

T.C
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI
YÖNETİM ORGANİZASYON BİLİM DALI

THE ROLE OF MANAGEMENT
IN CREATING EFFECTIVE INTERNAL COMMUNICATION
AND AN APPLICATION IN IT SECTOR

(YÜKSEK LİSANS TEZİ)

Yankı ÜNAL

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DANIŞMAN: Doç. Dr. ASLI KÜÇÜKASLAN

Yankı ÜNAL

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- 1) Tez Danışmanı : YRD. DOÇ.DR. FATMA ASLI KÜÇÜKASLAN
2) Jüri Üyesi : DOÇ. DR. FATMA GÜLRUH GÜRBÜZ
3) Jüri Üyesi : PROF. DR. İNCİ ARTAN ERDEM


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ABSTRACT

Organizations, to endure their existence in the changing environment of the world, have developed themselves in accordance with the necessities of their times in all ages, and continue to do so today as well. The main factor behind this adaptation is based on communication.

The efficient work processes by constant flow of information and sharing of vision and missions with the employees ease the organization adaptation period to outside world. The “internal communication channels” used by the managers gain importance. The employees can decide faster in successfully applied “effective internal communication” by the managers. So they become one with the organization, their motivation, efficiency and performance increase, the organizational conflicts decrease and a shared vision can be created; these are some of the many positive consequences of “effective internal communication.”

In this research in which the role of the managers in the establishment of an effective internal communication has been examined, first the concept of “organizational communication” and the types of organizational communication are stated, then the functions of organizational communication are mentioned. In the third section of the research, the definition of “internal communication” and its progress up to today are discussed. In the fourth section, “types of internal communication” are analyzed and direct or indirect communication methods are examined. Criteria for effective internal communication, factors that influence internal communication and the costs of poor internal communication are also discussed in these sections.

In the fifth and sixth sections, role of management in creating effective internal communication is studied and a survey is conducted with the managers to find out the reasons for managers to establish communication with the organization and the significance of the internal communication method for the organization. The last section of the research is the “conclusions” part, and in this section the gathered data and information is evaluated and interpreted.

ÖZET

Organizasyonlar deęişen dünyada varlıklarını sürdürebilmek için günün gereklilikleri doęrultusunda her dönem kendilerini yeniden şekillendirmişler ve şekillendirmeye de devam etmektedirler. Bu uyumun asıl nedeninin iletişim kaynaklı olduęu anlaşılmaktadır.

Sürekli bilgi akışı sağlanarak çalışmalara işlerlik kazandırılması, hedef ve amaçları çalışanlarla paylaşılması sayesinde örgütlerin dış dünya ile uyumu çok daha kolay sağlanmaktadır. Bu tür iletişim ve örgütsel yönetim anlayışlarında yöneticilerin uyguladıęı “içsel iletişim metotları” daha çok önem kazanmaktadır

Yöneticilerin başarıyla oluşturduęu “etkili içsel iletişim”; çalışanların doęru kararlar vermeleri için ihtiyaç duydukları bilgi aktarılincaya kadar daha kısa sürede ve daha hızlı karar almalarını sağlar, çalışanları örgütün bir parçası haline getirir ayrıca çalışanları motive ederek verimlilik ve performanslarının artırır. Örgüt içerisindeki çekişmelerin ortadan kalkması ve ortak bir vizyon yaratılması örgüt için elde edilen kazançlardan bazılarıdır.

Yöneticimin etkili içsel iletişim oluşturulmasındaki rolünü incelemeye çalışan bu araştırmada, önce “örgütsel iletişim” kavramı ve örgütsel iletişim çeşitleri ele alınmış, sonra örgütsel iletişimin fonksiyonlarından bahsedilmiştir. Üçüncü bölümde “içsel iletişimin” tanımlaması ve günümüze kadar ki gelişimi üzerinde durulmuştur.

Dördüncü bölümde “içsel iletişim çeşitleri” ele alınmış ve yönetimin çalışanlar ile iletişim kurarken doğrudan ve dolaylı olarak kullandıęı yöntemlerden bahsedilmiştir. Etkili içsel iletişim kriterleri, içsel iletişimi etkileyen faktör ve içsel iletişimin zayıflıęının örgüt için zararları yine bu bölümde ele alınmıştır.

Beşinci ve altıncı bölümlerde “Yönetimin etkili içsel iletişim yaratılmasındaki rolü” konulu bir araştırma yapılmıştır. Bu araştırmada yöneticilere anket uygulanarak, yöneticinin şirket içi iletişim kurma nedenleri ve içsel iletişim biçiminin yönetim açısından önemi sorgulanmıştır. Tezin son bölümünü ise “sonuç” kısmı oluşturmaktadır. Elde edilen veriler bu bölümde yorumlanmış ve tezin genel çerçevesi oluşturulmuştur.

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1. INTRODUCTION

Like human beings organizations are dynamic, they are ongoing, ever-changing, and constantly forced to meet new challenges. They are continually adapting to rapidly varying conditions in their environment.

As we are in the 21st century the importance of communication for organization management is still a vital factor. The changes in technology, the market place, social values, work force demographics, and political environment all have a significant effect on the progress as well as the products and services. (Gruing, 1992, p. 101) Employees' adaptation to work, needs and expectations, work hours change have forced managers re-manage communication in organization. These changes force organization managers to make significant changes in organizational communication in order to adopt and survive in word. Concepts like organizational communication, internal and external communication, communication tools, effective communication, and leadership, direct and indirect communication become contemporary issues for organization management.

Communication as simply defined, (Bedeian, 1986) the progress of transmitting information and the understanding between two or more people. It always involves at least two parties a sender and a receiver. Communication is the one of the managerial activity that takes up most of managers' time. Managers rarely find themselves alone at their office contemplating alternatives solutions to problems. When they are not talking in person with supervisors, peers or subordinates they are usually communicating with telephone or read information or writing memorandums on letters.

Communication begins when one person sends a message to another with the intent of evoking response to it. Effective communication occurs when the receiver interprets the message exactly as the sender intended. Efficient communication uses less time and fewer resources. What a manager wants to achieve is effective communication in most efficient way. Communication in organization servers three major purpose: (1) It allows members to coordinate actions, (2) shares information and (3) satisfies social needs. (Cook, Hunsaker, 1999)

Effective communication is essential for functioning of any organization. Managers need to transmit orders and policies, build cooperation and team spirit, and identify problems and their solution. Employees need to clarify directives, provide feedback and make their problems known. Team members need to share feeling and perceptions to solve problems and resolve conflicts.

In order to understand the role of managers in forming effective internal communication are needed to define the organizational and internal communication concepts.

Organizational communication (Adrews and Herschel, 1996) is that progresses where in mutually interdependent human beings create and exchange messages and interpret and negotiate meanings while striving to articulate and realize mutually held visions, purposes and goals. Organizational communication consists of various message sending and receiving phenomena affecting formal social units in which individuals work towards common goals. It is generally defined in written media (correspondence, house publications, bulletin board information) hardware (telephone systems, computer units) and speech activities (directing, interviewing). Organizational communication is constructed by all behavior-modifying stimulus verbal and non-verbal.

Internal communication (Phelps, 1942 cited in Business Journal, 1996) is an interchange of ideas between members of the same group or organization, or communication referring to any phase of a common objective. Its principle function is organizational to supply the information and opinions necessary to effectively coordinate and direct two or more persons towards a common goal.

The purpose of this study is; the role of managers in creating effective internal communication. This study will search for a meaningful relation between the purpose and the ways used by management for internal communication. Such a relationship shall be concluded as the role of managers played in effective internal communication.

In the first four parts of this study organizational and internal communication concepts are explained in detailed and a theoretical framework has been formed due to

the literature survey. In the fifth part of the research methodology on IT sector has been conducted.

Literature survey that covers the largest part of this study will include explanation of the concepts of organizational and internal communication, with the help of the definitions of researchers and some of thesis regarding organizational and internal communication.

2. ORGANIZATIONAL COMMUNICATION

Organizational communication is an important dynamics within organizational management. In this section the conceptual framework for organizational communication, the characteristics of organizational communication, functions of organizational communication and types of organizational communication channels are studied.

2.1. The Conceptual Framework for Organizational Communication

Organizational communication as a discipline grew tremendously over the 20th century, but accompanying that growth was a struggle to establish a clear identity of the field. Today scholars still continue to define and redefine the focus, boundaries and future of the field.

Organizational communication is that processes where in mutually interdependent human beings create, and exchange messages and interpret and negotiate meanings, while striving to articulate and realize mutually held vision, purposes and goals. At the past years, the process of creating and exchanging messages was conducted primarily through verbal exchanges and hand written correspondence. It took time to transmit written information and when such Information was received, it was usually dated and frequently secondhand.

With the information age we now live in a time when the volume of information, the means of communicating it, and the speed of message transmissions has all changed dramatically. Information can be analyze and communicates as it is created or captured.

As a result, organizations found that their member's understanding of vision, purposes, and goals was sometimes out of synchronization. (Patricia Hayes Andrews, 1996)

The new technologies such as e-mail, messages can create quickly and exchanged immediately. By these new technologies the intermediaries between source and the recipient decreased so that the common understood of the employees for vision, purpose, and goals highly increased. Technology also helps organizations to overcome the limitations previously imposed by differences in time and place. Also organizations become learner, more responsive to competitive pressures.

Organizational communication consists of various message sending and receiving phenomena affecting formal social units in which individuals work towards common goals. It is generally identified with written media (board information, house publications, and correspondence), hardware activities (computer units, telephone systems) and speech activities (interviewing, directing, and conferring) However organizational communication should include both verbal and verbal behaviors. (Greenbaum, 1974, cited in The Academy of Management Journal 2006)

Researchers have traditionally defined organizational communication from a functionalist perspective. The functionalist approaches the study of organizational communication as if organizations were machines, or objects to be studied. Functionalists tend to focus on out-comes rather than processes and assume that communication behavior is an objectively observable activity to be measured, labeled, and classified and then related to organizations outcomes like morale and productivity. (Putnam, 1983 cited in Herschel, "Organizational communication" 1996)

Another perspective on organizational communication is the interpretive perspective which views organizations as cultures. According to interpretive scholars organizations are socially constructed realities. They examine communication as the process through which this social construction occurs. This view is more subjective and thinks of the organization as an array of factionalized groups with diverse purposes and goals. Interpretive perspectives researchers are often focuses on metaphors, stories, rituals and symbols.

The purpose of organizational communication is to facilitate the achievement of organizational goals. The operational procedures involve the utilization of functional communication networks relates to organizational goals, the adoption of communication

policies appropriate to communication network objectives, and implementation of policies through suitable communication activities.

