

INFLUENCE OF INTERNAL COMMUNICATION ON THE ORGANIZATIONAL CLIMATE OF A LOCAL EDUCATIONAL MANAGEMENT UNIT IN PERU

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Abstract. The objective of this research is to determine the influence of internal communication on the organizational climate. The method used in this research is the deductive inferential scientific method, for which the type and level of applied and explanatory research were used respectively. The study sample was made up of women (45%) and men (65%), with an age range between 23 years and over, who were the object of study, with a total of 305 workers. The results that were obtained based on the reliability and validity of the measurement scales, where they specify that $p < 0.05$, that is, that 12 of the 15 hypotheses are accepted in the proposed correlation between internal communication and organizational climate factors. Among them interpersonal relationships, which generates assertiveness among workers, management styles, which implies increasing employee satisfaction, remuneration, which consists of the importance of knowing how to recognize the work of workers. Finally, the collective values, which encourages them to do a proper job and get involved. In conclusion, internal communication is essential to strengthen the organizational climate factors mentioned above. This ensures a good work environment in order to achieve improvements at the hierarchical and organizational level.

Keywords: internal communication, organizational climate, relationships, availability of resources and collective values.

JEL Classification: M1, M3.

Introduction

Internal communication has been consistently recognized as a key area of public relations, growing in importance (Linke & Zerfass, 2011). Given that public relations is centered around the relationship between an organization and society, it is clear why there are ways to be able to communicate between different areas of the organization (Men et al., 2020). It is fundamental that any type of organization, which wishes to pursue an activity in full compliance with the society in which it exists, it is necessary to have a carefully designed management strategy as management represents a vital aspect of the functioning of organizational and social systems, especially in the conditions of the modern era, marked by the increasing complexity of technological and informational products, radical transformation at the social structure level, trends of globalization of the economy and, especially, changes in productivity at the organizational level. In this context it is considered necessary the intervention of communication factors that will adapt to all organizational changes and in

turn will help to get on track in creating an adequate organizational culture and climate (Bucăța & Rizescu, 2017).

Due to globalization, business markets are becoming increasingly competitive, but it is obvious that some organizations are more effective than others. Numerous international researches confirmed that employee relations and the development of organizational climate are key to success. Therefore, according to the authors' point of view, it is important to look for the correlation between organizational climate and internal communication described by opinion leaders. Miller (2016) defines organizational climate as a set of perceptions shared by employees that encompasses a wide range of factors such as culture, behaviors, language, traditions. This set has a symbolic meaning for the company and employees.

In Spain, internal communication has something in common, that a collaborator emits what he wants to transmit and another collaborator receives the content of the information so that this process is carried out in the best way, the receiver has to let the transmitter reach him, also to maintain an adequate position so that the

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message arrives without any inconvenience, from an unimportant message to important data for the employees, 20% of the organizations with an established function of internal communication have a person carrying out the assigned work, We can also say that the more employees increase in the organization the more people are aware of internal communication, however there are also companies that have more employees, this reduces the number of companies that apply internal communication or do not perform it, then the more employees the companies carry out internal communication, this allows to generate more compact work teams, feeling more identified with the organization making the information reaches the right person at all times. In addition, in a study Spain is among the countries that most use this tool to communicate in work groups, in addition there is an application called Speakap which is a worldwide tool used by top companies such as Ikea, Media Mark, McDonald's, among other organizations (Truque & López, 2018).

In Peru, According to Quevedo and Ríos (2016) in the sample made of 156 workers showed that internal communication, influences the organizational climate, assertive communication is the most influential with 55.8%, on the other hand downward communication, according to the perception of workers is the one that represents the greatest difficulty with 17. Finally, the workers declare that 41.7% of the workers state that upward communication is at an excellent level, this is the one that is best developed within the entity, finally, the perception of the organizational climate is at an average level, in addition there are areas with better intentions for the development of an adequate organizational climate.

In this context, for a group of employees to be effective, it is required to ensure open communication between workers and the responsibility lies in the flow of information in most of the head of the group (boss) and thus reduce the concern to inform the collaborator at work and inform them correctly, the ability to create conditions for everyone to express themselves freely. In this sense, it highlights the importance of communication in organizations, likewise with the organizational climate that reduces the suffocating pressure by the high managerial positions (Ledbetter, 2014).

