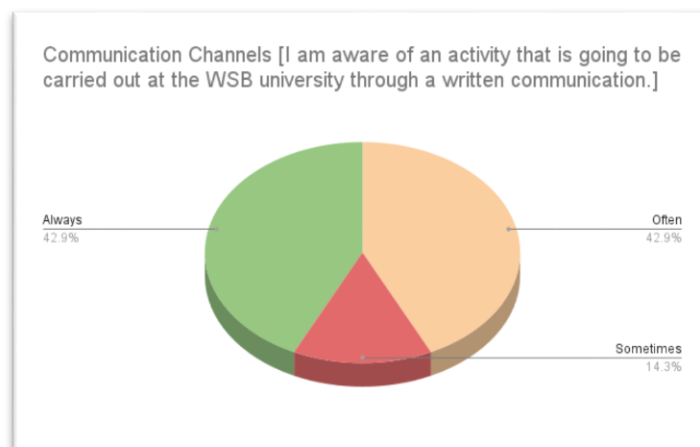


**Figure N ° 15. Communication Channels – Verbal. Source: Self made**

Interpretation:

Among the respondents, in general they agree with the existence of work meetings with the participation of all employees, but it is noted that there is a difference in the perception of their frequency: Always (14.3%), Sometimes (28.6%) and Often (57.1%).

Figure N ° 10. presents the result of the Written Channel indicator obtained through the questionnaire.

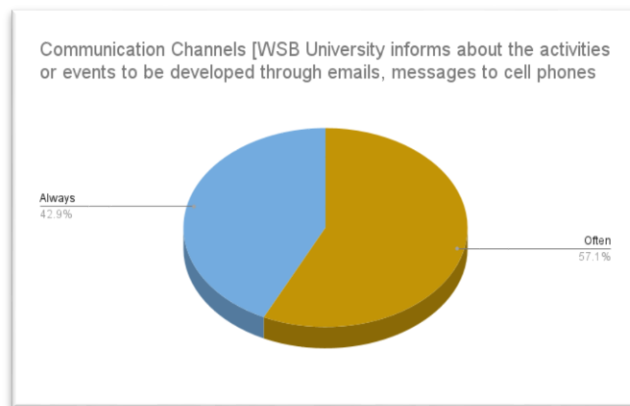


**Figure N ° 16. Communication Channels – Written. Source: Self made**

Interpretation:

The graph shows that between the frequencies: Always (42.9%) and Often (42.9%) it is determined that the written communication channel is highly perceived (85.8%) by the WSB University International Relational Office collaborators.

Figure N ° 11. presents the result of the Technological Channel indicator obtained through the questionnaire.

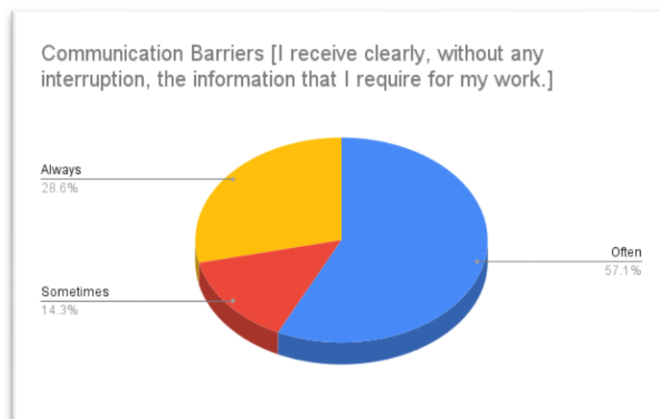


*Figure N ° 17. Communication Channels – Technological. Source: Self made*

Interpretation:

It can be interpreted that the technological communication channel is used with high frequency by the international relations office. Because within the graph there are only responses of: Always (42.9%) and Often (57.1%), which are the highest scales in terms of frequency used in the questionnaire provided.

Figure N ° 12. presents the result of the Physical Barriers indicator obtained through the questionnaire.

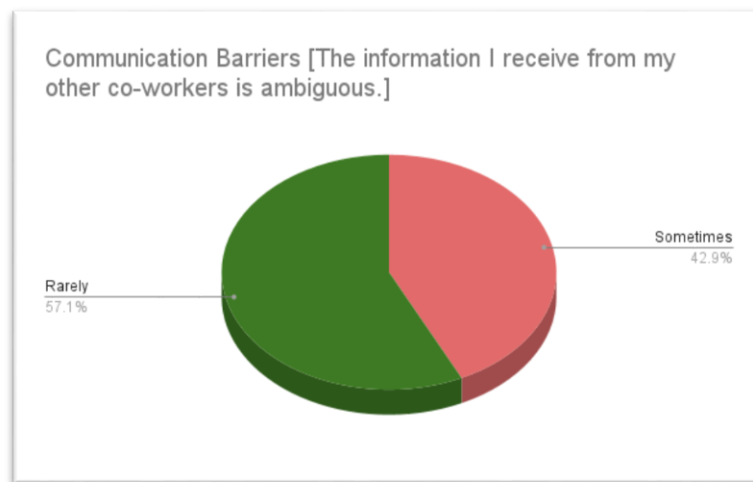


*Figure N ° 18. Communication Barriers – Physical. Source: Self made*

**Interpretation:**

It is interpreted that the respondents receive the information without interruptions at a very high frequency. Often (57.1%) represents the scale with the highest representation followed by Always (28.6%), which indicates that the interruption barrier is low perception.

