Challenges and Changes in Internal Communication within Organizations: The Role of Transparent Communication from the Top

Pavla VRABCOVÁ[1]*, Hana URBANCOVÁ[2] and Zuzana PACÁKOVÁ[3]

[1] Technical University of Liberec, Liberec, Czech Republic; vrabcovapavla@gmail.com
[2] University of Economics and Management, Prague, Czech Republic; hana.urbancova@vsem.cz
[3] Czech University of Life Sciences Prague, Prague, Czech Republic; pacakova@pef.czu.cz
* Corresponding author: vrabcovapavla@gmail.com

Abstract: Internal communication contributes significantly to good internal working relationships by facilitating effective dialogue between management and employees. The paper examines Czech organizations' approach to setting up internal communication from the top, i.e., from senior positions to lower-level employees. The COVID-19 has significantly changed the way of communication; it is necessary to revise the results of research on internal communication from the top. The main objective is to evaluate the relationship between selected identifying variables on the use of different forms of management-to-employee communication. A questionnaire survey of Czech organizations (n_1 = 183) was conducted, and the obtained data were evaluated using selected statistical methods (chi-square test, Fisher's Exact Test, Fisher-Freeman-Halton Exact Test). The results reveal that 16% use only one form of communication from the top, and 17% use two forms. Approximately 69% of the surveyed organizations use a maximum of 4 forms of communication from the top. The dependence of the selected types of communication from the top on the type of organization in terms of majority ownership and size of the organization was found for: electronic communication, communication through a representative, online team communication, and written communication at the 0.05 level of significance.

1. Introduction

Intra-organizational communication is applied to convey information, cooperate, help each other, clarify ambiguities and avoid contradictions. According to many experts, a functioning internal communication that permeates an organization is both a driving force and a prerequisite for a smooth operation and organizational climate, which might be perceived as the integration of practical and theoretical interrelated disciplines (Castro & Martins, 2010; McMurray & Scott, 2013; Sengupta & Sahay, 2017). Eisele et al. (2013) or Abbah (2014) emphasize the need to establish an effective motivation system, create a sense of security, and an effective communication system. One of the significant strengths of small and family-owned organizations is that everyone knows each other. It is easy for the owner to discuss whatever

he deems appropriate; most employees know each other. The better employees know each other, the more likely they will communicate and work together effectively. However, in large organizations, there can be a trouble as communication with employees is not as straightforward and obvious.

Daily practice shows (Harrison & Bazzy, 2017; Narayana, 2017) that organizational culture has close links with the various HR and social processes within communication and the whole HRM concept. According to Thelen and Formanchuk (2022), ethical organizational culture is crucial in maintaining transparent internal communication.

To our knowledge, no other study exclusively related to communication from the top has been conducted in the Czech Republic. Therefore, the original purpose of the study was to fill a gap and research the approach to communication from the top in Czech organizations, especially in the context of the dynamic changes of the current times. The COVID-19 pandemic has caused several changes in communication practice, as shared by many research studies (Hurst, 2020; Lee et al., 2020; Li et al., 2021; Ruck & Men, 2021; Hitka et al., 2022). The main aim of this paper is to evaluate the dependence of selected identification variables on the use of different forms of management communication toward employees.

The manuscript includes an introduction to the issue, the theoretical background of communication from the top, and its context with information transparency and accountability, followed by the research methodology. The third part consists of the main results of the quantitative research of data from a questionnaire survey within Czech organizations, followed by a discussion and a final summary of the results concerning the formulated main objective.

2. Theoretical Background

The importance of internal communication as a critical area of communication practice continues to grow (Welch, 2012; Men & Bowen, 2016; Stacho et al., 2021; Verčič, 2021; Stacho et al., 2022). Communication from the top directs information messages from higher positions to lower organizational-level workers. Some of the reasons why downward communication is essential for organizational sustainability include:

- A critical variable in determining the success of an organization (Welch, 2012; Men & Bowen, 2016; Ruck & Welch, 2019),
- Coordination of tasks to meet the organization's goals, the key to deployment and performance (Men & Bowen, 2016),
- Providing information about the values, vision, and mission of the organization (Neill, 2016),
- Determines stakeholder perception of the corporate image and status (Men & Bowen, 2016),
- Creating a good employer brand (Verčič, 2021),
- Managing problem-focused control and reducing uncertainty (Lewis & Sahay, 2018; Li et al., 2021),
- Motivation toward sustainability (Hitka et al., 2022; Horbach et al., 2022),
- Cultivating employee creativity (Lee & Kim, 2021),
- Developing positive employee engagement, a sense of belonging, and employee commitment (Bakker et al., 2011; Men & Bowen, 2016; Ewing et al., 2019; Verčič, 2021),

- Enabling the access to relevant information (Verčič, 2021),
- Supporting organizational change (Li et al., 2021),
- Facilitating meaning-making processes and building relationships with quality (Mazzei, 2014).

Transparency is vital in the context of internal communication from the top, as managers should provide all comprehensive information to their employees, whether it is positive or negative news (Li et al., 2021). Li et al. (2021, p. 2) state the importance of participative transparency as "actively participate in information seeking, distribution, and creation with their employees." Participatory transparency is not always compatible with the principles of communication from the top, so it is also appropriate to add information transparency characterized by always providing accurate, comprehensive, and complete information. Li et al. (2021) add "accountable" to the above elements of information transparency. Andersson (2019) introduced the concept of communication accountability, whereby effective communication throughout the organization is the basis for setting the social responsibility of organizations (Martos-Pedrero et al., 2022).

Table 1. Types of communications from the top toward the employees of the organization

Type of communication from the top	Description	Reference
Brainstorming, brainwriting	Brainwriting has several advantages compared to brainstorming (speed, anonymization, the problem of solid individualities, etc.). It is advisable to take advantage of both methods and combine them appropriately.	Gilmartin et al. (2019); Paulus and Kenworthy (2019)
Electronic communication	Email, specifically tailored video messages, HR portal, intranet, internal social media, etc. The pandemic has accelerated the digital transformation of organizations.	Men (2014); Ewing et al., (2019); Li et al. (2021); Mazurchenko et al. (2022)
Communication through employee representatives or the trade union	Employees are guaranteed the right to elect their representatives, trade union organizations, works councils, and health and safety representatives. Workplace representatives ensure that what they learn from management is communicated unchanged.	Djurkovic et al. (2021)
Online meetings, webinars, videoconferences	Utilized because of the different geographical locations of the jobs.	Hurst (2020)
Face-to-face team meetings, discussions	Immediate interaction, feedback, supported by non-verbal communication.	Hargie and Tourish (1993); Lee and Kim (2021)
Written communication directly to employees	Guaranteed preservation of information in its original form, e.g., company magazine, newsletter, brochure, manual, bulletin board, mailbox, bulletin, memo.	Heller and Rowlinson (2020)
Dedicated evaluation and feedback process in SW	It represents a space for self-reflection, impetus for further development, eliminating repetition of the same mistakes, ensuring greater employee well-being, and assisting decision-making processes.	Men and Yue (2019)
Oral communication directly to employees	Immediate interaction, feedback, supported by non-verbal communication.	Hargie and Tourish (1993); Lee and Kim (2021)

Deficiencies in internal communication from the top can lead to mistakes or reduced performance and loss of motivation, increased dissatisfaction, and employee attrition. Communication is often hampered by a complex or overly atomized organizational structure, especially too many management positions. Silla et al. (2017) found that employee satisfaction with communication is partly related to positive relationships between creative culture and a safe work environment. According to Men and Yue (2019), management's supportive communication in an organization induces a positive emotional culture. Moreover, "internal communication plays an active role in shaping and changing the organizational culture" (Men & Yue, 2019, p. 3).

A communication audit (Hargie & Tourish, 1993), which is a regular and systematic analysis of an organization's internal communication in content and tools, can help reveal internal communication flaws. Table 1 shows the types of communication identified above according to articles searched from Scopus and Web of Science from 2012–2022.

The effective use of information and communication technology (ICT) in organizational processes can make these processes more efficient, even without reducing personal communication or hindering employees' creative thinking (Lee & Kim, 2021). For most organizations, it was inevitable to provide greater process flexibility in the wake of the COVID-19 pandemic (Hurst, 2020; Ruck & Men, 2021). Electronic communication, HR portal, or internal social media (Ewing et al., 2019) also allows access to selected data to employees. This method is considered an effective tool for communicating with employees. The types of communication listed above in Table 1 are explored in more detail in the questionnaire survey in selected Czech organizations at the peak of the COVID-19 pandemic.