In the Unidad De Gestión Educativa Local, problems have been identified within the general framework that allows us to see the different unresolved issues within the institution. The problems are innumerable, we can mention the management of resources of all the administrative personnel, in which emphasis is placed on requesting resources from the different areas, which does not facilitate the continuous improvement of the organization, the bureaucratic work that does not help to improve the activities of the administrative personnel of the Local Educational Management Unit, in addition to the criteria to establish the amounts in the bonuses for the teachers. In general, there are many regulations that complicate the management of the Local Education Management Units. Another important point is the issue of internal communication;

there is no satisfactory communication between the bosses and their collaborators so that they can improve their performance, thus influencing the organizational climate.

The overall objective of this research is to improve internal communication in all areas of the Local Educational Management Unit in order to have a better organizational climate that benefits all employees at all hierarchical levels, so that they feel happy and valued doing a job with better productivity for both the company and the employee.

1. Literature review

1.1. Internal communication

Internal communication is the term used to describe an organization's managed communication system, where employees are considered an internal audience or stakeholder (Vercic et al., 2012). An organization's managed communication system may include a variety of channels and activities, including newsletters, bulletin boards, staff briefings, and intranets, to name just a few. Likewise Salazar (2017) mentions that internal communication is directed to the internal customer. It occurs within all organizations, it is important to know the new technologies for a better understanding of the messages to the team and manage to retain the best talent in the business environment.

1.1.1. Operational communication

These are the internal communications that allow workers to receive the basic information to perform their work, such as that related to the organization and those of their job; it ensures that workers know for whom and where they are working, the work rules, the functions to be performed, procedures, responsibilities, etc. (Formanchuck, 2017).

On the other hand, good operational communication is critical to managerial effectiveness. A large part of a manager's time is spent communicating, explaining plans, schedules, policies, procedures to subordinates; informing top management about progress and problems; and informing third parties about the organization (Ganesh & Zoller, 2012).

1.1.2. Strategic communication

The strategic dimension is the internal communications that allows workers to understand the importance of their work. In this sense, it includes information on the objectives of the organization, their sector and personal objectives, as well as the evaluation of their work. Likewise, by making workers feel oriented, valued, committed and motivated, knowing the importance of their work generates that they collaborate with their contributions to the organization (Formanchuck, 2017).

Strategic communication is a group of points that allow obtaining a competitive advantage over other companies in order to obtain greater intuition than other people (Cambria, 2016).

1.1.3. Motivational communication

The motivational dimension is the internal communications that allow workers to want to do what the organization says, for which a search for positive communications that motivate employees to do their best in the organization must be carried out. Positive communications are achievements and stories of the company, growth prospects, opportunities, facts that manifest that the company is fair, reliable and transparent, and so on (Formanchuck, 2017).

Therefore, the important role of motivation in promoting employee morale in completing the work. Every human being in the performance of their activities is essentially driven by motivation. Motivational communication is a condition and energy that drives self-direction or direction employees to achieve the organizational goals of the company through communication techniques that will help to provide better performance (Salazar, 2017).

1.2. Organizational climate

Organizational climate refers to employees' shared perceptions and the meaning they attach to the policies, practices, and procedures they experience in their workplace, as well as the behaviors they observe being rewarded, supported, and expected with respect to the organization's human resources (Cygler et al., 2018).

Organizational climate is positively linked to job satisfaction and commitment (Castro & Martins, 2010).

Organizational climate encompasses organizational structure and processes, interpersonal relationships, employee behavior, performance expectations, and growth opportunities. In addition, organizational climate has important outcomes at the individual, group and organizational levels (Ghanbari & Eskandari, 2016).

A positive organizational climate is one of the most important views of the organizational environment, which has a direct relationship with employee behavior. Employee behavior in organizations is affected by a wide range of organizational characteristics and social relationships, which form the work environment of employees (Berberoglu, 2018).

1.2.1. Interpersonal relationships

The interpersonal relationship of employees in organizations is affected by a wide range of organizational characteristics and social relationships, which form the working environment of employees (Berberoglu, 2018). There are key areas to properly develop interpersonal relationships such as corporate governance, senior leaderships, talent managements, appropriate language, behavior and corporate social responsibility (Stankiewicz, 2013).