Figure N ° 13. presents the result of the Linguistic Barriers indicator obtained through the questionnaire.



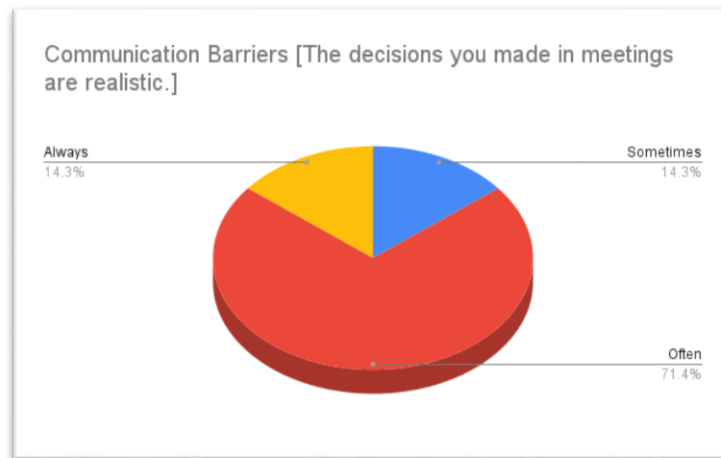
*Figure N • 19. Communication Barriers – Linguistic. Source: Self made*

**Interpretation:**

From the graph, it can be interpreted that information ambiguity occurs rarely (57.1%), and that only a few times it has been possible to receive an ambiguous message that has had to be explained for greater understanding and Sometimes (42.9%)



Figure N ° 14. presents the result of the Psychological Barriers indicator obtained through the questionnaire.

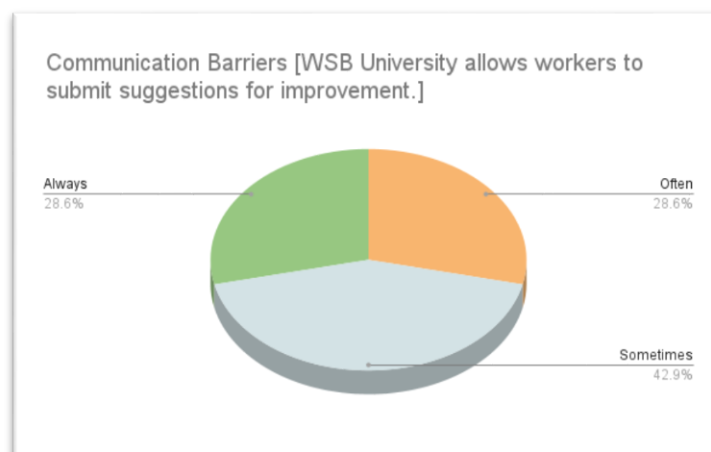


*Figure N ° 20. Communication Barriers – Psychological. Source: Self made*

Interpretation:

It was found that in great frequency the decisions obtained in the meetings are realistic, this is detailed because there is a response of Always (14.3%) and Often (71.4%), which are the highest frequency scales of the questionnaire.

Figure N ° 15. presents the result of the Structure Organization indicator obtained through the questionnaire.

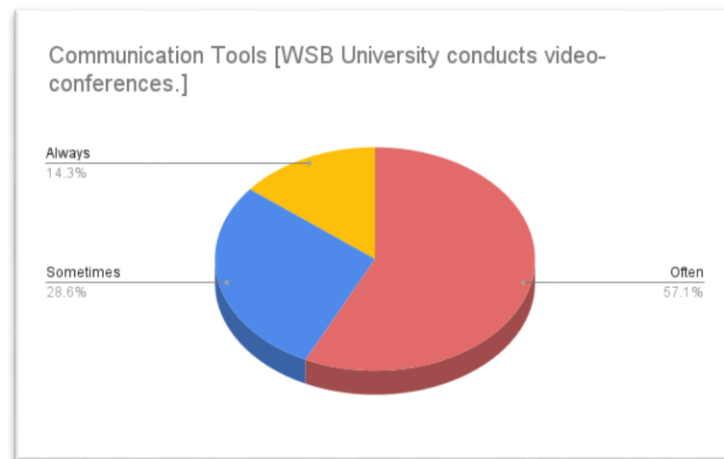


*Figure N ° 21. Communication Barriers – Structure Organization. Source: Self made*

Interpretation:

The graph clearly shows that sometimes suggestions are allowed: Sometimes (42.9%) being the frequency with the highest response, followed by Always (28.6%) and with the same percentage Sometimes (28.6%).