3. Methodology

850 Czech organizations were contacted from the ALBERTINA database from June 2020 to December 2020. The questionnaire was designed to comply with ethical rules and with the requirement for anonymity. The questionnaire was completed mainly by managers of the organizations or by the owners of small businesses. Quantitative data (n_1 = 183) were obtained by a questionnaire survey in the Google Form; thus, the return rate of the questionnaire was about 22%. A preliminary survey (n_2 = 10) was carried out to see if the questions were understandable.

The primary identification questions of the questionnaire survey include the following variables:

- The business sector of the organization (4.4% fall under the primary sector, 41.5% fall under the secondary, and 54.1% under the tertiary).
- The organization´s size by the number of employees (26.2% fall under the category of fewer than 50 employees, 28.4% under the one with 51–249 employees, and 45.4% fall under the category of more than 250 employees).
- The majority ownership (45.4% with Czech owners and 54.6% with foreign owners);
- the type of the organization (there are 85.8% private, 11.5% public, and 2.7% non-profit organizations).

- The annual turnover (38.3% fall under less than EUR 10 million, 37.7% under EUR 11–50 million, and 24% fall under over EUR 50 million).

According to the formula (1) followed by Bonferroni correction, the chi-square test was applied to verify the dependencies in the contingency tables.

$$\chi^2 = \sum_{i=1}^{r} \sum_{j=1}^{s} \frac{(n_{ij} - m_{ij})^2}{m_{ij}},$$ (1)

where:

n_{ij} – observed frequency,

m_{ij} – excepted frequency.

The statistical analysis was employed using the statistical program IBM SPSS Statistics, v. 28, with a significance level equal to 0.05. The results, based on synthesis, induction, and deduction, are presented in the chapter on Results.

4. Results

Respondents were surveyed on which type of the above communication forms they use (multiple responses were possible). Figure 1 shows the frequencies for each form of communication.
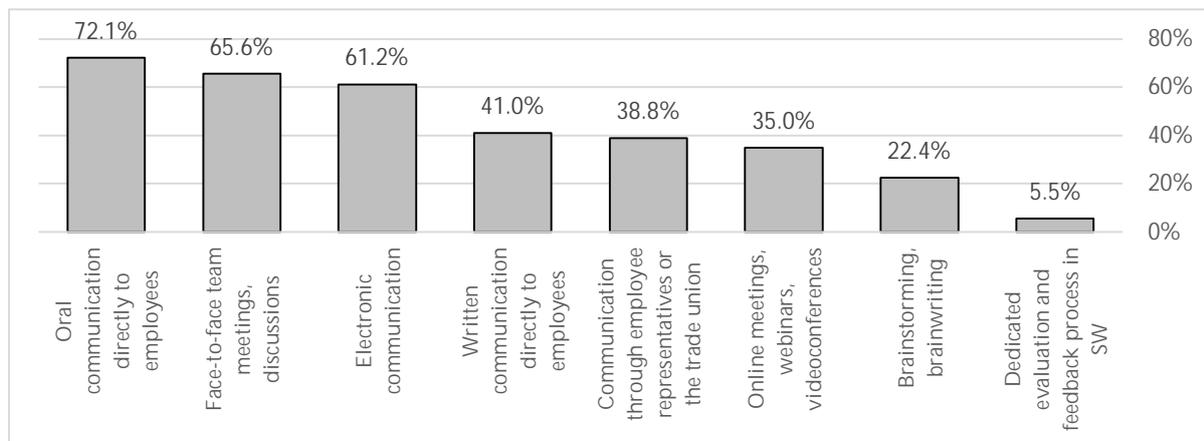

Figure 1. Use of different forms of communication

Each type of communication was assessed depending on the selected identification factors. The following factors were selected as essential: the size of the organization in terms of staff number, the type of organization regarding majority ownership, and the annual turnover.

The relationships between the different types of communication and each identification factor were evaluated using a chi-square test followed by Bonferroni correction. For the two most frequently reported forms of communication, according to Figure 1, i.e., verbal communication directly to employees and face-to-face meetings, no difference was found between organizations according to the above identification factors. However, differences depending on the type of organization were found for the types of communication ranked third to sixth. Table 2 shows the results for the forms of communication whose use varies according to the organization's size.