1.2.2. Negotiation styles

The negotiation styles faced, individuals differ in their general preferences as well as in their negotiation preferences and that such differences are culture specific, However, not

all individuals within a culture are similar. For example, in a collectivist society, there may be individuals who are allocentric (i.e., express characteristics of collectivism) and others who are idiocentric (i.e., express characteristics of individualism). These intracultural variations, which occur at the individual level, can have a substantial impact. impact on the way people negotiate (Elfenbein, 2015).

Negotiation is an opportunistic interaction whereby two or more parties with some apparent conflict seek to improve through jointly decided action. Lewicki et al. (2014) also define a negotiation situation by part of the following characteristics: two or more independent parties, a conflict of interest, the choice of all parties to negotiate to achieve better results issues to be negotiated, interest in the relationship with the other parties.

1.2.3. Remuneration

A company's rewards or rewards should be designed with the objective of encouraging behaviors in employees that ensure the success of human resources strategies (Hsieh & Chen, 2011) and the ability to adapt to the different situations faced by the organization. Likewise, we should mention that The key role of human resource management is to ensure that companies are able to find, personalize, reward and retain human capital in the form of talented individuals.

Who are willing and able to be a driving force of the global enterprise that reacts sensitively on their customers as well as expansion opportunities in technology (Kolodziej & Kolodziej-Durnas, 2018).

One of the most important motivating factors that creates harmonious relationships in a business is a mutually acceptable and effective remuneration system (Kubeš & Rančák, 2018).

1.2.4. Resource availability

Characteristics can be classified into two main categories, namely job demands and job resources, which have unique properties and predictive value. Job demands are those aspects of work that cost energy, such as workload, complex tasks, and conflicts. Whereas workload and complexity can be termed as challenging demands that help to perform well, conflicts are an impediment to job demands that undermine performance (Demerouti, 2015).

Working conditions can differ dramatically between organizations. Despite these differences, labor demands and technological resources, however, all appropriate working conditions help to provide optimal performance (Demerouti, 2014).

1.2.5. Collective values

Collective value encompasses artifact and core values, symbols and norms, to provide blueprints for employees of what is valued in their work environment (Flamholtz & Randle, 2014).

Collective values translate into shared perceptions of organizational climate due to exposure to similar objective

structural characteristics and the attraction, selection, and attrition of group members, which reinforces similar perceptions. In addition, organizational climate emerges through social interactions among employees and defines what employees perceive as supported and expected (Schneider et al., 2013).

2. Research model and hypotheses

For the internal communication variable, the following indicators and questions were considered based on Vercic's et al. research (2012):

- a) Operational communication (OC): managers/bosses relate with workers in an appropriate way (OC1), managers/bosses know when to interact with workers (CO2), managers/bosses give them confidence and freedom to talk about work issues (OC3) and they are given attention when they are going to communicate with their boss (OC4).
- b) Strategic communication (EC): Managers/bosses and workers work as a team to provide good service (EC2), the instructions you receive from your boss are clear (EC4), you receive all the information you need to be able to perform your job efficiently (EC5), and you believe that your boss uses simple language when addressing you (EC6).
- c) Motivational communication (CM): Managers/bosses recognize and reward workers who are concerned about improving the company's image (CM3), you believe that the institution provides you with stability (CM4), the tools provided by the company are adequate to perform your work (CM5) and managers/bosses care about workers (CM6).

The organizational climate variable was made up of the following indicators and respective questions (Cygler et al., 2018):

- a) Interpersonal relationships (IR): coworkers take my opinion into account (IR1), I am accepted by the group (IR2), the work group promotes effective communication (IR5) and the work group values my contributions (IR6).
- b) Management style (ED): The boss creates an atmosphere of trust in the group (ED1), the boss shows appropriate education (ED2), the boss shows signs of charisma (ED4) and the orders in the activities are well distributed (ED6).
- c) Remuneration (R): The benefits offered by the company are in accordance with the employee's needs (R1), the retribution offered by the organization causes personal growth (R2), the company's retribution helps to improve the employee's psychological state (R3) and the retribution influences the employee's status within the organization (R4).
- d) Availability of resources (DR): The physical work environment is adequate (DR2), the organization promotes care in the face of risks (DR3), the organization promotes cultures of health and comfort

when performing their activities (DR5) and they have adequate access to information to perform their work (DR6).

- e) Collective values (VC): Colleagues participate constantly to achieve organizational objectives (VC1), happiness is related to productivity (VC2), teamwork is constant for the members of the group (VC3) and they are committed to achieve the company's objectives (VC5).