Figure N ° 16. presents the result of the Asynchronous Tools indicator obtained through the questionnaire.



*Figure N ° 22. Communication Tools – Asynchronous. Source: Self made*

Interpretation:

It was found that the WSB university conducts work video conferences with its employees very frequently, this is detailed because there is a response of Always (14.3%) and Often (57.14%), which are the highest frequency scales of the questionnaire.

Figure N ° 17. presents the result of the Synchronous Tools indicator obtained through the questionnaire.

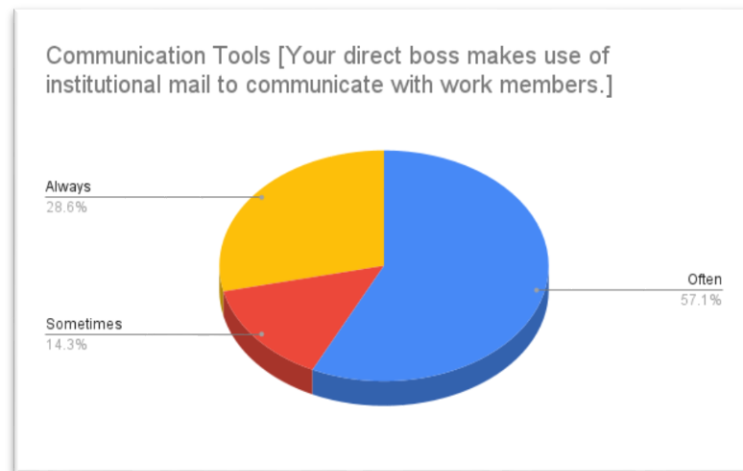


Figure N ° 23. Communication Tools – Synchronous. Source: Self made

Interpretation:

It is interpreted that Often (57.1%) is the frequency in which employees consider is the use of institutional mail by their direct boss, Always (28.6%) and Sometimes (14.3%). This can be given since there is a marked difference in the ranking of the positions.

Figure N ° 18. presents the result of the Mission (Corporate Philosophy) indicator obtained through the questionnaire.

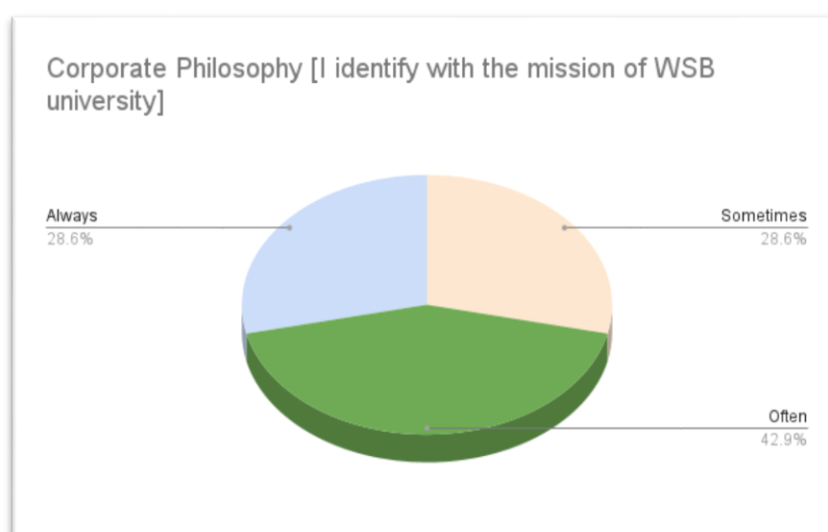
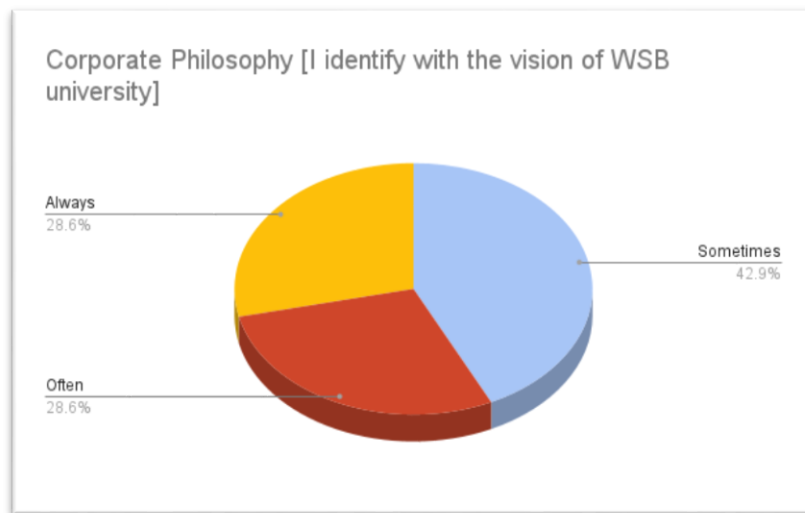