2.2. The Characteristics of Organizational Communication

Communication establishes relationships and makes organizing possible. Every message has a purpose or objective. The sender intends -- whether consciously or unconsciously -- to accomplish something by communicating. In organizational contexts, messages typically have a definite objective: to motivate, to inform, to teach, to persuade, to entertain, or to inspire. This definite purpose is, in fact, one of the principal differences between casual conversation and managerial communication. Effective communication in the organization centers on well-defined objectives that support the organization's goals and mission. Supervisors strive to achieve understanding among parties to their communications. (Bedeian, 1986)

Organizational communication establishes a pattern of formal communication channels to carry information vertically and horizontally. The organization chart displays these channels. To ensure efficient and effective accomplishment of objectives, information is exchanged. Information is passed upward from employees to supervisors and laterally to adjacent departments. Instructions relating to the performance of the department and policies for conducting business are conveyed downward from supervisors to employees. The organization carries information from within the department back up to top management. Management furnishes information about how things are going, notifies the supervisor of what the problems are, and provides requests for clarification and help. Supervisors, in turn, keep their employees informed and render assistance. Supervisors continually facilitate the process of gaining necessary clarification and problem solving; both up and down the organization. Also, supervisors communicate with sources outside the organization, such as vendors and customers.

2.2.1. The Communication Process

Communication is the process of passing information and understanding from one person to another. The communication process involves six basic elements: sender (encoder), message, channel, receiver (decoder), noise, and feedback. Supervisors can improve communication skills by becoming aware of these elements and how they contribute to successful communication. Communication can break down at any one of these elements. (Bedeian, 1986)

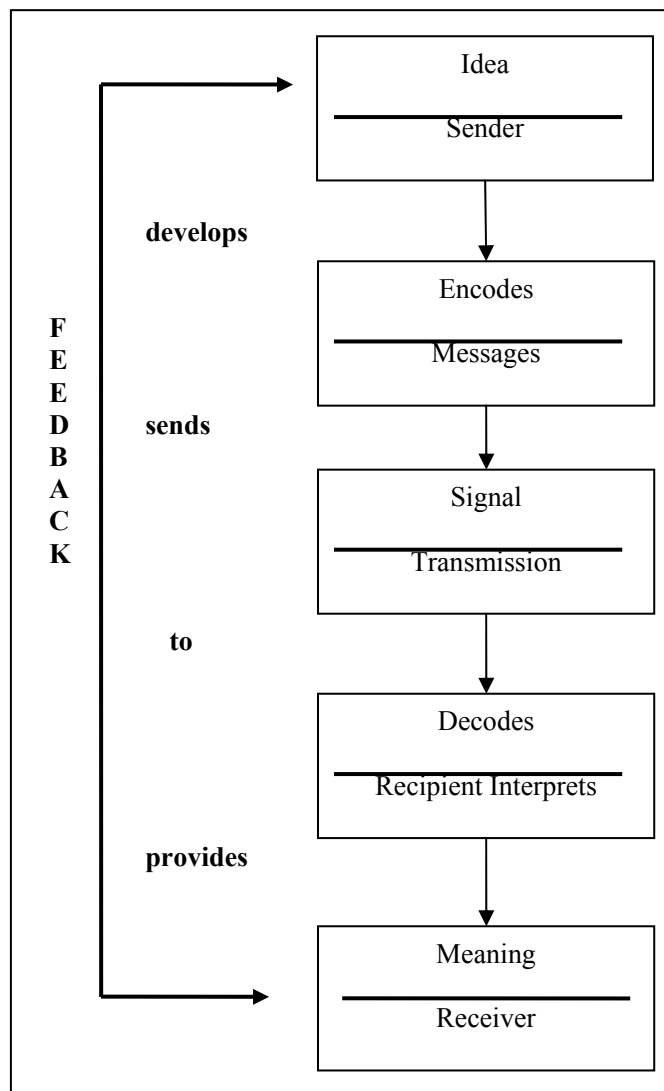


Figure 1. Communication Progress

Source: Bedeian A. G, (1986) *Management*, Publisher: The Dryden Press (p. 519-520).

Sender Encodes

The sender initiates the communication process. When the sender has decided on a meaning, he or she encodes a message, and selects a channel for transmitting the message to a receiver. To encode is to put a message into words or images. The message is the information that the sender wants to transmit. The medium is the means of communication, such as print, mass, electrical, and digital. As a sender, the supervisor should define the purpose of the message, construct each message with the receiver in mind, select the best medium, time each transmission thoughtfully, and seek feedback. Words can be verbal - written and spoken. Words are used to create pictures and stories (scenarios) are used to create involvement. (Allen, 1998)

Written communication should be used when the situation is formal, official, or long term; or when the situation affects several people in related ways. Interoffice memos are used for recording informal inquiries or replies. Letters are formal in tone and addressed to an individual. They are used for official notices, formally recorded statements, and lengthy communications. Reports are more impersonal and more formal than a letter. They are used to convey information, analyses, and recommendations. Written communications to groups include bulletin-board notices, posters, exhibits, displays, and audio and visual aids.

Communication and the need to exchange information are no longer constrained by place and time. Email, voice mail, and facsimile have facilitated communications and the sharing of knowledge. Email is the computer transmission and storage of written messages. Voice mail is the transmission and storage of digitized spoken messages. Facsimile (fax) is the transmission of documents.

Verbal or spoken communication includes informal staff meetings, planned conferences, and mass meetings. Voice and delivery are important. Informal talks are suitable for day-to-day liaison, directions, exchange or information, progress reviews, and the maintenance of effective interpersonal relations. Planned appointments are appropriate for regular appraisal review and recurring joint work sessions. Planning for an appointment includes preparing, bringing adequate information, and limiting

interruptions. Telephone calls are used for quick checkups and for imparting or receiving information.

Teams using information technology have access to information, share knowledge, and construct documents. Meetings take place electronically from multiple locations, saving the organization's resources in both the expenses of physically bringing people from different locations together, and the time lost by employees traveling. Teleconferencing is simultaneous group verbal exchanges. Videoconferencing is group verbal and visual exchanges.

2.2.2. Nonverbal Communication

Nonverbal messages include images, actions and behaviors used to communicate. Images include photographs, film, charts, tables, graphs, and video. Nonverbal behaviors include actions, body language, and active listening. Actions and body language include eye contact, gestures, facial expressions, posture, and appearance. The effective communicator maintains eye contact for four to five seconds before looking away. Gestures should be natural and well timed. Grooming and dress should be appropriate for the situation. Listening requires good eye contact, alert body posture, and the frequent use of verbal encouragement. (Allen, 1998)

The channel is the path a message follows from the sender to the receiver. Supervisors use *downward* channels to send messages to employees. Employees use *upward* channels to send messages to supervisors. *Horizontal* channels are used when communicating across departmental lines, with suppliers, or with customers. An informal channel is the grapevine. It exists outside the formal channels and is used by people to transmit casual, personal, and social interchanges at work. The grapevine consists of rumors, gossip, and truthful information. The supervisor should pay attention to the grapevine, but should not depend on it for accurate information.

Receiver Decodes

Information technology is revolutionizing the way organizational members communicate. Network systems, electronic links among an organization's computer

hardware and software, enable members to communicate instantaneously, to retrieve and share information from anyplace, at anytime. The receiver is the person or group for whom the communication effort is intended. Noise is anything that interferes with the communication. Feedback ensures that mutual understanding has taken place in a communication. It is the transfer of information from the receiver back to the sender. The receiver decodes or makes out the meaning of the message. Thus, in the feedback loop, the receiver becomes the sender and the sender becomes the receiver.

2.3. Functions of Organizational Communication

If someone observes different companies then communication serves four major functions.

2.3.1. The Informative Function

Employees in an organization require an enormous amount of information to operate effectively and efficiently. Managers need accurate, timely and well-organized information to reach decisions or to resolve conflicts. Without a constant flow of information, managers must make decisions whose success may be more the result of chance than anything else and conflicts may be exacerbated between personnel. Organizations can be viewed as information processing systems.

All members of the organization are anxious to obtain more, better, and timely information; information enabling each employee to carry out his or her job. Workers, for example, require information to do their jobs. As each worker is provided with information about his or her job performance, employee sets new goals and develops the proper behaviors to achieve those goals. (Koehler, 1991)

Although the quality of job performance is dependent upon job-related information, many employees desire information that has very little to do with their work. Employees are concerned with the profit of their organization, the work standards of other employees, the security benefits such as retirement plans.

Employees also seek information that has no direct relationship to either their job or organizational success. One frequently observes employees expressing a desire to know about the personal problems of fellow workers or about the conduct of an employee at a company picnic. Most organizations also have regular meetings of managers to report the actions in each area of the total organization. Although the primary function of these meetings is informative, problems are shared and methods for developing and implementing solutions are adopted.

A survey of banking personnel executives had listed in down order the kinds of information that are communicated most frequently in their organizations. Company news and future prospects are ranked first. They included company goals and achievements, business progress, new facilities, organizational changes, and future business and employee outlook. Next on the list were employee compensation, benefits, and services. This category includes changes in benefit programs, wage and salary changes, and reports of profit-sharing results, holiday and vacation schedules, tax information, and information on community medical services. (Skinner 1976 cited in Koehler, 1991)

Kinds of information mentioned by the survey respondents included company rules, policies and programs, including working conditions and safety, absenteeism, equal employment opportunity programs, policy clarifications, promotions, and opportunities for training and advancement including changes, position openings, education programs, and social and other items.

2.3.2. The Regulative Function

The operation of any organization is predicated upon its managers' ability to control and coordinate the activities of the organization. Manuals, policies, memos, and instructions comprise a set of guidelines for running the organization. In all organizations, two elements impact upon the regulative function. First, management controls the information transmitted. The manager sends orders downward to employees. (Fisher, 1987)

The orders place the communicator in a position of authority with an expectation of compliance. However, the employees' acceptance of that order will depend upon;

1. Acceptance of the legitimacy of the source to the send the communication,
2. Power of the source enforce sanctions,
3. Perceived competence of the source relative to the issue communicated,
4. Trust in the source as a leader and a person,
5. Perceived credibility of the message received,
6. Acceptance of the tasks and goals that the communication is trying to accomplish.

Second, regulative messages are basically work oriented; concentrating on tasks those are necessary to accomplish a particular job. Employees need to know what is expected from them and what restrictions are placed on their behavior.

2.3.3. The Persuasive Function

In regulating the organizations, managers quickly discover that power and authority will not always result in the desired control. Managers must often regulate through persuasion, which is used at all levels in the organization such as the employee's requesting a raise from the boss or manager's getting an employee to do task beyond his or her job description.

Many superiors prefer to persuade a subordinate rather than issue orders. Successful managers realize that voluntary compliance by employees provides greater commitment than commands or appeals to authority.