Table 2. Selected forms of communication from the top depending on the size of the organization

Form of communication from the top	Test	Test criterion	df	P-value
Electronic communication	chi-square test	13.171	2	0.001
Communication through employee representatives or the trade union	chi-square test	11.831	2	0.003
Online meetings, webinars, videoconferencing	chi-square test	15.525	2	<0.001
Written communication directly to employees	chi-square test	15.399	2	<0.001

All four types of communication are significantly more frequent in businesses with 250 or more employees. Practically two-thirds of businesses with 250 or more employees (74.7%) use electronic communication, but less than half (43.8%) of businesses with up to 50 employees use it. Less than 17% of companies with fewer than 50 employees apply online meetings compared to almost half of large companies, where online meetings are used.

Table 3 shows the results of tests to assess the use of each form of communication in terms of majority ownership (Czech vs. foreign majority-ownership). Remarkable differences were found in electronic communication, communication through representatives, online team communication, and written communication.

Table 3. Relationship between the type of organization in terms of majority ownership and the use of selected forms of communication from the top

Form of communication from the top	Test criterion	df	P-value
Electronic communication	12.924	1	<0.001
Communication through employee representatives or the trade union	13.825	1	<0.001
Online meetings, webinars, videoconferencing	11.789	1	<0.001
Written communication directly to employees	9.146	1	0.002

All four types of communication are more common in foreign ownership companies, as illustrated in Figure 2.
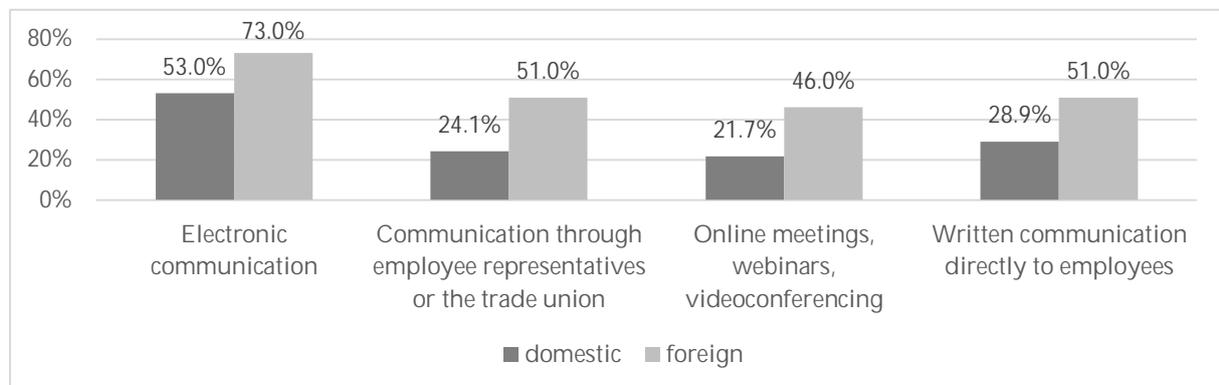

Figure 2. Use of different forms of communication

The last factor considered was the size of the turnover. Table 4 shows the results of the tests to assess the relationship between the selected types of communication from the top and

the organization's annual turnover. A significant relationship was identified in the case of electronic and proxy communication. No relationship was found for the other types of communication. The use of electronic communication and communication through trade unions increases with the level of turnover, which is, however, closely related to the organization's size.

Table 4. Relationship between an organization's annual turnover and the use of selected forms of communication from the top

Type of communication from the top	Test criterion	df	*P*-value
Electronic communication	11.988	2	0.002
Communication through employee representatives or the trade union	11.440	2	0.003

Table 5 below shows enterprises' absolute and relative frequency (including a cumulative relative frequency) by the total number of forms of communication from the top.