Figure N ° 24. Corporate Philosophy – Mission. Source: Self made

Interpretation:

It was found that in great frequency the employees of the WSB university identify with the mission of the university, this is detailed because there is a response of Always (28.6%) and Often (42.9%), which are the most frequent frequency scales. discharges from the questionnaire, and Sometimes (28.6%)

Figure N ° 19. presents the result of the Vision (Corporate Philosophy) indicator obtained through the questionnaire



*Figure N ° 25. Corporate Philosophy – Vision. Source: Self made*

Interpretation:

It was found that WSB university employees very frequently identify with the vision of the university, this is detailed because there is a response of Always (28.6%) and Often (28.6%), which are the most frequent frequency scales. discharges from the questionnaire, and Sometimes (42.9%)

Figure N ° 20. presents the result of the Values (Corporate Philosophy) indicator obtained through the questionnaire

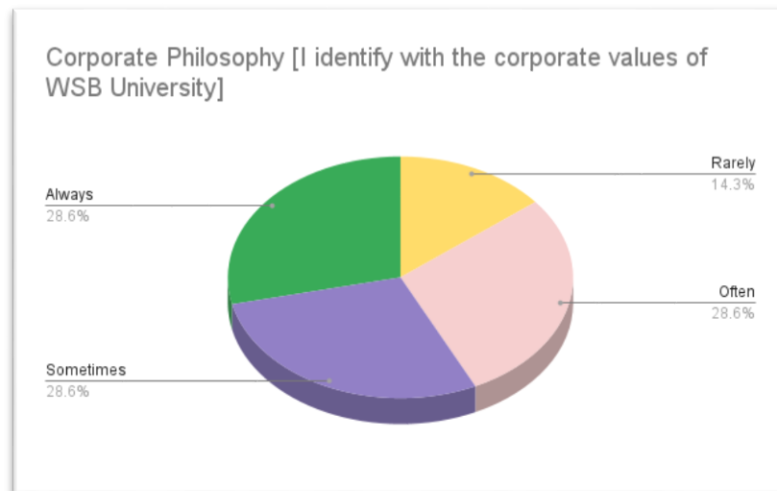


Figure N ° 26. Corporate Philosophy – Values. Source: Self made

Interpretation:

It was found that WSB university employees very frequently identify with the university's vision, this is detailed because there is a response of Always (28.6%) and Often (28.6%), which are the most frequent frequency scales. High of the questionnaire, Sometimes (28.6%) and the degree of frequency of Rare (25.6%) is present, the latter may mean because the corporate values of the institution would be unknown.

Figure N ° 21. presents the result of the Organizational Behavior indicator obtained through the questionnaire

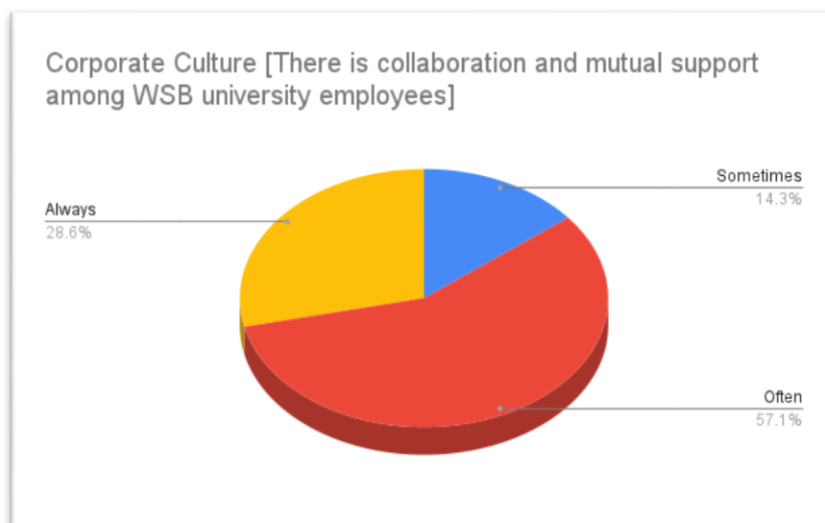
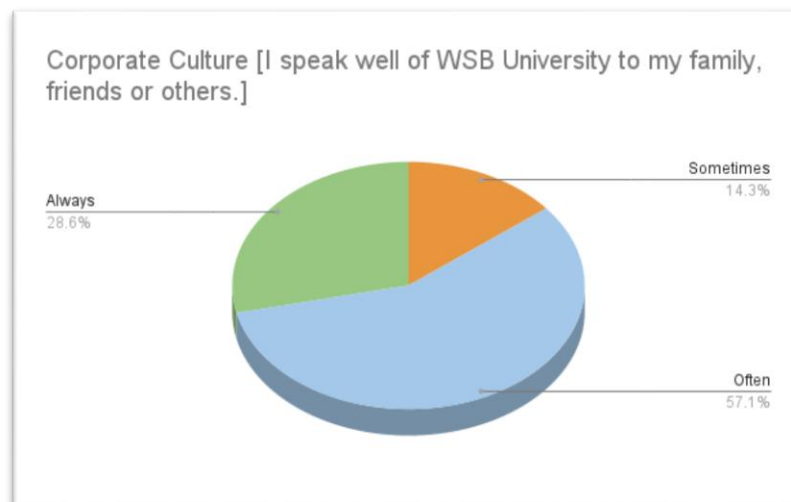