From which the following conceptual model and hypotheses are established (Figure 1).

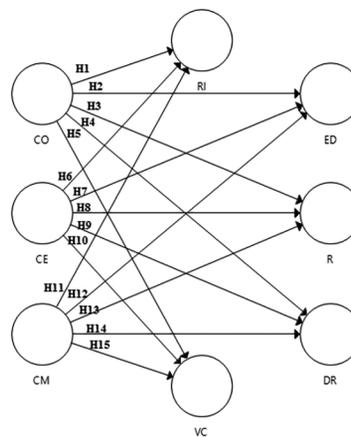


Figure 1. Conceptual model and hypotheses

H1: Operational communication (OC) positively influences interpersonal relationships (IR) of the local educational management unit.

H2: Operational communication (CO) positively influences the management style (ED) of the local educational management unit.

H3: Operational communication (CO) positively influences the remuneration (R) of the local educational management unit.

H4: Operational communication (CO) positively influences the availability of resources (RD) of the local educational management unit.

H5: Operational communication (OC) positively influences the collective values (CV) of the local educational management unit.

H6: Strategic communication (CE) positively influences interpersonal relationships (IR) of a local educational management unit.

H7: Strategic communication (CE) positively influences the management style (ED) of the local educational management unit.

H8: Strategic communication (CE) positively influences the remuneration (R) of the local educational management unit.

H9: Strategic communication (CE) positively influences the availability of resources (RD) of the local educational management unit.

H10: Strategic communication (CE) positively influences the collective values (CV) of the local educational management unit.

H11: Motivational communication (CM) positively influences interpersonal relationships (IR) of the local educational management unit.

H12: Motivational communication (CM) positively influences the management style (ED) of the local educational management unit.

H13: Motivational communication (CM) positively influences the remuneration (R) of the local educational management unit.

H14: Motivational communication (CM) positively influences the availability of resources (RD) of the local educational management unit.

H15: Motivational communication (CM) positively influences the collective values (CV) of the local educational management unit.

3. Method

The present study applied the deductive inferential scientific method, for which the type and level of applied and explanatory research were used respectively, since it is intended to measure the causal link that exists between the study variables. Likewise, the research design used is the non-experimental cross-sectional design.

3.1. Population and sample

The population is made up of workers from the Local Educational Management Unit institution, made up of women (45%) and men (65%), with an age range between 23 years and over, who were the object of study. A sample of 305 workers from the Local Educational Management units was obtained, which are distributed in the various provinces of Junín, such as Jauja, Huancayo, Concepción, etc.

3.2. Data collection instrument

Questionnaires were designed and applied to the collaborators of the different branches of the local Educational Management Unit, throughout Peru. The structure of the instrument presents 18 items for the internal communication variable (four for operational communication, four for strategic communication and four for motivational communication) and 30 items for the organizational climate variable (six for interpersonal relationships, six for management styles, six of remuneration, six of availability of resources and six of collective values). For the validation of the instrument, the Delphi methodology was followed, likewise, the reliability was determined through the Cronbach's Alpha coefficient.

4. Results

4.1. Assessment of the Measurement Model

Table 1 shows the measurement analysis of the model, based on the reliability and validity of the measurement scales. Regarding reliability, the internal consistency of the scales is evidenced through the Cronbach Alpha value

(between 0.721 to 0.832) and the composite reliability (between 0.852 to 0.882). With respect to convergent validity, all factor loadings are above 0.659. Likewise, all the scales have percentages of average variance extracted (AVE) greater than 50%. The discriminant validity of the construct was tested by the Fornell Larcker criteria, which verifies the independence of each of the scales, considering that the square root of the AVE is greater than the correlations with the rest of the scales. In all cases, the assumption was met.

Table 1. Results of the model measurement analysis

Variables	Cronbach alpha	Composite reliability	Factor loads (range)	Average variance extracted (AVE)	Discriminant Validity
CO	0.719	0.826	0.703–0.764	0.542	0.736
CE	0.730	0.831	0.730–0.762	0.552	0.743
CM	0.743	0.839	0.695–0.788	0.566	0.752
RI	0.734	0.833	0.740–0.754	0.556	0.745
ED	0.735	0.834	0.690–0.767	0.558	0.747
R	0.763	0.849	0.722–0.826	0.584	0.764
DR	0.752	0.843	0.727–0.793	0.574	0.757
VC	0.703	0.817	0.680–0.765	0.528	0.726

As shown in Figure 2, on average an R2 greater than 0.500 was obtained, which is very significant, showing that the model significantly explains the variance of the conceptual constructs of the dependent variable.