2.3.4. The Integrative Function

Integrative communication are those that operate to give the organization unity and cohesion defining objectives and tasks for the purpose of facilitating the entry and smooth absorption of appropriate participants; coordinating the activities and schedules of various individuals and departments; eliminating redundancy and wasted effort. Integrative processes serve to draw the organization's boundaries, taking in those

individuals and activities that contribute to its objectives and excluding those that do not. (Swanson, 1976 cited in Koehler, 1991)

These designs of organizational structure is the provisions for channeling information and authority, power allotment, and the assignment of responsibility and represent an integrative function

2.4. Types of Organizational Communication Channels

Communication between organization members can be formal or informal. Managers are responsible for establishing and maintaining formal communication channels in downward, upward and horizontal directions. As important as formal channels, most of the organizations have informal networks, which support feeling and reactions among employees.

2.4.1. Formal Communication Channels

Formal communication channels are established within organization's chain or demand in order to accomplish formal task objectives. As it is seen in Figure 2. Formal Communication Channels there are three directions of formal communication flow, the types of information conveyed and the function they performed.

2.4.1.1. Downward Communciation

Downward communication channels are used by managers to assign goals; provide job instructions, inform about policies, procedures and practices; provide performance feedback; point out problems and socialize employees.

The most costly communication breakdowns occur when instructions are given or received poorly. Even though nearly 90 percent of all instructions are considered routine, it is necessary for managers to confirm them repeatedly. Downward communication can take many forms: speeches, memorandums, company newsletters, bulletin boards and policy and procedure manuals. (Cook, Hunsaker, 1996)

Surveys of employees show that they do not think the information in downward reports are relevant to them and they have difficulty understanding it because it is communicated in head- office language. Employees rely on and trust their supervisors most for relevant downward information.

2.4.1.2. Upward Communication

Upward communication provide managers with information about current problems, update on employees' progress toward goals, suggestions for improvement, and proposals for innovations, employee grievances and employee surveys, suggestion boxes, face to face encounters, open door policies or required reports. (Daft, 1998)

2.4.1.3. Horizontal Communication

Horizontal communication takes place among peers and can cut across departments and work groups. These lateral communications benefit the organization by more efficiently providing support, coordination and information that could vertical channels. Today most of the organizations form committees to facilitate information exchange and coordination between departments. On the other hand lateral communication takes place between employees on different level in organization hierarchy to coordinate activities, provide necessary information and give assistance if needed.(Mirze, p. 146- 147)

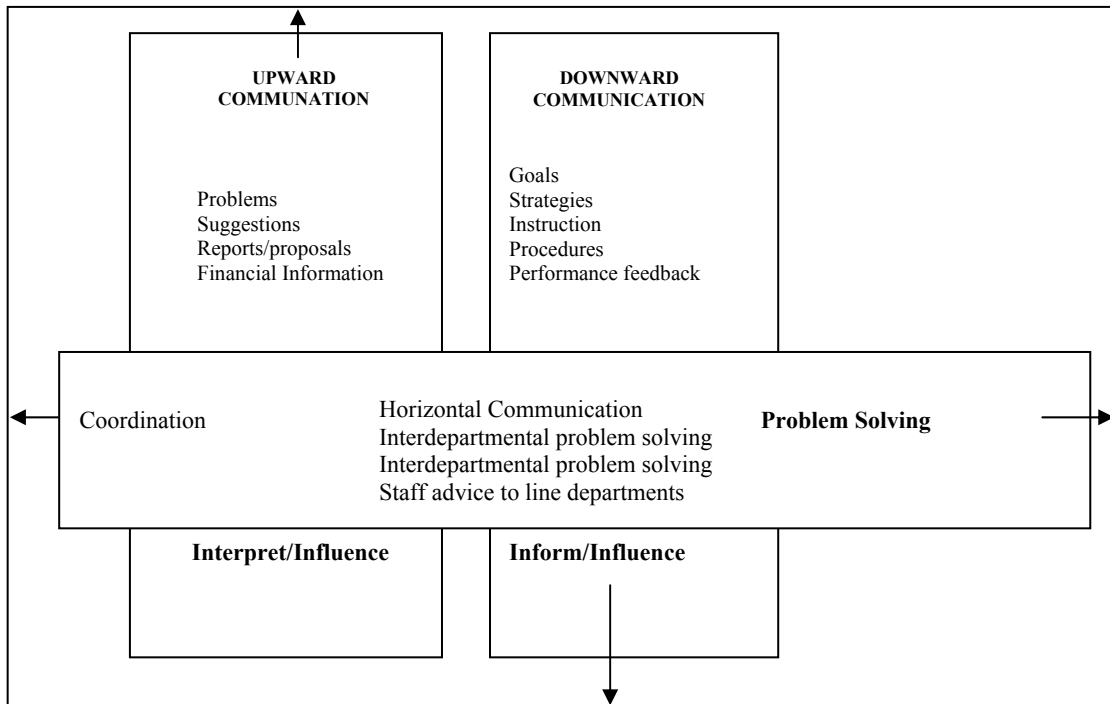


Figure 2. Formal Communication Channels

Source: Daft, A. (1998). *Micro/Macro Approach*, (p. 214).

2.4.2. Informal Communication Channels

Informal communication channels exist to serve the interest of people who make them up, regardless of their positions in organization. These channels are not formally sanctioned by management and do not follow the organization's hierarchy; however, informal communications are carried through formal organizational channels.

Some typical informal organizational channels are social gathering, informal one-to-one discussions and small group networks and grapevine.

2.4.2.1. The Grapevine

This is an informal communication channel for gossip and rumors and is not controlled by management. It is perceived by most employees as more believable and reliable than top management communication channels. The grapevine satisfies social

needs, helps clarify orders and decisions, and serves as a way of getting out information that can not be expressed adequately through formal channels. (Leavitt, 1997)

2.4.2.2. Small Group Networks

The direction of communication flow has important consequence for employee satisfaction. Generally organizations have vertical hierarchy and information flows only upward or downward. With that system, employees can only communicate with their superior or subordinate. On the other hand some of the organizations have circle network, on this system employees can only communicate to others on either side. The most effective information flow can be reach without an assigned leader at star network because the member's participate to job by face to face dialogues.

2.4.3. The Correlation of Formal and Informal Communication

Recently the concern of managers of large bureaucratic organizations and consequently the major focus of the organizational communication literature was formal, top-down communication. Informal communication, generally associated with interpersonal, horizontal communication, was primarily seen as a potential hindrance to effective organizational performance. This is no longer the case. On-going, dynamic, and non-formal, if not informal, communication has become more important in ensuring the effective conduct of work in modern organizations. (Baker, 2002)

Most discussions of informal communication emphasize how to manage organizational culture and climate (the context of informal communications) to prevent informal and formal communications from being in opposition. D'Aprix (1996, p. 39-40) developed a SAY/DO matrix– managers say one thing but do another – as a key explanation of how informal/formal communication issues can arise (see Figure 3. Manager's Say/Do Correlation Associated with Formal and Informal Communication Conflict). This matrix locates ideal organizational communication in the High Say/High Do quadrant indicating that there is sufficient communication and that management actions match their communications. An organization in the High Say/Low Do quadrant is most likely to have a culture in which informal and formal communications conflict.

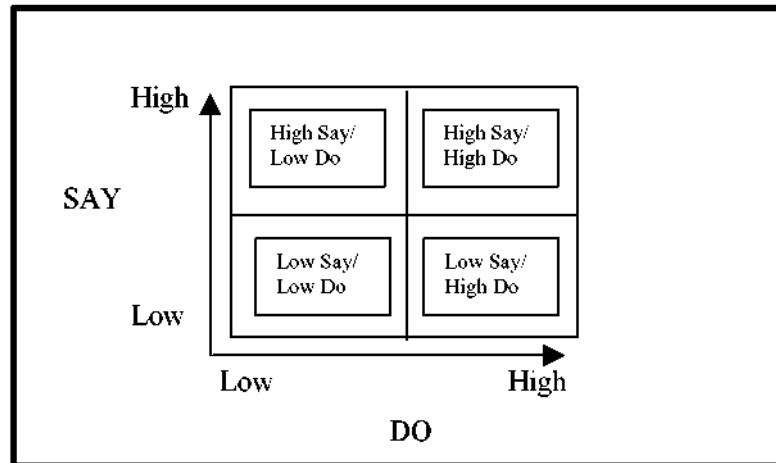


Figure 3. Manager's Say/Do Correlation Associated with Formal and Informal Communication Conflict

Source : D'Aprix (1996). *Communicating for Change* (p. 39).

Other discussions of informal communication have focused on diversity training as a mechanism for sensitizing staff to potential issues associated with informal (as well as formal) communication. As a strategy conflict management for dealing with issues that arise from informal communication and interactions between workers. More recent discussions focus on the growing dependence on dynamic computer-facilitated communications that are neither formal nor informal, such as communication within teams or within communities of practice. It may be that the formal/informal dichotomy of the past is becoming less salient as many new communication channels now exist within organizations that are neither formal nor informal.

3. INTERNAL COMMUNICATION

This chapter involves a presentation of the literature review, beginning with the identifying the conceptual framework of internal communication. After the conceptual framework chapter involves discussion about communication channels and the selection criteria. Chapter will finally end with a. criteria of internal communication

3.1. Conceptual Framework for Internal Organization

Upon checking the historical evolution and the definition of internal communication it was found more than twenty different definitions, could be found. In that checking's it could also be found the term internal communication is still evaluating.

The historical evaluation of internal communication starts with 1960s, according to Redding and Tompkins (1988) the dominant standpoint shifted to the study of messages that flowed through organizations and the way communication climates influenced the adequacy and effectiveness of these transmissions. This period witnessed two dominant interests:

- (1) The skills that made individuals more effective communicators on the job
and
- (2) The factors that characterized system-wide communication effectiveness.

In this period internal communication used by psychological studies that focused on such topics as superior-subordinate interaction, communication climate, and information processing, well as sociological studies that centered on communication networks, work group coordination, and adoption and use of new communication technologies.

In early 1980s with team's organizational events, strategic ambiguity, organizational culture, language symbols, organizational identification, communication rules and scripts scholars start to work on internal communication as a independent subject. (Putnam, 1996)

For a clear definition for the term O. W. Phelps (Phelps, 1942 cited in Business Journal, 1996) asserts that Internal communication is an interchange of ideas between members of the same groups or organizations, or communication referring to any phase of a common objective .Its principle function is organizational: to supply the information and opinions necessary to effectively co-ordinate and direct two or more persons towards a common goal. The organization may be formal or informal, express or implied, temporary or permanent, but it must be de facto. If there is de jure organization but no real unity or co-operation, communication is external. The standard internal business communication forms are; reports, orders, administrative memorandums, bulletins, manuals, instruction sheets.

Goldwater's (1999) propositions led to his definition of internal communication: the flow of messages within a network of interdependent relationships. This conception of the field of internal communication includes four key concepts: messages, networks, interdependence, and relationships.

