

# Relationship of Internal Communication With the Organizational Development of a Non-Profit Company Peru Case

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## ABSTRACT

The research was carried out using the Internal Communication (IC) and Organizational Development (OD) variables due to their relevance for any company and especially for this organization, which works in highly competitive sectors and requires stabilization at the forefront. The study is carried out to evaluate the degree of association between IC and OD of a non-profit company. For the OD variable, the Weisbord (1976) model was used, and for the IC variable, the Dennis (1974) model was used. The research was quantitative in nature, with a descriptive-correlational level, non-experimental-transversal design. The findings indicate that the link between internal communication and organizational development is positive and of medium intensity, validating the coherence of the theory. It is highlighted that communication has essential elements with the dimensions of organizational growth, making it a critical factor in the performance of collaborators. Conclusion: It is emphasized that there is still a need to investigate the theory in more depth and promote the practical application of the constructs, both in non-profit companies and in other private sector companies that may need this type of study.

**Keywords:** Internal communication, Organizational development, Dennis (1974), Weisbord (1976)

## INTRODUCTION

Internal communication and organizational development emerge as two important pillars that drive the success and efficiency of companies in today's changing economic environment. In addition, internal communication is a significant vector and a primary strategic value, in addition, it should not

be forgotten that relational and communicational fluidity helps to manage the organization in any situation or process of change, allowing the installation of an effective organizational climate (Charry, 2018). On the one hand, organizational development is a field of planned change designed to improve organizational effectiveness, meeting human and organizational needs (Alhmeidiyeen, 2019).

In addition, there is evidence that internal communication has a significant impact on reputation and is considered a fundamental element to achieve and maintain a good development of the organization (Rivadeneira, 2018). In the same way, other findings indicate that internal communication becomes a fundamental pillar in the long term for development and competitiveness in a business environment in continuous change, by fostering innovation, creativity and a culture of learning (Meirinhos et al., 2022).

Although the need for communication is well known in the organizational development literature, the specific role of internal communication in promoting the ability of employees to cope with change is unclear (Yue et al., 2019) especially during change. that were not planned: uncertainty, urgency and high levels of anxiety. Similarly, the mechanisms by which internal communication makes employees more vulnerable to unplanned change deserve attention from academics and practitioners charged with maintaining genuine employee morale and organization-employee relations in turbulent times (Li et al., 2021).

On the one hand, internal communication cannot be exempt in the development and growth of organizations, for which Mbhele & de Beer (2021) pointed out that effective internal communication can also be linked to organizational development so that the effectiveness of the Internal communication can increase profits. In this way, it is necessary to diagnose and evaluate the effectiveness of their communication to find out if these values allow the goals proposed and accepted by everyone in the organization to be achieved (Castillo & Villabona, 2018).

During periodic visits to the company, serious deficiencies in internal communication were detected. Some relevant messages were not properly categorized, and sometimes ineffective forms of delivery were used, negatively impacting the growth of the organization. On the other hand, a detailed examination of the Organization and Functions Manual (MOF) identified significant failures as a result of its scant updating. Due to this lack of updating, the organization suffered from a lack of defined areas and extensive clutter. These internal communication and organizational structure issues are major obstacles that need to be addressed in order to improve the efficiency and overall operation of the business. Therefore, the research has as a general objective: to determine the level of relationship of Internal Communication with the organizational development of a non-profit company Peru case.

## **METHODOLOGICAL FRAMEWORK**

### **Type of De Investigation**

The approach was quantitative, since numerical collection and data analysis were used, in addition, it was descriptive since the study was based on

observation, and correlational, since it was determined to what extent the variables were related to each other. Finally, it was cross-sectional and of a non-experimental design.

### Methodology

The sample considered during the investigation was 20 collaborators. Likewise, two types of surveys were applied, the first to measure the level of IC based on the Dennis (1974) model and the following was used to measure the OD taking into account the Weisbord (1976) model. In addition, descriptive statistics with SPSS version 21 were used to process the information and analyze the relationship between IC and OD. Linear regression was used to test the proposed hypothesis, and Cronbach's alpha was used to determine reliability, which indicated a favorable result of 0.957 for CI, 0.743 for OD, and for the conglomerate of both variables a result of 0.979. Furthermore, to find the level, the scale was used based on the Likert-type scale from 1 to 5.

### RESULTS AND DISCUSSION

According to the five dimensions indicated by Dennis (1974), it can be seen that the last dimension of information reliability remains at level 2, while the dimensions of quality of information received, openness and affectivity of information, superior communication -subordinate, and upward communication and reception are maintained at a level 3. This implies that workers deal with basic internal communication and do not worry about it as long as they can perform their tasks satisfactorily. In addition, the staff considers it inappropriate to transmit their ideas, opinions and points of view to their superiors, since they do not recognize their contributions. Likewise, there is no separate function in charge of supervising and accepting the recommendations and contributions of all staff. The previous findings are comparable to the study by Rivadeneyra (2018) who indicates that decisions are imposed without taking into account the opinions of the collaborators, which may vary depending on the direction or area of the company at each moment, as well as the lack of attention from employers to their staff generates distrust, discontent and fear towards the company. In addition, there are no places or ways for employees to present their complaints, concerns or comments about the sugar factory.