Figure N ° 27. Corporate Culture – Organizational Behavior. Source: Self made

**Interpretation:**

It was found that 57.19% of the respondents often consider there is a collaboration and mutual support among employees, followed by 14.3% who only think it exists sometimes, and also 28.6% who consider that this occurs always at WSB University International Relations Office.

Figure N ° 22. presents the result of the Institutional Communication indicator obtained through the questionnaire

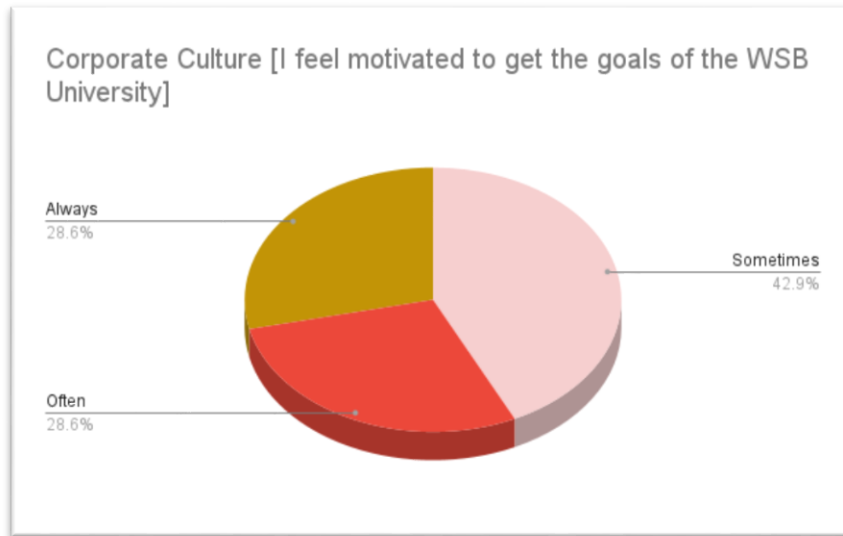


*Figure N ° 28. Corporate Culture – Institutional Communication. Source: Self made*

**Interpretation:**

It was found that 57.1% of the respondents often speak well of WSB University to their family and friends, followed by 28.6% who always speak well of the institution, and also 14.3% who only sometimes mention the benefits of the university.

Figure N ° 23. presents the result of the Corporate Conduct indicator obtained through the questionnaire



*Figure N ° 29. Corporate Culture – Corporate Conduct. Source: Self made*

Interpretation:

It was found that 42.9% of the respondents that sometimes feel motivated to the goals of WSB University, followed by 28.6% who always are motivated about the goals, and also 28.6% who only often feel motivated.





#### 4. CONCLUSIONS

- Aspects related to internal communication in relation to the corporate identity of WSB University employees were analyzed. This means that for the first time a research study was carried out based on the surveys to obtain data with specific results and identify the problems that caused the lack of communication within the institution and carry out a communication plan design in the Educational Institution.
- The level of internal communication was analyzed at the International Relations Office of the WSB Universities, where it was identified that there is a high frequency of perception related to the indicators of the internal communication variable, Often (58.43% average), a result that is obtained, according to the responses of those surveyed, who affirmed that there is a good level of internal communication (Always and Often Scales). This means that there is a respectable communication but there are details of it that can be improved to achieve excellence in the application of this variable.
- Regarding the level of organizational identity, it is concluded that there is a good level because the average 81.82% of the respondents affirmed this, this percentage results from taking into account each indicator of the variables based on the highest frequency scales which are (Always and Often).
- It is concluded that it is necessary to take into account that communication plays a determining role, where poor communication can bring problems within a company and achieve bad results, however, effective communication with clear messages can bring valuable benefits.