According to Goldwater (1999) almost all the scholars have three same points for internal communication:

1. Internal communication occurs within a complex open system that is influenced by and influences its environment.
2. Internal communication involves messages; their flow, purpose, direction, and media.
3. Internal communication involves people; their attitudes, feelings, relationships, and skills.

3.2. Conceptual Categorization of Internal Communication

Effectively performing the communication depends on the kind of information that is to be presented, according to Erikson (1992, p. 41-42). There are five different concepts that can be used to divide the content of internal communication as follows. These concepts will help to choose what communication methods to utilize.

- 1. Work communication.** It is the necessary communication for each co-worker in order to follow his or her daily work. For example, this communication involves details concerning what and when a certain manufactured good should be assembled, or an outline for a meeting. The majority of the oral communication concerns practical issues that continuously appear.
- 2. News communication.** Informing about the most recent issues in the organization enables the employees to carry out more efficiently from a lasting perspective. This dialogue usually occurs via internal radio, personnel magazines, department meetings, or other regular channels. News communication usually involves several departments, while information about the organization is offered in its whole.
- 3. Manage communication.** Long-term plans and short-term measures are formulated to direct the business towards the declared goals. Such communication contains company policies, budget issues, and memos that regulate the business. Manage communication additionally includes manuals for production, quality regulations, and work environment regulations.
- 4. Change communication.** An organization regularly needs to split the dialogue that concerns the regular business from the unexpected. Change communication is based on particular events, within the company or the world around it, occurring past the normal news flow. Such examples are information about changed business goals, visions, and strategies. As the organization experiences a larger change, the ordinary channels must often be enhanced with other channels or methods that are going to be practiced during a certain period of time and offered to a specific target group. The

choice between usual and increased channels will influence the employees' apprehension of the importance of the communication.

5. Culture communication. Factors improving the company values, its ethics, and attitudes towards people are not always clear. These issues are usually less invisible in the internal communication. Nevertheless, they may emerge in CEO's comments for a new business deal or an accident, for example. Culture communication additionally involves attitudes towards leadership, environmental questions, equality matters and company responsibilities in general. There are rarely any printed documents, relating an organizations' culture and the effect it has on the information work. However, it is better idea to examine and illuminate the company culture for obtaining a better understanding of what kind of internal communication works and what does not.

3.3. Dimensions of Internal Communication

Like organizational structure, internal communication is also a multidimensional construct. Employees are not merely satisfied or dissatisfied with communication in general, but they can express varying degrees of satisfaction about aspects of communication (Clampitt and Downs, 1993 cited in Sook 2005).

The most agreed distinction between types of internal communication is for its horizontal and vertical types. there can be many other ways of distinction the types of internal communication . Horizontal communication refers to the informal interpersonal and socio-emotional interaction with proximate colleagues and others in the organizations that are at the same level. In contrast, vertical communication refers to work-related communications up and down the organizational hierarchy and may range from employees receiving information about the organization's strategy to the ability for giving bottom-up feedback and advice to management.

According to Clampitt and Downs (1993, cited in Sook, 2005) there are eight stable dimensions of internal communication which have been considered the best measures of communication satisfaction in the organizational arena:

- 1. Communication climate.** Communication climate reflects communication on both the organizational and personal level. On the one hand, measures of climate include items such as the extent to which communication in the organization motivates and stimulates employees to meet organizational goals and the extent to which it makes them identify with the organization. On the other hand, climate also includes estimates of whether people's attitudes toward communication are healthy in the organization.
- 2. Supervisory communication.** Supervisory communication includes both upward and downward aspects of communicating with superiors. Three of the principal items used to measure supervisory communication include the extent to which a superior is open to ideas, the extent to which the supervisor listens and pays attention, and the extent to which guidance is offered in solving job related problems.
- 3. Organizational integration.** Organizational integration revolves around the degree to which individuals receive information about the immediate work environment. Items measuring the concept include the degree of satisfaction with information about departmental plans, the requirements of their jobs, and some personnel news.
- 4. Media quality.** Media quality deals with the extent to which meetings are well organized, written directives are short and clear, and the amount of communication is about right.
- 5. Coworker communication.** Coworker communication concerns the extent to which horizontal and informal communication is accurate and free flowing. This factor also includes satisfaction with the activeness of the grapevine.

- 6. Corporate information.** Corporate information deals with broadest kind of information about the organization as a whole. It includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization.
- 7. Personal feedback.** Personal feedback is concerned with the workers. Need to know how they are being judged and how their performance is being appraised.
- 8. Subordinate communication.** Subordinate communication focuses on upward and downward communication with subordinates. Items include subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication.

3.4. Internal Communication Channels

Literature covers a number of approaches for defining the internal communication channels. Important ones among them are depicted below.

Thorson (1997) distinguishes between two methods when distributing the information, and claims it can be achieved by a push or a pull communication. According to Erikson (1992) there are some different channels and methods available when communicating information to the employees, and every organization must choose their individual combination based on their own qualifications and resources. Along with this, Strid (1999) divides these channels into two categories: direct and indirect communication channels.

3.4.1. The Implications for Push and Pull Communication

Push communication gives the information to the receivers, leaving them no option to influence the information flow. (Thorson, 1997) Communication is appropriate for distribution of information needed or wanted by a large number of

people. Furthermore, push communication not to be effective for information that constantly changes, and requires frequent updates. The biggest caution with using this kind of communication is that it quickly overcomes the audience, having a negative impact on an employee's ability to perform his or her job.

In contrast to push communication, Thorson (1997) refers to a pull method that requires each employee to seek related information on his or her initiative. This improves the interaction with the user; the employee becomes a part of the information process and presents his or her criteria of selection as well as preferences. Carr and Folliard (1999) says the advantages of this kind of communication is that the information can be made immediately available and accessible, and that it can be divided in many ways to support various applications and needs simultaneously. However there are a few disadvantages with using a pull method, where the biggest is the inability to monitor the receipt of information. Whereas a communicator can be assured that a targeted audience has at least received push communication, there is no similar certainty for pull communication. They finally claim on the other hand, when organized well, pull communication can offer a wider range of information at multiple levels of detail without overwhelming the audience.

3.4.2. Direct Communication Channels

There could be found a number of approaches in defining the direct communication channels. Wood (1999) explains direct communication channels involve a face-to-face communication between managers and their employees. According to Hogstrom (1999) this kind of communication channel has so far the greatest penetration power, as it opens a dialogue where all parts involved have the opportunity to exchange thoughts and opinions. In agreement Wood (1999) says face-to-face communication to be the most effective channel, as it allows for simultaneous interaction. Following a dialogue is not just a system for recording and exchanging practical and useful information, it also represents a major medium for expressing feelings and emotions Kallinikos (1996, p. 24). He also adds that viral communication and speech are vital means to the co-workers' everyday work. Thorson (1997, p. 42) argues that there is a

downside to this communication channel. It is quite time-consuming and resource demanding.

3.4.2.1. Manager and Supervisor Communication

The manager or the supervisor is the natural communication channel concerning information about employees' work assignments. A research on methods of communication yielded two results; one is that the direct supervisor was a main source of information, and the other one is that the communication from higher-ranking management was greatly regarded among the employees. (Strid, 1999) However, Hogstrom (1999) declares as the organizational structure is changing to decentralization, the manager's role as communicator is changed. In contrary, Strid (1999) says that managers lack the ability to communicate effectively in general, thus they need to be educated in order to understand the importance of internal communication. Since the managers make up the link that brings the organization's units together, the effectiveness of the communication is dependent on how well they understand and carry the communication. When the organization has a problem or is in big changes, Communication with the manager becomes important. Meeting in small groups with the manager, or having a personal conversation with him or her, allows the employees to talk about their concerns and complaints, or simply receive answers to everyday questions. Strid (1999) mentions the main problem in a situation like this is the credibility of the sender (manager) of information. The most important part to consider is that the information is correct. Managers who provide false facts will lose their trustworthiness regardless of their charisma or other qualities. Wood (1999) declares communication is driven by the quality of the relationship between the managers and the employees.

3.4.2.2. Co-worker Communication

According to Strid (1997) using co-workers as communication channels brings both advantages and disadvantages. The information provided by the management may not always be up-to-date; it may concern tasks by routine, or be too general. Co-workers possessing knowledge or experience within this particular area, compose a great help in interpreting such matter, he argues. Although communicating information via co-

workers may be a positive measure – not least due to its social function - there is a downside to using this channel. A given problem closely related to this communication channel is the risk of rumors, which includes information that has not been confirmed by the management, circulating among the co-workers. This is a common incidence when there is great interest for a certain topic, he claims, and there is a lack of information about the specific area. To prevent rumors from occurring, Petersson and Petersson (1992) suggest the official information should be fast and easily accessible so that only a minor number of employees will miss it. In addition, they recommend the information to build a trustworthy base, as well as supply full coverage facts that leave the receivers with no gaps.

3.4.2.3. Meetings

According to Hogstrom (1999) meetings are the most effective direct communication channels. Accordingly, Myrgard (1984) argues that meetings involve a big possibility to increase the capacity of work. The gathered knowledge and experience, the ideas and thoughts those exist in a group of people are usually many, especially if the group is compounded of individuals carrying different point of views. Not taking advantage of these abilities is a waste of time and human resources. Nevertheless, Strid (1999) mentions that it is not always easy to make the employees participate in meetings. Depending on the naming of the meeting it will create a certain reaction among the co-workers. However, calling them to a work meeting may result in a high absence, as these often lack of important information. In contrary, personal meetings do not have to be of such formal character but could also consist of an informal conversation in the company cafeteria for example. (Hogstrom, 1999; Dewhurst and FitzPatrick, 2007)

3.4.3 Indirect Communication Channels

The primary benefit of written channels is according to Petersson and Petersson (1992) the ability to communicate the same messages to a greater number of receivers regardless their location. Written channels enable the receiver of the information to go back and read what is declared whenever needed. In agreement, Kallinikos (1996)

asserts it can even be stored and retrieved for later use. Erikson (1992) highlights, given the information is correct, the risk for misinterpretation and misunderstandings is decreased. Yet, there is a downside to this channel he further explains, as it reduces the opportunities to a two-way communication. Although the information of an article reaches the receiver rather fast, it will take longer time to attain feedback and comments. Written channels are therefore more suitable in terms of communicating and documenting facts, but not in a situation that requires immediate response.

3.4.3.1. Mass Media

According to Strid (1999) mass media, meaning the newspapers, radio, and television are important factors in the society, thus they should not be ignored in terms of internal communication. Companies and organizations are often involved in some kind of mass media when having problems. It is crucial that the employees receive information of such kind from the management rather than hearing about it in the radio. However, mass media have a legitimate interest in covering organizations' or companies' activities and performances. This involves a relation with the mass media that should be considered as an important part of the internal information activities.