Table 5. Transfer of crucial information to employees - number of forms of communication from the top

Communication from the top – number of firms	Frequency	Percent	Cumulative Percent
1	30	16.4	16.4
2	31	16.9	33.3
3	34	18.6	51.9
4	32	17.5	69.4
5	38	20.8	90.2
6	14	7.7	97.8
7	3	1.6	99.5
8	1	0.5	100.0
Total	183	100.0	

Table 5 reveals that 30 organizations (16%) use only one form of communication from the top, 31 organizations (17%) use two forms, and about 52% of the surveyed organizations apply a maximum of 3 forms.
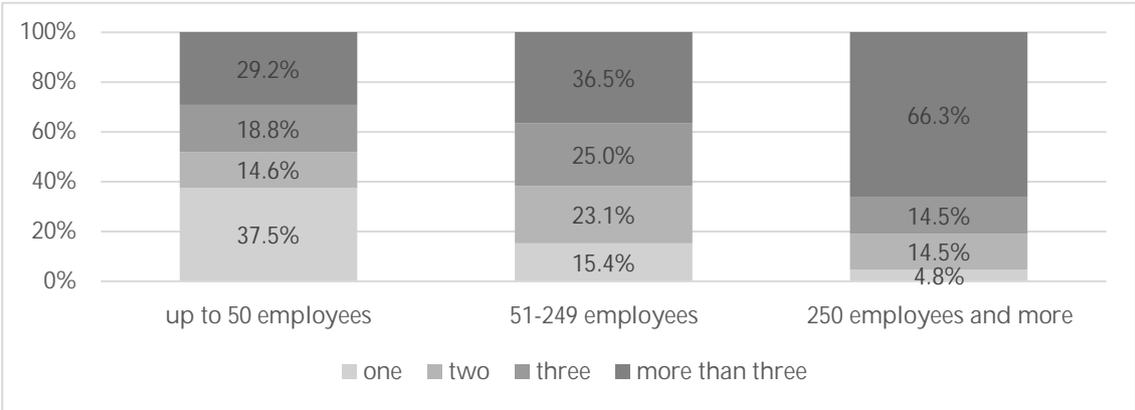

Figure 3. Transfer of crucial information to employees - number of forms of communication from the top depending on the size of the organization

Supposing that we differentiate organizations that use a maximum of three types of communication versus organizations reporting more than three forms, the number of

communication forms is mainly related to the organization's size (p<0.001). Besides, it also differs between domestic and foreign organizations by majority ownership (p<0.0001).

Figure 3 shows that two-thirds (66.3%) of organizations with 250 or more employees use more than three forms of communication from the top, while the proportion for smaller businesses is quite the opposite (29.2% and 36.5%, respectively). Figure 4 shows that there is almost double proportion of foreign organizations using more than three forms of communication from the top compared to domestic organizations.
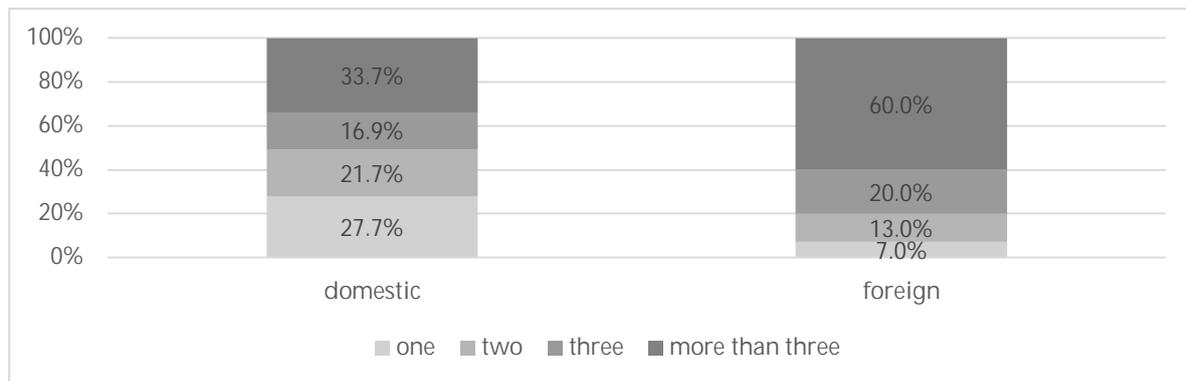
Figure 4. Transfer of crucial information to employees – number of forms of communication from the top depending on the type of organization by majority ownership

Moreover, the authors put focus on combining selected communication forms used together. No organization reported an exclusive combination of two types of communication from the top in the form of electronic communication and a dedicated software evaluation and feedback process. Eight organizations (4%) use electronic communication and specialized software, but always in combination with other types.