## **5. RECOMMENDATIONS**

- It is suggested that all WSB university collaborators maintain an optimal work environment for the total commitment of their daily duties since in this way it inspires an environment of trust and harmony with each other, to increase the levels of corporate identity and communication. internal.
- The director of the international relations office is suggested to apply various improvement methods to increase the level of internal communication, especially to carry out various activities that promote the integration and optimization of communication channels.
- It is recommended to organize activities that help to increase the level of corporate identity in the workers with less time in the institution, with the purpose that this study variable is practiced more efficiently and they feel more committed to your workplace.
- It is recommended that future research inquire about the behavior of the communication tools dimension and the relationship with the corporate identity variable at the university WSB Office of International Relations.



## 6. REFERENCES

- Albert, S. and Whetten, D. (1985). Organizational identity. *Organizational Behavior Research*, 263-295.
- Alvesson, M. and Willmott, H. (2002). Regulation of identity as organizational control: producing the appropriate individual. *Management Studies Journal*, Volume 39, Number 5, 619-644.
- Amorós, A. (2004). Organizational behavior. *USAT School of Economics*, 94-96.
- Andrade, H. (2005). Internal organizational communication: process, discipline and technique. Madrid: Netbiblo.
- Argüello, J. (2005). Identity and corporate image. Madrid: Editor of the cid.
- Arjona, M. (1999). Strategic Direction. A practical approach: Principles and application of performance management. Madrid: Díaz de Santos.
- Bernal, H. and Natalia, B. (2013). Organizational communication functionality in small business. Colombia: University of Sabana.
- Calle, C. (2014). Communication and instrumentalization: considerations and contributions to communication and corporate Relations-Reflection. "Postgraduate Solutions EAI N.8, 52.
- Capriotti Peri, P. (2009). Corporate Branding, foundations for the strategic management of corporate identity. Santiago de Chile: Collection of company books.
- Carrasco Díaz, S. (2007). Investigation methodology. Lima: San Marcos.
- Chiavenato, I. (2009). Organizational Behavior, the dynamics of success. New York: Mc Graw-Hill
- Coppero, M. S. and Pellegrino, M. G. (2004). Internal communication and creativity in organizations. Buenos Aires: Cultural Change.
- Correal, M., Bustos, M., Cuevas, A. and Bernal, M. (2013). Language and communication in the organizational processes of the company. *EAN*, 141-154.
- Cúrras Pérez, R. (2010). Corporate identity and image. Quintana Roo: University of Quintana Roo.
- Fernadez, M. (2002). Organizational efficiency. Madrid: Díaz de Santos.
- García Jiménez, J. (2012). Internal communication. Buenos Aires: Díaz de Santos.
- Gibson et al., J. (2011). Organizations: Behavior, structure and processes. New York: Mc Graw-Hill Interamericana.
- Haslam, S. and Ellemers, N. (2005). Social identity in industrial and organizational psychology: concepts, controversies and contributions. In *International Journal of Industrial and Organizational Psychology* (pp. 39-118). New Jersey: John Wiley & Sons Ltd.
- Hernandez Sampieri, R., Fernández Collado, C. and Baptista Lucio, P. (2010). Investigation methodology. New York: Interamericana Editores S.A.
- Hernandez, S. and Pulido, A. (2011). Fundamentals of business management, competency-based approach. México D.F: Mc Graw-Hill Interamericana.
- Ind, N. (1992). The corporate image. Madrid: Díaz de Santos.
- Johnston, M. and Marshall, G. (2009). Sales administration. New York: Mc Graw-Hill

- Kaufmann, J. (2014). *L'entretien compréhensif*. Paris: Armand Colin.
- Lacasa, A. S. (2005). *Management of Empowerment Communication*. Madrid: Management 2000.
- Newstrom, J. (2011). *Human behavior at work*. New York: Mc Graw-Hill
- Nosnik, A. (2005). *Organizational cultures: origin, consolidation and development*. Madrid: Netbiblo.
- Pintado, T. and Sánchez, J. (2013). *Corporate Image, influence on business management*. Madrid: Editorial ESIC.
- Ramonet, I. (2011). *The tyranny of communication*. Madrid: Debate.
- Robbins, S. (2004). *Organizational behavior*. New Jersey: Prentice Hall.
- Ruiz, E. (October 5, 2015). *management*. Obtained from *engerencia*: <http://engerencia.com.ve/530-2/>
- Sainz de Vicuña, J. (2004). *The mission, today more necessary than ever*. Harvard Deusto-Business Review, Ediciones Deusto - Planeta de Agostini Profesional y Formación S.L.
- Scheinsohn, D. (2009). *Strategic communication*. Buenos Aires: Granica.
- Tajhel, H. and Turner, J. (1986). *The social identity theory of intergroup behavior*. Chicago: Nelson-Hall.
- Thompson, A., John, G. and Peteraf, M. (2015). *Strategic Administration: theory and cases*. México D.F: Mc Graw-Hill
- Tuñez et al. (2014). *Corporate Communication: Keys and Scenarios*. Barcelona: UOC.
- Valle, M. (2003). *Organizational Communication for the 21st century*. Barranquilla: Reason and Word.
- Van Dick, R. (2001). *Identification in organizational contexts: linking theory and organizational psychology*. *International Journal of Management Reviews*, 265-283.
- Werther et al. (2014). *Human Resources Administration: Human Capital Management*. New York: Mc Graw-Hill