4.2. Assessment of the Structural Model

After verifying the validity and reliability of the measurement model, the relationships of the constructs were

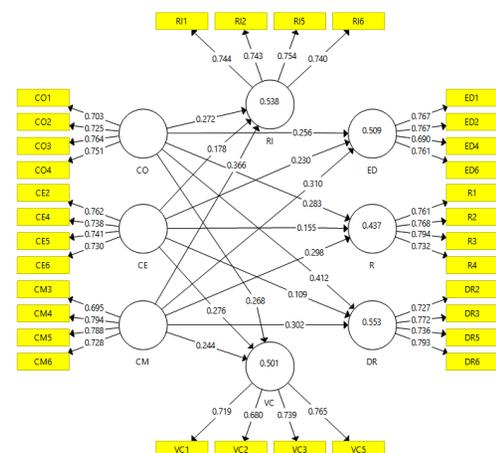


Figure 2. Results for the hypothesized model with structural equations

tested. The hypotheses were tested by examining the road coefficients and their significance levels. Bootstrapping was performed with 5000 subsamples to verify the statistical significance of each of the road coefficients (Oré-Calixto & Vicente-Ramos, 2021). Figure 3 shows the estimated trajectory of the PLS analysis.

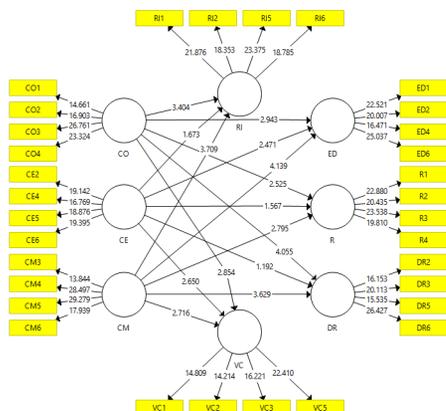


Figure 3. Internal communication climate modeling and organizational climate

Table 2 shows the contracting of results, where the hypotheses H1, H2, H3, H4, H5, H7, H10, H11, H12, H13, H14 and H15 are accepted ($p < 0.05$) while H6, H8 and H9 are denied.

Table 2. Results of the model structure analysis

Hypotheses	Mean sample	Standard deviation	Beta	p value	Decision
CO -> RI	0.274	0.080	3.404	0.001	Accept H1
CO -> ED	0.255	0.087	2.943	0.003	Accept H2
CO -> R	0.279	0.112	2.525	0.012	Accept H3
CO -> DR	0.405	0.102	4.055	0.000	Accept H4
CO -> VC	0.267	0.094	2.854	0.004	Accept H5
CE -> RI	0.180	0.106	1.673	0.094	Denied H6
CE -> ED	0.237	0.093	2.471	0.013	Accept H7
CE -> R	0.157	0.099	1.567	0.117	Denied H8
CE -> DR	0.116	0.091	1.192	0.233	Denied H9
CE -> VC	0.279	0.104	2.650	0.008	Accept H10
CM -> RI	0.365	0.099	3.709	0.000	Accept H11
CM -> ED	0.306	0.075	4.139	0.000	Accept H12
CM -> R	0.302	0.107	2.795	0.005	Accept H13
CM -> DR	0.306	0.083	3.629	0.000	Accept H14
CM -> VC	0.246	0.090	2.716	0.007	Accept H15

Discussion and conclusions

Regarding the influence of internal communication on interpersonal relationships (IR) of a local educational management unit.

As a result, a high influence has been obtained between internal communication and interpersonal relationships (0.734) according to Cronbach's alpha and a significant influence on internal communication criteria ($p < 0.05$), which is why H1 is accepted and in turn shows a high correlation between the 2 variables. This coincides with Szostek (2019) who indicates that interpersonal relationships are transactional and mutually in nature, understanding that it is a sequence of interactions between 2 or more people and these relationships in turn imply a certain degree of reciprocity, in the sense of the personal behaviors. Szostek (2019) also affirms that the interpersonal relationship transcends beyond the workplace, these acts can be transformed into bonds of friendship. According to Atrek et al. (2014), interpersonal relationships are based on positive emotions and are accompanied by interest, sympathy, willingness to cooperate, loyalty and trust, this creates an excellent organizational climate, in this way we can synthesize that internal communication is very important in development of interpersonal relationships in organizations, because they allow adequate interaction between workers.