Further analysis focused on "oral communication", represented by the following types of communication: face-to-face team meetings, discussions, and oral communication addressed directly to employees. The outcome of the analysis revealed that 92 (50%) organizations apply both face-to-face meetings and oral communication as a form of communication. Seven enterprises out of those mentioned above reported using only these two forms of communication from the top.

5. Discussion

The research shows that an effective combination of communication methods is needed in organizations to achieve transparent communication from the top, increase awareness of all parties during change, and promote a positive organizational climate. The combination of communication methods will help to set up an effective communication system, which follows the research of Abbah (2014). Face-to-face communication (i.e., face-to-face team meetings and discussions) can be provided utilizing online meetings, webinars, or video conferencing; however, the priority of effective information transfer is to have the camera on (specific meeting stream), which also supports the social aspect of communication. Based on the results, the authors recommend that organizations apply an appropriate combination of face-to-face communication supported by electronic communication and feedback elicitation.

This suggestion builds on the research of Men and Yue (2019), who emphasize feedback as a stimulus for further development.

Considering the Covid-19 era and thus forced working from home, internal communication, primarily communication from the top, has taken a new dimension for which most organizations were unprepared. The impossibility of communicating face-to-face during a complex lockdown still forces organizations to search for and set up appropriate communication flows to inform employees, stimulate them and keep them loyal. This fact is in line with the findings of Lie et al. (2021) and Anderson (2019) or in the framework of the necessity of setting up corporate social responsibility, according to Martos-Pedrero et al. (2022). This research and the best practice of organizations show that organizations are still not fully prepared for a situation in which face-to-face communication with employees will not be possible in many sectors. They are constantly optimizing the communication setup from above that will help to effectively share all information and changes and align the eventual performance of duties at high awareness, even when working from home. Immediate feedback, whether in person or electronically, will become increasingly necessary.

Based on the results, the authors suggest that organizations use internal magazines or newsletters, specifically written communications aimed directly at employees. Furthermore, organizations can identify opinion leaders or representatives from individual workplaces, actively engage with them, and transfer information from management to all employees. According to the research, occupational health and safety is becoming, and will continue to become, an integral part of supporting the social responsibility of organizations. A responsible employer must offer a safe working environment and be able to communicate everything to all employees in a timely and transparent manner. By setting the communication right from the top, employees can be encouraged to be more motivated to meet the organization's goals, which is supported by the research of Djurkovic et al. (2021) and Lee and Kim (2021).

According to Wiedmer (2015), organizational leadership needs to lead a multi-generational workforce through effective, transparent communication. This can be achieved by tailoring communication for each generation, creating work opportunities and flexible working conditions, and continuing to support the capabilities of each generation (Urbancová & Vrabcová, 2022), which is supported by the results presented in this paper.

5. Conclusions

This research fills a knowledge gap in investigating the application of selected types of communication from the top within Czech organizations across sectors. The results indicate that 16% of the surveyed organizations implement only one form of communication from the top, and 17% use two forms. Approximately 69% of the surveyed organizations implement no more than four forms of communication from the top.

The most frequently reported forms of communication were oral communication and face-to-face meetings. The authors observed no difference in the frequency of using the forms of communication from the top depending on selected identifying factors such as the size of the enterprise or type of organization in terms of majority ownership. However, differences

were found for the other types of communication listed above in order of frequency of use in the third to sixth position: electronic communication, communication through employee representatives, online team communication, and written communication. Business size and type of organization by majority ownership emerged as critical factors influencing these forms of communication. The frequency increases with the organization's size and is also more common in foreign organizations.

It can also be noted that the chances of using more communication forms rise with the increasing number of employees, just as more communication forms are reported for organizations with foreign majority ownership.

A limitation of the research is that only Czech organizations are involved; future research will focus on countries with a broader range of organizations across the Visegrad Four. The research processed 183 responses, which is representative of strict adherence to all methodological rules. However, respondents may have tended to form a better picture of their organization and to act more rationally. Nevertheless, the questions were asked in a non-judgmental manner while following the rules of social science research.

Conflict of interest: none.