## 7. LIST OF FIGURES

<i>FIGURE N ° 1. THE COMMUNICATION PROCESS. SOURCE: CHIAVENATO, 2009, P.311</i> .....	11
<b>FIGURE N ° 2. INTERNAL COMMUNICATION FLOWS. SOURCE: CHIAVENATO, 2009, P.322</b> .....	13
<b>FIGURE N ° 3. EXAMPLES OF CHAIN OF RUMORS FOR THE COMPANY. SOURCE: CHIAVENATO, 2009, P.317</b> .....	18
<b>FIGURE N ° 4. COMPONENTS OF CORPORATE IDENTITY SOURCE: CAPRIOTTI, 2009, P.23</b> .....	34
<i>FIGURE N ° 5. COMMUNICATION OF CORPORATE IDENTITY SOURCE: CAPRIOTTI, 2009, P.28</i> .....	39
<b>FIGURE N ° 6. COMMUNICATION FLOWS – DOWNWARD. SOURCE: SELF MADE</b> .....	46
<b>FIGURE N ° 7. COMMUNICATION FLOWS – UPWARD. SOURCE: SELF MADE</b> .....	47
<b>FIGURE N ° 8. COMMUNICATION FLOWS – HORIZONTAL. SOURCE: SELF MADE</b> .....	47
<b>FIGURE N ° 9. COMMUNICATION CHANNELS – VERBAL. SOURCE: SELF MADE</b> .....	48
<b>FIGURE N ° 10. COMMUNICATION CHANNELS – WRITTEN. SOURCE: SELF MADE</b> .....	48
<b>FIGURE N ° 11. COMMUNICATION CHANNELS – TECHNOLOGICAL. SOURCE: SELF MADE</b> .....	49
<b>FIGURE N ° 12. COMMUNICATION BARRIERS – PHYSICAL. SOURCE: SELF MADE</b> .....	49
<b>FIGURE N ° 13. COMMUNICATION BARRIERS – LINGUISTIC. SOURCE: SELF MADE</b> .....	50
<b>FIGURE N ° 14. COMMUNICATION BARRIERS – PSYCHOLOGICAL. SOURCE: SELF MADE</b> .....	51
<b>FIGURE N ° 15. COMMUNICATION BARRIERS – STRUCTURE ORGANIZATION. SOURCE: SELF MADE</b> ....	51
<b>FIGURE N ° 16. COMMUNICATION TOOLS – ASYNCHRONOUS. SOURCE: SELF MADE</b> .....	52
<i>FIGURE N ° 17. COMMUNICATION TOOLS – SYNCHRONOUS. SOURCE: SELF MADE</i> .....	53
<b>FIGURE N ° 18. CORPORATE PHILOSOPHY – MISSION. SOURCE: SELF MADE</b> .....	53
<b>FIGURE N ° 19. CORPORATE PHILOSOPHY – VISION. SOURCE: SELF MADE</b> .....	54
<b>FIGURE N ° 20. CORPORATE PHILOSOPHY – VALUES. SOURCE: SELF MADE</b> .....	55
<b>FIGURE N ° 21. CORPORATE CULTURE – ORGANIZATIONAL BEHAVIOR. SOURCE: SELF MADE</b> .....	55
<b>FIGURE N ° 22. CORPORATE CULTURE – INSTITUTIONAL COMMUNICATION. SOURCE: SELF MADE</b> ....	56
<b>FIGURE N ° 23. CORPORATE CULTURE – CORPORATE CONDUCT. SOURCE: SELF MADE</b> .....	57





## 8. ANNEXES

Questionnaire

Internal Communication Variable

Dimension	Items	Scale				
		Never	Rarely	Some times	Often	Alwa ys
<b>Communication Flows</b>	Communication within WSB University is from boss to subordinates					
	Communication within WSB University is from subordinates to boss					
	The communication I have within the WSB University is horizontal with all workers					
<b>Communication Channels</b>	WSB University holds meetings with all its employees.					
	I am aware of an activity that is going to be carried out at the WSB university through a written communication.					
	WSB University informs about the activities or events to be developed through emails, messages to cell phones or on its fan page.					
<b>Communication Barriers</b>	I receive clearly, without any interruption, the information that I require for my work.					
	The information I receive from my other co-workers is ambiguous.					
	The decisions you made in meetings are often realistic.					
	WSB University allows workers to submit suggestions for improvement.					
<b>Communication Tools</b>	WSB University conducts video-conferences.					
	Your direct boss makes use of institutional mail to communicate with work members.					