3.4.3.2. Personnel Magazines

Personnel magazines are generally published on monthly basis, or frequently depending on the amount of its information content (Strid, 1999). Gruing (1992) claims this kind of communication channel is suitable when carrying out longer and more complex articles and information regarding the organizational culture. Along with this, Strid (1999) puts forwards two additional aspects that could be worth mentioning. The first one is the need for fast information. From the motivation and policy point of view it is important that this kind of information is presented internally to the co-workers. If the information cannot reach the employees fast enough, complementary channels such as newsletters or internal messages should be used. Petersson and Petersson (1992) suggest sending a two to four pages long newsletter once a week, as it has been shown to be a useful complement within many organizations.

Another aspect presented by Strid (1999) deals the news value of the information that the receiver experiences. More value the information provides the receiver; there is a higher degree of reading. Personnel magazines should be adjusted to employee requests in order to increase the use of this communication channel. The frequency of the reading also depends on how they are distributed. The more personal the distribution is the more personal expression it gives. If the magazine is delivered to each co-worker individually it will make him or her feel important and selected. Furthermore, delivering the personnel magazines to the homes of the employees will make the coworkers' families more involved and supportive of their work as well, rather than handing them out at the place of work.

The main purpose of personnel magazines, to maintain the harmony among the employees, becomes more difficult as the organization grows and is divided into subgroups. (Pettersson and Pettersson, 1992) In a situation like this personnel magazines to turn into several smaller versions, focusing on different units with the result of a shattered communication.

3.4.3.3. Bulletin Boards

In order to make the bulletin board a successful communication channel, it should be situated in a place where people can see it, and every time they look they will find new information Strid (1999). This can be taken as a valuable advice. Placing the bulletin board in a place where the employees can see it may not be so difficult, he argues, but this also creates a problem. Things that always have been put in the same place will not be noticed unless it changes in some outlook. He further argues that it may probably be emphasized that this is why some research shows bulletin boards to be the most effective communication channel, as some companies regard it as a less preferable channel of information. He also adds that the bulletin board may probably be very well replaced with the new information technology.

3.3.3.4. Video and Cable Televisions

According to Erikson (1992) the paybacks achieved with video and cable television are that they make live to facts to a greater extent than written channels do.

Therefore, the employees can more easily understand information that is of complex nature, he explains. In addition video to be a cheap and useful way for storing of information that can be viewed as many times as needed. He further stresses that research indicates this channel to be of best use during circumstances of education and employment situations.

Cable television is another source of information, Strid (1999) argues, which has its advantages in the ability of providing many people, located in different geographical areas, with facts at the same time. The negative part of this communication channel, he asserts, is that the information must be sent to places that are settled before, unless each co-worker is equipped with a portable cable television. This system further allows a two-way dialogue, as it enables both parts to see and hear each other.

3.4.3.5. Information Technologies

Strid (1999) argues that the new information technology, such as Intranet and email, has given an opportunity to send messages in containing text, pictures and sound to one or several individuals, with an unlimited possibility to store the information. He further discusses that the receiver can choose when, where and how to take part of this information, either if it is on paper or on screen, in the room next to the sender or on the other side of the world. Hogstrom (1999) asserts that the intranet is an organizational network devised to expand and reinforce the internal communication, ease the existence and exchange of knowledge or data within an organization, and function as an interactive communications instrument to support processes and work situations. Strid (1999) argues that there is, however, a disadvantage of information overflow connected to both the intranet and e-mail. D'Aprix (1996) consents claiming that people do not like that such technology sometimes can flood them with more raw information than they can handle.

In this regard Gezelius (1997, p. 91) says that a great number of Intranet projects fail, or do not satisfy its potential and one of the most important reasons for this is that only a few people are likely to use the information available at the Intranet. Therefore, he asserts that it is important to be aware of a number of factors that could increase the probability of an Intranet success. Primarily, Gezelius (1997, p. 91) and Johansson

(1998) argue that the Intranet has to maintain some of the more important processes of the organization's business strategy. Gezelius (1997) claims that it is important to identify and create a number of key utilities, which can make the Intranet a preferable channel of information. Johansson (1998) further argues that it therefore is important to eliminate any parallel channels of the specific utility that could diminish the incitements of using the Intranet. The importance of creating a key group of people that are spread within the organization. This key group should have the knowledge of using and developing functions on the Intranet so that they can establish the usage of the Intranet among other people within the organization, they finally argue. Strid (1999) declares that information technology can be of much use to the internal information, but it has to be in relation to other available communication channels. Creating good relations with a new employee will probably not be achieved successfully via e-mail, where this medium rather suits better for answering questions under stressed conditions. Hogstrom (1999) takes this matter further by stating that information technology works very well for simple information, where there is less opportunity for inflated interpretations.

3.5. Selection of Communication Channels

In order to achieve the required effectiveness, Erikson (1992, p. 46) emphasizes on deciding a suitable combination of different types of communication channels. He additionally suggests a mixture of oral, written and electronical channels that complete each other to give the management the possibility of raising the knowledge of the employees, and at the same time allowing them to speak their mind. Wood (1999) agrees as she claims that written communication followed by an open meeting offers efficiency. However, according to Strid (1999) selecting communication channels depend on the messages that are to be communicated, as well as the target group and its previous knowledge. Erikson (1992) further adds time as an important factor when selecting communication channels.

Routine

According to Petersson and Petersson (1992) in selecting communication channel, it is not necessary to make a log of every existing channel. If a certain kind of

information is received on a continuing basis, it should best be sent in the same way. As a result, making a choice between different channels no longer become an issue. However, Petersson and Petersson (1992) argue that it might be a disadvantage to work in a routine way. The enormous amount of information can hide issues that are somewhat different and require an unconventional choice of communication channel. Although making a conscious selection of channel, some alternatives to disappear automatically, as some of them are not available, or there is not enough time to use others. The personnel for example can be situated in different places making it impossible for them all to attend at a meeting or conference.

Furher to study on internal communication with it is general concepts, dimesions and dynamics the next section holds the effective internal communication.

4. EFFECTIVE INTERNAL COMMUNICATION

Upon studied the internal communication in all of its aspects and dynamics in the previous section this section holds the effective internal communication from organizational success point of view. As D'Aprix (1996, p. 121) says, in today's information-based organizations, a good communication process is the lubricant that keeps the organization running. Nevertheless, Andrews and Herschel (1996, p. 10) point out that communication cannot be seen simply as an important organizational part, rather as the lifeblood of every organization. And also succeed in such matter; the internal communication must be effective.

In effective communication, someone will get positive recognition from the audiences he or she is trying to influence, which means people will think what you are doing is right and that he or she is doing it in the right way. When someone gets positive recognition his or her influence grows. That person is perceived as competent, effective, worthy of respect – powerful. Grunig (1992, p. 38)

4.1. Criteria for Effective Internal Communication

There is various rationales in the literature pointing to the necessity to study the criteria for effective internal communication. According to Herschel and Andrews (1999, p. 10-16) the result of the communication depends on several factors, like culture, work environment, and regulation systems. None of the conversation is other alike others, as different people possess different knowledge, qualities, and personalities, therefore realizing that the combination of external conditions and human qualities are unique. Surely it is not possible to control how each conversation should be composed in order to be optimal. Yet, Erikson (1992, p. 38) suggests the internal communication to meet a number of criteria to be effective. Further to these rationale mentioned above, findings on researches on them are held at below.

The communication must be solid in order to be understandable for the receiver of the information, with regard to each co-worker having different backgrounds in

language, culture, knowledge and assignments. (Erikson, 1992, p. 38) Every entity has created his or her own language with personal expressions which may be comprehensible if other co-workers have the alike background or function within the organization. The message might become unconceivable for others. Furthermore, to increase the understanding, he declares it could be suitable to let several people form an opinion regarding language, selected communication channels, and possibilities to make a dialogue. This could be achieved via a co-worker, he explains, who does not possess professional knowledge about the particular area, or through an external adviser. Lewis (1999) suggests another way of increasing the understanding of the audience. Determining the executive's key motivators, personal and organizational goals, is important if it the audience is one executive only. If the audience is a small group, examine each member, and if it is a large group, split it into categories and profile each category. Erikson (1992, p. 38) additionally suggests keeping the information concentrated, as matters can be simplified by focusing on issues that are essential for the receiver.

A communication containing a mixture of different kinds of information will appear as troubling to the receiver, compared to a message where only related issues are being discussed. (Andersson, 1971, p. 20) Similarly, Lewis (1999) highlights the importance to resist the temptation of presenting all the found facts and advises the sender to choose no more than five key messages. However, if this is not possible, backing off into a higher-level perspective could be advised. Erikson (1992, p. 38) claims that it is allowed to question memorandums those are more than two pages long. If all the presented facts are really necessary, if a copy of it actually needs to be sent to other people, and if so, who will find the information valuable.

Erikson (1992, p. 38-39) puts forward that the communication must also be coordinated. It is not uncommon that two managers decide to present a message for the co-workers in two different ways. This will not result in effective communication but rather confusion among the employees as they discuss with each other. An important feature is thus to formulate a unitary image of what the message is which will make it coordinated. A simple list of questions and answers may ease the concordance. Managers can mentally be prepared for unexpected questions by making a checklist

over potential questions and answers thus increasing the possibilities to provide appropriate answers.

The given information must also be consequential over time. (Erikson, 1992, p. 39) If the CEO claims one thing in February and something else in July, neither he nor the company will appear as reliable. Thus, it is important to pay attention to what consequences the delivered information may have later on. If there is an uncertainty regarding the organization's position in a short time, it must be declared to the co-workers. It is better to communicate imperfect facts continuously, rather than being strained to take back what has been said previously due to changes in reality.

According to Erikson (1992, p. 39) the communication must furthermore form contrasts. Effective communication influences people's knowledge as well as feelings. Lewis (1999) claims that when communicating face-to-face, the vocal intonation and body language bring as much information as the words spoken. And also memorandums and reports, intonation and body language are not available to the receiver. In parallel, Erikson (1992, p. 39) argues that usually the information is only based on facts, thus becoming dull and uninteresting for the receiver. Such information will hardly motivate the employees nor stimulate them into creating dialogues. The use of pictures and to present the information in a pedagogical way are important.

Deciding what to put in a bulleted or numbered list, what to separate into a sidebar, or what to illustrate through a chart or graphic can also help to think the message through instead of just exclaiming everything out. (Lewis, 1999) This will send a good message to the receiver of the communication. It is not prohibited to contain feelings and to use all senses in creating effective communication. The information must of course struggle to create contacts that lead to a dialogue. (Erikson, 1992, p. 39) If the receiver does not invite to further exchange of ideas, the attended process has not been reached, rather just begun. Also the communication is often performed on the sender's conditions, without taking the receivers interests into considerations. When selecting communication medium, Lewis (1999) claims that what channel is to be used should be determined by the key messages and knowledge about the audience's preferred communication styles. As an example, if the audience is an

executive who wants to have eye contact, the information should be presented face-to-face.