**Table 1.** Level of IC dimensions.

Dimension	Level
Superior-subordinate communication	3.08
Quality of information received	2.92
Openness and affectivity of information	3.19
Upward communication and reception	3.29
Information reliability	2.38

**Table 2.** Level of the OD dimensions.

Dimension	Level
Structure factor	4.76
Purpose factor	4.31
Factor relationships	3.44
Auxiliary mechanisms factor	3.15
Leadership	3.12
Reward factor	1.68

The OD level of a non-profit company evaluated as regular, with an average of 3.40. Due to the lack of activities to encourage work, the results show a significant lack in the reward factors dimension (level 1). Leadership, support mechanisms and relationships are located at level 3, which indicates that they are not given much importance and are not worked on. However, the structure factor and purpose factor dimensions have a value of 4, which indicates a good functioning of the organization, although some collaborators believe they have more responsibilities than those assigned to their positions, which can cause job dissatisfaction and an overload of activities. The results are similar to what was investigated by Camargo (2013) who indicates that an action plan manages to improve efficiency and organizational health and avoids overloads. On the one hand, Editorial El Sol (2017) comments that organizational development is essential to achieve results.

**Table 3.** Level of IC and OD constructs.

Variable	Average
Internal communication	3.40
Organizational development	3.15

The mean of the research variables suggests a consistent degree of performance in the organization. Employees are unaware of the degree of communication and describe internal methods as regular, which affects organizational growth, this is reflected in the regular level of the Organizational Development construct. In addition, employees are unhappy with the direction and believe that the assignment of activities is excessive. On the one hand, despite having been with the organization for some time, they are familiar with the functions and have developed talent in various areas, as well as being aware of the company's vision and purpose. Likewise, it should be noted that the workers point out how weak the characteristic of recognition within the company is, so it is an aspect that must be taken into account for the loyalty of their employees to the company. The aforementioned is similar to what was investigated by Camargo (2013) who indicates that the recognition of staff individually or in groups, by the manager, are fundamental actions in the proper functioning of staff activities and in their good performance. Likewise, Editorial El Sol (2017) mentions that ignoring the best labor practices and regulations directly influence the development of companies.

**Table 4.** Pearson correlation between IC and OD dimensions.

		Purpose factor	Structure factor	Reward factor	Factor relationships	Auxiliary mechanisms factor	Leadership factor
Communication Superior – Subordinate	Pearson correlation	,086	-,058	,523*	,625**	,499*	,170
	Sig. (bilateral)	,759	,817	,031	,005	,039	,501
Quality of the information received	Pearson correlation	,104	-,012	,574**	,786**	,638**	,356
	Sig. (bilateral)	,664	,926	,007	,000	,005	,122
Openness and affectivity of the superior	Pearson correlation	,398	,155	,471*	,699**	,477*	,183
	Sig. (bilateral)	,076	,517	,028	,001	,028	,456
Upward communication and reception	Pearson correlation	,027	,031	,679**	,577**	,511*	,106
	Sig. (bilateral)	,866	,855	,001	,003	,012	,616
Information reliability	Pearson correlation	,316	-,097	,220	,597**	,386	-,009
	Sig. (bilateral)	,195	,726	,384	,008	,113	,987

The study examines the dimensions of IC in relation to OD. The need for communication provided by superiors to inspire employees and achieve optimal growth is underscored in the superior-subordinate dimension. According to the quality of the information received, the understanding of the organization by the employees and the appreciation of their work stand out, likewise, the collaborative relationships are also important. A link is observed in the dimension of openness and affectivity of the superior with the relational factor of OD. Upward communication and reception are linked to the reward variables, connections, and auxiliary systems of the OD. Finally, the reliability of the information is connected to the relational component, which demonstrates the need for a pleasant work environment and the trust of the employees to obtain effective organizational results. Similarly, regarding the superior-subordinate dimension, comparing it with Gómez & Bautista (2013), the support of managers is essential to achieve favorable results in the development of activities. Regarding the quality of the information received, it is similar to what was found by Editorial El Sol (2017), who points out that in any organization, good relations avoid internal conflicts that may arise.

The correlation indicates the existence of a positive mean relationship with a value of 0.718\*\* between the study variables IC and OD, which is manifested in the results obtained when surveying the collaborators of the organization in question. This means that if the organization under study wishes to improve and grow in internal aspects to provide better service and quality, it will need to consolidate the issue of internal communication among

its staff, since the proposed improvements and/or growth cannot be fully carried out without she. The aforementioned is similar to the study by Gómez & Bautista (2013) who agrees that the management of the organization by managers, in terms of communication, not being assertive causes failures and errors in the activities of companies.

**Table 5.** Pearson correlation between IC and OD.

		Average OD	Average IC
Average OD	Pearson correlation	1	,718**
	Sig. (bilateral)		,000
	N	20	20
Average IC	Pearson correlation	,718**	1
	Sig. (bilateral)	,000	
	N	20	20

\*\* . The correlation is significant at the 0.01 level (bilateral).

## CONCLUSION

According to the results, the IC level of the non-profit company is regular, with a value of 3.15. This is because the collaborators continue to communicate with their own protocol, which is affected by the fact that most of them have more than 10 years in the organization. In addition, although Internal Communication is developed in labor matters, fraternity activities among employees have not been promoted for many years.

According to the data, the OD level of the non-profit company is considered regular, with a value of 3.40. Staff see a lack of creativity in processes because management prioritizes compliance with work objectives and does not create incentives or rewards that inspire staff. Leadership is a fundamental characteristic that must be addressed in managers, since their influence and direction are essential for the progression and success of organizational development.

According to the data, there is a relatively favorable relationship between the dimensions studied. This suggests that there is a strong link between the two characteristics. However, it is crucial to note that managers constantly intervene in the duties and decisions of employees, reducing their potential to take initiative. Despite this, the relationship factor is directly related to all the dimensions and, consequently, to the entire IC variable. This is because employees, even if they do not have the same interests, strive to communicate and collaborate to achieve the objectives of the organization.

To validate the main objective, it has been determined that the relationship between IC and OD is relatively positive. This is because organizational growth, in all its facets, includes communication, which is immediately reflected in the implementation of IC. It is clear that these factors, both in theory and in reality, always have one thing in common: communication.

## RECOGNITION

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