Questionnaire  
Organizational Identity Variable

Dimension	Items	Scale				
		Never	Rarely	Somet imes	Oft en	Alway s
<b>Corporate Philosophy</b>	I identify with the mission of the WSB university					
	I identify with the vision of WSB university					
	I identify with the corporate values of WSB University					
<b>Corporate Culture</b>	At WSB university I can develop all my skills.					
	There is collaboration and mutual support among WSB university employees					
	I speak well of WSB University to my family, friends or others.					
	I feel motivated to meet the goals and objectives of the WSB University					

## Google Form – Questionnaire

Link: <https://forms.gle/HunbasGvBcHkEfh77>

  
**WYŻSZA SZKOŁA BIZNESU**

### Internal Communication & Organizational Identity

Dear respondent:  
The purpose of the following questionnaire is to determine the relationship between internal communication and organizational identity in the employees at WSB University International Relations Office.  
\*Check only one option in each statement\*

\*Obligatorio

#### Communication Flows \*

	Never	Rarely	Sometimes	Often	Always
Communication within WSB University is from boss to subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication within WSB University is from subordinates to boss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The communication I have within the WSB University is horizontal with all workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Communication Channels \*

	Never	Rarely	Sometimes	Often	Always
WSB University holds meetings with all its employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of an activity that is going to be carried out at the WSB University through a written communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WSB University informs about the activities or events to be developed through emails, messages to cell phones or on its fan page.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communication Barriers \*

	Never	Rarely	Sometimes	Often	Always
I receive clearly, without any interruption, the information that I require for my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information I receive from my other co-workers is ambiguous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decisions you made in meetings are realistic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WSB University allows workers to submit suggestions for improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communication Tools \*

	Never	Rarely	Sometimes	Often	Always
WSB University conducts video-conferences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your direct boss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

makes use of institutional mail to communicate with work members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------------------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Corporate Philosophy \*

	Never	Rarely	Sometimes	Often	Always
I identify with the mission of WSB university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I identify with the vision of WSB university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I identify with the corporate values of WSB University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Corporate Culture \*

	Never	Rarely	Sometimes	Often	Always
At WSB university I can develop all my skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is collaboration and mutual support among WSB university employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I speak well of WSB University to my family, friends or others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel motivated to get the goals of the WSB University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

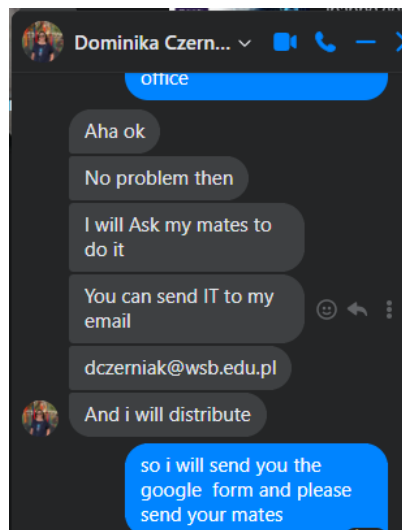
Enviar

Google no creó ni aprobó este contenido. [Denunciar abuso](#) · [Condiciones del Servicio](#) · [Política de Privacidad](#)

Google Formularios



Conversation and email where the questionnaire is sent to an employee of the International Relations Office for its filling and distribution among their co-workers.



Automatyczna odpowiedź: Internal Communication & Organizational Identity  
Questionnaire Recibidos x



**Dominika Czerniak** [a través de wsb.dg.onmicrosoft.com](mailto:dczerniak@wsb.edu.pl)  
para mí ▾

24 jun. 2021 14:35 (hace 7 días) ☆ ↶ ⋮

Thank you for your email.

I am out of office from 21.06 to 28.06.2021 with no access to my mailbox. In urgent matters regarding international cooperation, please contact with my colleagues Joanna Jablonka [jjablonka@wsb.edu.pl](mailto:jjablonka@wsb.edu.pl) or Paweł Urgacz [purgacz@wsb.edu.pl](mailto:purgacz@wsb.edu.pl) otherwise I will reply to your email upon my return.

Dominika Czerniak

...

[Mensaje acortado] [Ver mensaje completo](#)

↶ Responder ➡ Reenviar