An effective communication requires a mutual commitment from both the sender and the receiver. To follow communication on a continuous basis is very important when creating credibility among the employees. Furthermore, by planning the dialogue in advance, it will be easier to respond to the continuity. (Erikson, 1992, p. 39)

4.2. Factors Effecting Effective Internal Communication

Organizational life has many complications, silos and compartments those hinder effective internal communications. According to Eisenberg and Phillips (1991, p. 244-250), the complications of organizational life make miscommunication unavoidable, which may occur at all levels and all areas of companies. Miscommunication is the failure in social interaction, and in balancing individual creativity against the coordination and control that makes organizing possible. In addition, most managers and organizational theorists see communication as tremendously important in organizations, but difficult to address in any systematic way.

4.2.1. Organization and Internal Communication

Developing an effective communication strategy and executing it well is a demanding task. D'Aprix (1996, p. 119) the shapes of organizations are changing from the old, hierarchical structure to something much flatter, much more natural, and certainly much more dynamic. The purpose of hierarchy is order, while the purpose of the new organizational forms is to offer organizations that are welcoming cross functional collaboration, and are gathering people and resources quickly to serve customer needs. The orientation of the modern organization is more mutual than individualistic, and more flowing than rigid. Strid (1999) says the flexibility coming with this kind of organization and the taking charge of human resources, makes it no longer necessary to follow a vertical communication path in the organization, thus shifting the focus to a more horizontal perspective. According to Andrews and Herschel

(1996, p. 144-145), messages going from upper to lower organizational levels constitute downward communication. Through this kind of communication, organizations direct the activities of employees, instruct them in proper behaviors and work methods, as well as persuade them to adopt certain ideas and attitudes. Another vertical channel of organizational communication is upward communication, the communication coming from subordinates to superiors. Such communication usually presumes employees' comments about themselves, their performance, and their problems. Andrews and Herschel (1996, p. 147) argue that the horizontal direction of communication involves messages between individuals on the same organizational level. Groups of peers may communicate to coordinate a task, or to share their problems. In fact, group members often develop collective perspectives about their problems, which can affect both morale and performance.

The most difficult kind of communication to plan is the horizontal communication D'Aprix (1996, p. 119). Along with this, Hogstrom (1999) emphasize horizontal communication to be overlooked. In agreement, Andrews and Herschel (1996, p. 147) explain that the traditional bureaucratic organizations have done little to encourage it, and in some cases have actively discouraged it. The conservative wisdom was that information should pass vertically through the organization, progressing up and down the hierarchy. By following such vertical flows, each message would touch all appropriate points of authority.

D'Aprix (1996, p. 123) affirms the problem is how to break down this mentality that continues to obstruct both teamwork and the horizontal flow of information. The starting point for facilitating the stream of information horizontally is the individuals who sit on the top of the various silos. Their shared focus, their ability to work together, and their continued insistence that the whole is more important than any parts of the organization, are crucial.

According to Andrews and Herschel (1996, p. 145) downward communication is overwhelmed by several problems, particularly in highly bureaucratic organizations. For example, sometimes the messages simply are not received: Subordinates may not read memorandums or announcements with awareness, they may ignore bulletin boards or

posted messages, and they may fail to listen at meetings. Subordinates may be swarmed with downward messages, saturated they stop paying attention.

Filtering and distortion can result in problems in downward communication, especially when messages are communicated orally and must work their way through several layers of hierarchy. Managers relying blindly on oral messages can strengthen the problems with downward communication. In hierarchies, issues of status, rank, power, and prerequisites often blur the form and content of upward communication, Andrews and Herschel (1996, p. 146) claim. Because many members of the organization aim to higher-level positions in the organizational hierarchy, there may be multiple agendas that affect and alter communication patterns. Especially subordinates may be hesitant to communicate negative feedback, or to share information that reflects negatively on them and their work. In addition, subordinates may not recognize that they are expected to suggest their opinions, ideas, or especially criticism. Thus, managers must clearly communicate their desire for such messages, and mean it.

4.2.2. Conflict and Internal Communication

There are times when conflict increase in the organizational world. Especially during times of change conflict is an inevitable part of organizational life (Andrews and Herschel, 1996, p. 235-241) those involved in conflict situations are co-dependent in that they cannot achieve their goals alone, therefore each has the power to challenge with the other's goal accomplishment.

Conflicts grow from disagreements over the acquisitions and use of resources often and reflect perceived underlying differences in values and goals in usual. Consequently, an individual's perceptions, whether or not they are accurate, begin to shape conflict. D'Aprix (1996, p. 123) studies the concerns when those disagreements do not get disclosed and resolved, and when there is need of common direction and commitment to common goals. It is vital that the senior staff function as leadership role models and that they make it their job to insist on collaboration among the organization's functions. Leadership and collaboration need communication involvement. Their influence as communication role models in this regard is intense.

4.2.3. Leadership and Internal Communication

Leadership with its experiencing power characteristics is an important issue in internal communication. D'Aprix (1996, p. 131-132) says the dark side of organizational life to be the abuse of power and the abuse and devaluation of employees. There is yet, nothing wrong with hierarchical structures. Some of them are very effective and even efficient in their ability to concentrate solutions on serious problems. In an emergency there is no alternate for a strong authority form who can mobilize the co-workers into action. Yet, most of organizational life is not an emergency, rather an effort to lead the employees in the accomplishment of group objectives in support of the organization's larger objectives. It requires teamwork and integration of individual and group efforts. This also calls for the exchange of information not considering personal ego or agendas, and it therefore calls for an open communication without fear of personal consequences.

According to Geddie (1994) communication failure of hard issues is another barrier to effective communication. In agreement Engquist (1994, p. 209-210) claims that this calls for example conversations with employees who do not perform well in terms of their work, or their relations to other co-workers, and customers. It could also concern issues such as personal problems, and firing of personnel. Naturally this matter can be of an upward character, as employees are having difficulties with their management. The result of the conversation depends on the relation between the people involved in the dialogue, and the way the problem is presented. (Engquist 1994, p. 79)

4.2.4. Physical Distance and Internal Communication

Physical distance as another challenging factor for effective communication. The physical distance does not only refer to long distances between organizational units, but distances between buildings or within the same building, and between individual co-workers as well. (Moberg, 1997) The physical distance may lead to changes in the communication in some ways, with regard to frequency and technical use. The geographical distance reduces the likelihood of making contacts with other units since

the costs that come with that are increasing. Consequently, the contacts within these units may increase. The reasons of making such contacts are mostly time and cost related, or of a social character, for example it might be easier to associate with people with the same background. Other change in communication is that the lost external contacts, involved in transferring to another location, are replaced with new contacts at the new place.

The internal communication is also affected by shorter distances, for example between buildings or within a building. (Moberg, 1997) Because of that, the communication between different departments is expected to be more spontaneous. Physical nearness, which is face-to-face communication, creates increased communication intensity compared to people situated in a long distance from each other. However, the desired degree for communication is determined by the individual's personal style and previous experiences, relationships to others and different situational factors. A feeling of isolation will occur if the employee experiences too little communication. On the other hand, if the co-worker has too much contact, a feeling of closeness or even crowding may arise, due to environmental over stimulation. The distinction between the necessary and the actual amount of communication creates stress to the employees. Erikson (1992, p. 34) emphasizes too much information to be just as bad as too little information. The difficulty in the internal dialogue is to find the optimal level on the information flow.

4.3. The Negative Outcomes of Poor Internal Communication

Poor internal communication is quite costly for organizations. Marcus (2006, p. 3-4) puts forward the following that relegating internal communications to second class status can be costly, even to the smallest firm.

- The service promise you make to clients can not be fulfilled, if the people who have to make the promise a reality don't understand and accept it.
- Motivation begins with communication. If everybody who shows up for work every morning has a different view of why he or she is there, then there is no

cohesive motivation. All the motivational speakers in the world are not going to help.

- If there is no clearly defined internal communication plan, the most urgent directive, no matter how clear or simple at the outset, is garbled, distorted, and diluted as it goes down the line to the people who have to act on it.
- Cross-selling is jammed if the firm's professionals are uninformed about all aspects of the firm's range of skills and experience.
- There is a great deal of information that must be imparted to every individual people in the firm. But each person has a different degree of responsibility, experience, and access to the firm's practices. Each must use the information differently. Each bit of information means something different to each individual in a firm.
- In most firms, people go to clients, to the offices of other firms, to other cities. With half the staff absent of site on any given day, an internal communications program is necessary to keep everybody informed of everything he or she must know in order to function productively.
- In even the best run firms, turnover can be high. That means that new people must be educated constantly, either from scratch or by updating.
- And of course, there is always the need to fight rumors and misinformation.

5. METHODOLOGY

This section of the study covers the internal communication empirical research as an application in Information Technology (IT) sector. In follow of research methodology, the sample and the instruments for data gathering and analyses are held. Construction of research objectives and research questions is followed by the built of the hypotheses. This section continues with the reporting of findings in details and in brief.

5.1. Research Methodology

Methodology for this research is held under three folds. The aim and purpose of the research, the survey and the procedure for analyses are the sub sections.

Aim of Research

This research aims to find out the role of management on creating effective internal communication. The purpose and the ways used for internal communication by management are under consideration. In this consideration, presence of indifference of management between the purpose and the ways used for internal communication shall show the presence of effective internal communication.

Survey

A survey is conduct for this research and this survey shall produce quantitative data on perceptions of the subjects to be utilized in quantitative analysis. Surveys are micro studies employed in order to take precautions before hand for problems not to occur. They also provide sound research basis for different types of research.

Procedure for Analyses

There are successive analyses employed in this research those take ground from research questions and the hypothesis built in following sections of this research.

Procedure for analyses is materialized in a graphical representation at Figure 4. Procedure for Analyses given below.