References

Abbah, M. T. (2014). Employee motivation: The key to effective organizational management in Nigeria. *IOSR Journal of Business and Management*, *16*(4), 1–8. https://doi.org/10.9790/487x-16410108

Andersson, R. (2019). Employee communication responsibility: Its antecedents and implications for strategic communication management. *International Journal of Strategic Communication*, *13*(1), 60–75. https://doi.org/10.1080/1553118x.2018.1547731

Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European journal of work and organizational psychology*, *20*(1), 4–28. https://doi.org/10.1080/1359432x.2010.485352

Castro, M. L., & Martins, N. (2010). The relationship between organisational climate and employee satisfaction in a South African information and technology organization. *SA Journal of industrial psychology*, *36*(1), 1–9. https://doi.org/10.4102/sajip.v36i1.800

Djurkovic, N., McCormack, D., Hoel, H., & Salin, D. (2021). The role of human resource professionals (HRPs) in managing workplace bullying: perspectives from HRPs and employee representatives in Australia. *Personnel Review*, *50*(7/8), 1599–1612. https://doi.org/10.1108/PR-07-2020-0502

Eisele, L., Grohnert, T., Beausaert, S., & Segers, M. (2013). Employee motivation for personal development plan effectiveness. *European Journal of Training and Development*, *37*(6), 527–543. https://doi.org/10.1108/EJTD-02-2013-0015

Ewing, M., Men, L. R., & O'Neil, J. (2019). Using social media to engage employees: Insights from internal communication managers. *International Journal of Strategic Communication*, *13*(2), 110–132. https://doi.org/10.1080/1553118x.2019.1575830

Gilmartin, H., Lawrence, E., Leonard, C., McCreight, M., Kelley, L., Lippmann, B., ... & Burke, R. E. (2019). Brainwriting premortem: a novel focus group method to engage stakeholders and identify preimplementation barriers. *Journal of nursing care quality*, *34*(2), 94. https://doi.org/10.1097/ncq.0000000000000360

Hargie, O. D., & Tourish, D. (1993). Assessing the effectiveness of communication in organisations: the communication audit approach. *Health Services Management Research*, *6*(4), 276–285. https://doi.org/10.1177/095148489300600406

Harrison, T., & Bazzy, J. D. (2017). Aligning organizational culture and strategic human resource management. *Journal of Management Development*, *36*(10), 1260–1269. https://doi.org/10.1108/JMD-12-2016-0335

Hitka, M., Štarchoň, P., Caha, Z., Lorincová, S., & Sedliačiková, M. (2022). The global health pandemic and its impact on the motivation of employees in micro and small enterprises: a case study in the Slovak Republic. *Economic Research-Ekonomska Istraživanja*, *35*(1), 458–479. https://doi.org/10.1080/1331677x.2021.1902365

Heller, M., & Rowlinson, M. (2020). Imagined corporate communities: Historical sources and discourses. *British Journal of Management*, *31*(4), 752–768. https://doi.org/10.1111/1467-8551.12349

Horbach, J., Prokop, V., & Stejskal, J. (2022). Determinants of firms' greenness towards sustainable development: A multi-country analysis. *Business Strategy and the Environment*, 1–14. https://doi.org/10.1002/bse.3275

Hurst, E. J. (2020). Web conferencing and collaboration tools and trends. *Journal of Hospital Librarianship*, *20*(3), 266–279. https://doi.org/10.1080/15323269.2020.1780079

Lee, Y., & Kim, J. (2021). Cultivating employee creativity through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. *Public relations review*, *47*(1), 101998. https://doi.org/10.1016/j.pubrev.2020.101998

Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2020). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*, *25*(6), 1526–1549. https://doi.org/10.1108/JKM-06-2020-0483

Lewis, L. K., & Sahay, S. (2018). Change Communication. *The International Encyclopedia of Strategic Communication*, 1–15.