Regarding the influence of internal communication on the management style (ED) of a local educational management unit.

As a result, a high influence has been obtained between internal communication and management styles (0.735) according to Cronbach's alpha and a significant influence on internal communication criteria ($p < 0.05$), which is why H2 is accepted and in turn demonstrates a high correlation between the 2 variables. These results are in line with those of Santoro et al. (2017) which indicates that management styles are increasingly modern, due to technological and innovative development, these new styles force us to reinvent ways and means to address properly, in the last times. Carayannis and Meissner (2017) affirm that the direction of an organization must be established through good communication, which is related to the interpersonal relationships that exist in a company. For their part, Del Giudice et al. (2014). It lets us know that the objective of having a management style will allow us to solve internal and external needs in order to satisfy collaborators. Reaffirming that internal communication will allow us to have a precise and adequate language to be able to address efficiently, this is a very influential positive effect on decision-making.

Regarding the influence of internal communication on the remuneration (R) of a local educational management unit.

As a conclusion, an influence was obtained between internal communication and remuneration (0.763)

according to Cronbach's alpha and a significant influence of internal communication criteria ($p < 0.05$), which is why H3 is accepted and in turn shows a correlation between the 2 variables. Remuneration-based processes within organizations have a significant influence on internal communication. Gallego (2010) determines that within organizations the role of each collaborator must be recognized, this group preserves and develops languages to understand their needs, the importance of having many strategies within the company is of vital support for favorable development of the employee. On the other hand, Lisowska (2015) argues that there is a gender wage gap within this, reference is made to the female gender, which in most cases obtains a lower remuneration compared to the male gender. In addition, it includes that it is a tradition in most countries the disproportion in the remuneration of men and women that it has been covering over the years.

Regarding the influence of internal communication on the availability of resources (RD) of a local educational management unit.

As a result, an influence was obtained between internal communication and the availability of resources (0.752) according to Cronbach's alpha and a significant influence of internal communication criteria ($p < 0.05$), which is why H4 is accepted and in turn shows a correlation between the 2 variables.

These results are in line with those of Tulung (2017) who affirm that the different companies are able to expand through three types of resources: local ones, investor resources and those available within the market in order to obtain an advantage over other organizations. In addition, obtaining all these resources leads to high costs in order to achieve short-term objectives. Likewise, Filser et al. (2014) affirm that the main contribution is the availability of financial resources promoted by the different companies, the more financial resources the company has, the more likely it is to be oriented towards its objectives and obtain growth proportional. In addition, they mention that with financial resources they are able to respond to the needs of consumers.

Regarding the influence of internal communication on the collective values (CV) of a local educational management unit.

A result was a high influence between internal communication and collective values (0.703) according to Cronbach's alpha and a significant influence on internal communication criteria ($p < 0.05$), which is why H5 is accepted and in turn shows a high correlation between the 2 variables. This coincides with Schneider et al. (2017) who mention that values serve as important and fundamental mechanisms to obtain appropriate behaviors. Along these lines with Schneider et al. (2013) who synthesize that values are related phenomena in individual components and focus on relationships between communication and organizational climate, on the other hand, Ostroff and

Schulte (2014) recognize the benefits that employees have collective values within organizations, affirms that collective values help create a culture of teamwork, recognizing the personal tributes that each individual possesses.

In conclusion, internal operational communication and internal motivational communication are decisive in strengthening the factors of the organizational climate. Regarding operational communication, it was found that the meetings of the work team organized by the Local Educational Management Unit contributed to the corporate image, since holding brainstorming sessions to improve performance is considered an improvement in the climate of trust that enhance job satisfaction. Likewise, the internal motivational communication based on incentive policies on each of the collaborators of the Local Educational Management Unit strengthens their organizational commitment.

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Author contributions

1. Sayuri Curilla, was in charge of analyzing the results and discussing the data.
2. José Morales, was responsible for data collection and design of findings.
3. Wesley Poma, was in charge of obtaining the results of the discussion and findings.
4. Wagner Vicente-Ramos, wrote the first draft of the article.

Disclosure statement

The authors do not have any conflict of interest.

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