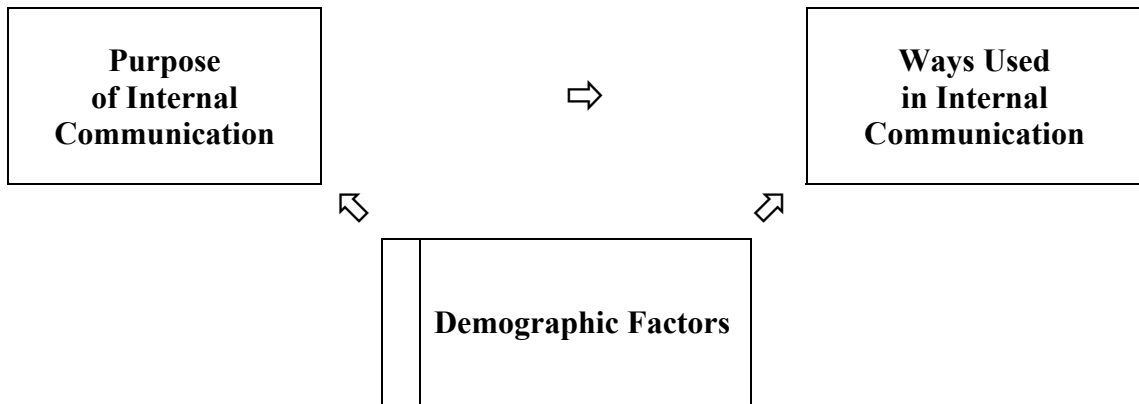


Figure 4. Procedure for Analyses

The first analysis is devoted to an exploratory type research which explores indifference between two major areas in the field of internal communication (purpose and the way of using internal communication) which take place in the questionnaire. This analysis is conducted with the one of the parametric tests which is One Way Analysis of Variance ANOVA. In case the presence of that indifference is found then the difference of them according to seven demographic factors is not worth to be analyzed. Otherwise such analyses are worth to conduct. The analyses take places in the second step are devoted to find out what factors govern the two major areas in the field of internal communication (purpose and the way of using internal communication). This analysis is conducted with the one of the parametric tests which is Factor Analysis. Further to finding out the factors govern the two major areas in the field of internal communication (purpose and the way of using internal communication), separate One Way Analysis of Variance ANOVA tests are applied for each of the factors of the purpose those differ according to each of the factors of the way of using internal communication. In case the presence of that difference is found then the difference of the factors govern the two major areas in the field of internal communication (purpose and the way of using internal communication) according to seven demographic factors are worth to be analyzed. Otherwise such analyses are not worth to conduct.

5.2. The Sample

The universe of this research is managers in an organization in IT sector. The internal communication is important in that organization. Sampling for that universe is determined by the managers of that company and their number reached to 105 managers.

5.3. The Instruments

The instruments are held under three parts. First part is for the tool for gathering the data, second part is for process of data gathering and third part is for the tool utilized for analyzing the data.

Tool for Data Gathering

The questionnaire technique is used in this research (a sample copy is enclosed). A questionnaire in two sections is devised by the researcher without employing a scale previously developed. Actually there is not a scale previously developed which may serve for the objectives of this research.

Sources impressed and partially utilized in developing the questionnaire are as follows:

- Jey Leia Roch, Factors Affecting Written Business Communication (2003)
- Canadian Navy, Improving Internal Communication (1999)
- Kim, Hyo Sook (2005) Organizational Structure And Internal Communication As Antecedents Of Employee-Organization Relationships In The Context Of Organizational Justice: A Multilevel Analysis, Published:University of Maryland, College Park.

The questions A1, A2, A3, A4, A5, A6, A10, A12, A13, A14, A17 and A18 are taken from Kim, Hyo Sook's the thesis "Organizational Structure and Internal Communication as Antecedents of Employee-Organization Relationships" questions

A7, A8, A9, A11, A15, A16, B1, B3, B4, B7, B10, B19, B20 and B21 are taken from Jey Leia Roch's thesis of "Factors Affecting Written Business Communication". The questions B2, B4, B5, B6, B8, B9, B11, B12, B13, B14, B15, B16, B17, B18, B19 are taken from Canadian Navy's research "Improving Internal Communication."

The first section of the questionnaire is devoted to questions for demographic characteristics of the subjects participated to the research and answers to that questionnaire. There are seven questions:

- (1) Gender,
- (2) Age Groups,
- (3) The Current Position of the Subjects within Organization,
- (4) The Undergraduate Major of the Subjects,
- (5) Types of Department,
- (6) The Length of Service at Job/Profession (Seniority) of the Subjects in years, and
- (7) The Connection of the Work with the Undergraduate Major of the Subject.

The second section of the questionnaire is for the major areas of internal communication. Second section of the questionnaire is made up two sub sections (Sub section A and sub section B).

Questions of the first section of the questionnaire are for "the purpose of management to use internal communication is":

Item Label	Item
Coherence	"to hold the employees at common purpose"
Obviousness	"to apply firms work with obvious organization"
Observe performance	"to observe the employees performance"
Job rules	"to make the job be within organization rules"
Motivation	"to motivate the employees"
Recognition	"to recognize the employees"
Increase quality	"to increase the organizations work quality"
Get expectations	"to learn employee's suggestions and expectations"

Bring solution	“to find solutions for the problems in organization”
Clearance	“to make clear about the job and what, how and when I need”
Transfer	“to transfer the job results and the decision that taken by managers”
Coordination	“to coordinate the employees for a common purpose”
Leadership	“to make leadership for the employees”
Irregularity	“for cutting the irregular information flow”
Cooperation	“to cooperate with employees”
Exposure success	“to expose successful works”
Finish work timely	“to finish the work at right time”
Vision	“for adopting the organizations vision”

Questions of the second section of the questionnaire are for “the ways used in internal communication for management”:

Item Label	Item
One-way communication	“I use one-way communication; management to other employees”
Employee problems	“I make turn backs for employees’ problems”
Encouragement	“I try to give courage to employees”
Formal communication	“I form formal communication with employees”
Written communication	“I use written communication in organization”
Clear words	“I choose clear understandable and simple words in communication”
Bulletin	“I also use boards, bulletin with written communication”
Employee reactions	“I observe the employees reactions in communication”
Informal communication	“I form informal communication with employees”
Employee persuasion	“I use communication to persuade employees”
Voice tone	“I change my voice tone in communication”
Learn Supporters	“I try to try to learn who is supporting or against the management while we communicate”

Listen to employees	“I listen to employees very carefully”
Inconsideration	“I listen to different ideas but I do not consider them”
Non-hesitation	“Employees do not hesitate from managers at meetings”
Use e-mail	“I use e-mail for communication”
Face to face communication	“I prefer face to face communication”
Continuous communication	“I prefer continuous communication”
Mimics not important	“Gesture and mimic are not important for me in communication”
Employee dependence	“I try to increase employees’ dependence to organization”
Investigate	“I try to learn what is happening in organization”

The subjects participated into the research are asked to indicate their perceptions by marking one of the five fold Likert Scale. The participants are answered this questionnaire in the range of 1: Strongly disagree (Hiç katılmıyorum), 2: Disagree (Katılmıyorum), 3: Somewhat agree (Az katılıyorum), 4: Agree (Oldukça katılıyorum), 5: Strongly Agree (Tamamen katılıyorum).

Gathering Data

Data gathering is done by applying the questionnaire. In order to gather sound data all necessary information and explanations are given to the subjects taking the questionnaire. Questionnaire is taken by 105 subjects, all managers in an IT company.

The participating managers are informed that they do not need to write down their names or any marks that may disclose the identity and they are left comfortable and sincere in their replies to the questions taking place in the questionnaire.

Out of 105 managers filled the questionnaire, the filled 5 questionnaire are not taken into the evaluation because they either filled with many number of questions not replied or they marked multiple answers. Therefore, 100 filled questionnaires are taken as source of data (data collected).

Tool for Data Analysis

Data analyses is done by utilizing a computer software namely, Statistical Package for Social Science (SPSS) Version 13.0.

5.4. Research Objective, Research Questions and Hypotheses

The objective of this research is to find out the role of management in creating effective communication. That is; “what is the role of management in creating effective communication?” Surely, the effectiveness could be implied by various concepts. It is the indifference role of management (purpose) in creating effective communication (the ways used) which is underlined beneath the research objective.

Research objective is materialized by a graphical representation impressed by Figure 4. Procedure for Analyses and presented at below.



Figure 5. Research Objective

Upon research objective is materialized, research question and the hypothesis for the research is held in followings.

Research question

The research objective could be achieved through constructing the following research question in order to materialize the objective. The research question is: “Does the purposes of managers for internal communication are indifferent than the ways used in internal communication?”

Hypothesis

Under these research questions, the hypothesis is built as follows:

H₁: The purposes of managers are different from the ways used in internal communication.

5.5. Findings

The findings of the research are presented below as findings of the Frequency Analysis, Exploratory Indifference Analysis, Factor Analysis, Difference Analysis for Factors, Analyses for Difference of Demographic Factors on Governing Factors and Reliability Analyses.

5.5.1. Frequency Analysis

Descriptive analysis in frequency and percentage table is given at following Table 1. Frequency Analyses.

It is seen from the below table that most of the participants are males.

The age groups of participant subjects are shown at below table. It is shown that most of the participants are in the 25-34 age group.

The positions of managers as “Mid-level management” and “First-line supervisory” are in majority among other managers participated to the research by filling the questionnaire.

Their Undergraduate Major of most of the subjects is “business administration”. This fact is shown at below table.

The types of department of managers as “Engineering”, “Finance, insurance, real estate” and “others” are in majority among other managers participated to the research by filling the questionnaire.

Most of the managers participated to the research by filling the questionnaire are in their first years in the profession, according to the facts shown at the below table.

In most of the subjects participated to the research by filling the questionnaire, there is the connection between their work with their undergraduate major.

Table 1. Frequency Analyses

Demographic Characteristics	Alternatives	f	%
Gender	Male	56	56,0
	Female	44	44,0
	Total	100	100,0
Age Group	25-34	54	54,0
	35-44	34	34,0
	45-54	7	7,0
	55+	5	5,0
	Total	100	100,0
Current Position within Organization	Senior management	18	18,0
	Mid-level management	29	29,0
	First-line supervisory	29	29,0
	Professional Staff	11	11,0
	Other	13	13,0
	Total	100	100,0
Undergraduate Major	Business Administration	29	29,0
	Finance	12	12,0
	Agriculture	1	1,0
	Engineering	23	23,0
	Education	13	13,0
	International Relations	2	2,0
	other	20	20,0
	Total	100	100,0
Types of Department	Engineer	26	26,0
	Agriculture	2	2,0
	Computer Sciences and Data Processing	5	5,0
	Education	8	8,0
	Finance, insurance, real estate	26	26,0
	Services (including hotels, hospitals)	7	7,0
	other	26	26,0
	Total	100	100,0
Their Length of Service	1-5	30	30,0
	6-10	28	28,0
	11-15	20	20,0
	16-20	12	12,0
	21+	10	10,0
	Total	100	100,0
Connection of Work with Undergraduate Major	Yes	64	64,0
	partially	27	27,0
	No	9	9,0
	Total	100	100,0

5.5.2. Reliability Analyses

The conducted reliability analyses give high alpha coefficients (overall alpha is ,8384, alpha for the Purpose part of questionnaire is ,862 and alpha for the Ways Used part of the questionnaire is ,709) which conclude that the data input are reliable for further analyses to be conducted. Details are as follows:

Reliability Analysis-Scale (Alpha)

Reliability Coefficients

N of Cases = 99,0

N of Items = 39

Alpha = ,8384

Reliability Statistics of Purpose

SPLIT HALF

Table 2. Reliability Statistics of Purpose Part

Cronbach's Alpha	Part 1	Value	,794
		N of Items	9(a)
	Part 2	Value	,780
		N of Items	9(b)
Total N of Items			18
Correlation Between Forms			,758
Spearman-Brown Coefficient	Equal Length		,862
	Unequal Length		,862
Guttman Split-Half Coefficient			,862

a The items are: a1, a2, a3, a4, a5, a6, a7, a8, a9.

b The items are: a10, a11, a12, a13, a14, a15, a16, a17, a18.