Li, J. Y., Sun, R., Tao, W., & Lee, Y. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relations Review*, *47*(1), 101984. https://doi.org/10.1016/j.pubrev.2020.101984

Martos-Pedrero A., Jiménez-Castillo D., & Cortés-García F. J. (2022). Examining drivers and outcomes of corporate social responsibility in agri-food firms. *Agricultural Economics – Czech*, *68*(3), 79–86. https://doi.org/10.17221/398/2021-AGRICECON

Mazzei, A. (2014). Internal communication for employee enablement: Strategies in American and Italian companies. *Corporate Communications: An International Journal*, *19*(1), 82–95. https://doi.org/10.1108/CCIJ-08-2012-0060

Mazurchenko, A., Zelenka, M., & Maršíková, K. (2022). Demand for employees' digital skills in the context of banking 4.0. *E&M Ekonomie a Management*, *25*(2), 41–58. https://doi.org/10.15240/tul/001/2022-2-003

McMurray, A., & Scott, D. (2013). Determinants of organisational climate for academia. *Higher Education Research & Development*, *32*(6), 960–974. https://doi.org/10.1080/07294360.2013.806446

Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management communication quarterly*, *28*(2), 264–284. https://doi.org/10.1177/0893318914524536

Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public relations review*, *45*(3), 101764. https://doi.org/10.1016/j.pubrev.2019.03.001

Men, R. L., & Bowen, S. A. (2016). *Excellence in internal communication management.* Business Expert Press.

Narayana, A. (2017). A critical review of organizational culture on employee performance. *American Journal of Engineering and Technology Management*, *2*(5), 72. https://doi.org/10.11648/j.ajetm.20170205.13

Neill, M. S. (2016). The influence of employer branding in internal communication. *Research Journal of the Institute for Public Relations*, *3*(1), 1–25.

Paulus, P. B., & Kenworthy, J. B. (2019). Effective brainstorming. In *The Oxford handbook of group creativity and innovation* (pp. 287–386). https://doi.org/10.1093/oxfordhb/9780190648077.013.17

Ruck, K., & Men, L. R. (2021). Guest editorial: Internal communication during the COVID-19 pandemic. *Journal of Communication Management*, *25*(3), 185–195. https://doi.org/10.1108/JCOM-08-2021-163

Ruck, K., & Welch, M. (2012). Valuing internal communication; management and employee perspectives. *Public relations review*, *38*(2), 294–302. https://doi.org/10.1016/j.pubrev.2011.12.016

Sengupta, S., & Sahay, A. (2017). Comparing mission statements of social enterprises and corporate enterprises in the new and renewable energy sector of India: a computer aided content analysis study. *Journal of Global Entrepreneurship Research*, *7*(1), 21. https://doi.org/10.1186/s40497-017-0079-x

Silla, I., Navajas, J., & Koves, G. K. (2017). Organizational culture and a safety-conscious work environment: The mediating role of employee communication satisfaction. *Journal of safety research*, *61*, 121–127. https://doi.org/10.1016/j.jsr.2017.02.005

Stacho, Z., Stachová, K., Varečková, Ľ., & Matúšová, J. G. (2021). Direction of businesses operating in Slovakia to develop key managerial competencies. *Production Engineering Archives*, *27*(4), 291–295. https://doi.org/10.30657/pea.2021.27.39

Stacho, Z., Lizbetinová, L., Stachová, K., & Stareček, A. (2022). The Application of Progressive HR Tools in the Environment of Slovak Enterprises. *Journal of Competitiveness*, *14*(3), 173–190. https://doi.org/10.7441/joc.2022.03.10

Thelen, P. D., & Formanchuk, A. (2022). Culture and internal communication in Chile: Linking ethical organizational culture, transparent communication, and employee advocacy. *Public Relations Review*, *48*(1), 102137. https://doi.org/10.1016/j.pubrev.2021.102137

Urbancová, H., & Vrabcová, P. (2022). Activities of the Human Resources Department Influenced by the Organizational Culture. *Ekonomický časopis*, *70*(1), 76–93. https://doi.org/10.31577/ekoncas.2022.01.05

Verčič, A. T. (2021). The impact of employee engagement, organisational support and employer branding on internal communication satisfaction. *Public Relations Review*, *47*(1), 102009. https://doi.org/10.1016/j.pubrev.2021.102009

Welch, M. (2012). Appropriateness and acceptability: Employee perspectives of internal communication. *Public Relations Review*, *38*(2), 246–254. https://doi.org/10.1016/j.pubrev.2011.12.017

Wiedmer, T. (2015). Generations do differ: Best practices in leading traditionalists, boomers, and generations X, Y, and Z. *Delta Kappa Gamma Bulletin*, *82*(1), 51–58.