Reliability Statistics of the Ways Used

SPLIT HALF

Table 3. Reliability Statistics of the Ways Used Part

Cronbach's Alpha	Part 1	Value	,644
		N of Items	11(a)
	Part 2	Value	,444
		N of Items	10(b)
	Total N of Items		
Correlation Between Forms			,549
Spearman-Brown Coefficient	Equal Length		,709
	Unequal Length		,709
Guttman Split-Half Coefficient			,699

a The items are: b1, b2, b3, b4, b5, b6, b7, b8, b9, b10, b11.

b The items are: b12, b13, b14, b15, b16, b17, b18, b19, b20, b21.

5.5.3. Exploratory Indifference Analysis

A test, One Way Analysis of Variance ANOVA test is conducted in order to determine whether the purposes of managers differ from the ways used in internal communication.

The result of One Way Analysis of Variance ANOVA test conducted is tabulated at Table 4. ANOVA for Purposes of Managers Differ from Ways of Internal Communication.

Table 4. ANOVA for Purposes of Managers Differ from Ways of Internal Communication

ANOVA

Purpose*Ways Used	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,778	30	,259	1,308	,179
Within Groups	13,675	69	,198		
Total	21,453	99			

p<,05

According to the result of One Way Analysis of Variance ANOVA test conducted it is found that the mean of points of perceptions for questions on the purpose

of management to use internal communication and the mean of points of perceptions for questions on the ways used in internal communication for management do not differ significantly.

According to the above result the first research question “Does the purposes of managers for internal communication are indifferent than the ways used in internal communication?” is answered positively.

Therefore research hypothesis “H₁: The purposes of managers are different from the ways used in internal communication” is agreed.

Since the presence of that indifference is found then the difference of them according to seven demographic factors (gender, age, position, major, organization department, seniority and the work-major fit) is not worth to be analyzed.

5.5.4. Factor Analysis

A factor analysis technique is employed and two factor analyses tables are found for this purpose. The two factor analyses tables are for the two major areas in the field of internal communication: (1) purpose of managers and (2) the ways used in internal communication. Tables are constructed with producing maximum number of factors in each table with at least more than two items where the number of factors in those tables would be equal to each other. As result two factor analyses tables are constructed with six factors in each. They are presented at below.

The factor analysis table for the purpose of managers is tabulated at Table 5. Reliability and Factor Analysis for the Purpose of Management with one drop item (1) Clearance.

Table 5. Reliability and Factor Analysis for the Purpose of Management in Internal Communication

Factors (of Purpose)	Item Label	Factor loading	Variance explained %	Cronbach alpha	Number of items
Supervision	Observe performance	,752	14,277	,727	4
	Finish work	,669			
	Job rules	,638			
	Leadership	,600			
Support	Get expectations	,776	13,983	,722	3
	Bring solution	,743			
	Exposure success	,560			
Control	Cooperation	,722	12,705	,713	4
	Irregularity	,635			
	Adopting vision	,630			
	Increase quality	,595			
Empowerment	Recognition	,803	9,232	,661	2
	Motivation	,641			
Unity	Obviousness	,798	9,113	,599	2
	Coherence	,715			
Integrity	Transfer	,816	9,100	,512	2
	Coordination	,589			
Total			68,410	,868	17
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					,772
Bartlett's Test of Sphericity			Approx. Chi-Square		657,040
			df		153
			Sig.		,000

Cronbach's alpha measures how well a set of items (or variables) measures a single unidimensional latent construct. When data have a multidimensional structure, Cronbach's alpha will usually be low. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency). Total Variance Explained is the percentage how much of the variance is explained by each principle component.

The same procedure is repeated for constructing a factor analysis table for questions (items) “the ways used in internal communication for management” of the questionnaire. The factor analysis table for the purpose of managers is tabulated at Table 6. Reliability and Factor Analysis for the Way with three drop items (1) Employee dependence, (2) Inconsideration and (3) Face to face communication.

Table 6. Reliability and Factor Analysis for the Ways Used in Internal Communication

Factors (of the ways used)	Item Label	Factor loading	Variance explained %	Cronbach alpha	Number of items
Effectiveness	Listen to employees	,764	15,320	,766	5
	Employee reactions	,734			
	Employee persuasion	,681			
	Continuous communication	,606			
	Clear words	,581			
Symmetric	Written communication	,708	9,958	,619	4
	Use e-mail	,640			
	One-way communication	,622			
	Employee problems	,538			
Coherence	Voice tone	,725	8,930	,499	3
	Non-hesitation	,577			
	Learn supporters	,552			
Directive	Mimics not important	-,725	8,687	-,482	2
	Encouragement	,701			
Asymmetric	Informal communication	,741	7,509	,365	2
	Bulletin	,550			
Interrogative	Investigate	,888	6,959	,504	2
	Formal communication	,545			
Total			57,363	,722	18
Kaiser-Meyer-Olkin Measure of Sampling Adequacy					,607
Bartlett's Test of Sphericity			Approx. Chi-Square		555,515
			df		210
			Sig.		,000

Upon factors governing the purposes and the ways used in internal communication by the managers are determined, their interaction are held in the proceeding section of this research.

5.5.5. Difference Analysis for Factors

In the followings, it is analyzed how the factors for purposes of managers in internal communication differ from the factors for the ways used in internal communication by the managers. One Way Analysis of Variance ANOVA tests are employed to determined the difference of every factor for purposes of managers in

internal communication from every other factor for the ways of internal communication by the managers. The algorithm for difference analysis for factors is materialized based on the presentation at Figure 5. Research Objective and given at Figure 6. Difference Analyses for Factors of Purpose and Factors of Ways Used below.

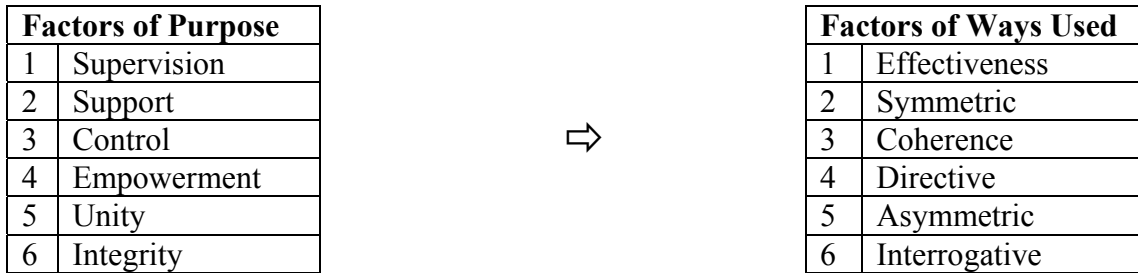


Figure 6. Difference Analyses for Factors of Purpose and Factors of Ways Used

The tests are conducted for each line of the Table 7. Difference of Factors Matrix given at below.

Table 7. Difference of Factors Matrix

		Factors of Part B – Ways of Internal Communication					
		Effectiveness	Symmetric	Coherence	Directive	Asymmetric	Interrogative
Factors of Part A – Purpose of Internal Communication	Supervision						
	Support						
	Control						
	Empowerment						
	Unity						
	Integrity						

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the Supervision purpose of managers differ from the factors for Ways Used in Internal Communication. The result with statistically significant differences of One Way Analysis of Variance ANOVA tests conducted to determine whether the

Supervision purpose of managers differ from the factors for Ways Used in Internal Communication is given below.

Table 8. ANOVA for Supervision Purpose of Managers Differ from Factors for Ways Used in Internal Communication

Supervision		Sum of Squares	df	Mean Square	F	Sig.
Effectiveness	Between Groups	10,738	11	,976	2,703	,005
	Within Groups	31,784	88	,361		
	Total	42,523	99			
Coherence	Between Groups	8,402	11	,764	2,021	,035
	Within Groups	33,260	88	,378		
	Total	41,662	99			

$p < ,05$

According to results tabulated above, it is found that Supervision purpose of managers statistically differs significantly from the Effectiveness and Coherence factors of Ways Used in Internal Communication.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the Support purpose of managers differ from the factors for Ways Used in Internal Communication. The result with statistically significant differences of One Way Analysis of Variance ANOVA tests conducted to determine whether the Support purpose of managers differ from the factors for Ways Used in Internal Communication is given below.

Table 9. ANOVA for Support Purpose of Managers Differs from Factors for Ways Used in Internal Communication

Support		Sum of Squares	df	Mean Square	F	Sig.
Effectiveness	Between Groups	9,970	9	1,108	3,063	,003
	Within Groups	32,553	90	,362		
	Total	42,523	99			
Symmetric	Between Groups	11,674	9	1,297	3,649	,001
	Within Groups	31,998	90	,356		
	Total	43,672	99			
Directive	Between Groups	7,270	9	,808	2,200	,029
	Within Groups	33,040	90	,367		
	Total	40,310	99			

$p < ,05$

According to results tabulated above, it is found that Support purpose of managers statistically differs significantly from the Effectiveness, Symmetric and Directive factors of Ways Used in Internal Communication.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the Control purpose of managers differ from the factors of Ways Used in Internal Communication. The result with statistically significant differences of One Way Analysis of Variance ANOVA tests conducted to determine whether the Control purpose of managers differ from the factors of for Ways Used in Internal Communication is given below.

Table 10. ANOVA for Control Purpose of Managers Differs from Factors for Ways of Internal Communication

Control		Sum of Squares	df	Mean Square	F	Sig.
Effectiveness	Between Groups	10,897	11	,991	2,757	,004
	Within Groups	31,625	88	,359		
	Total	42,523	99			
Symmetric	Between Groups	9,675	11	,880	2,277	,017
	Within Groups	33,997	88	,386		
	Total	43,672	99			
Asymmetric	Between Groups	17,214	11	1,565	2,220	,020
	Within Groups	62,034	88	,705		
	Total	79,248	99			

p<,05

According to results tabulated above, it is found that Control purpose of managers statistically differs significantly from the Effectiveness, Symmetric and Asymmetric factors of Ways Used in Internal Communication.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the Empowerment purpose of managers differ from the factors of Ways Used in Internal Communication. The result with statistically significant differences of One Way Analysis of Variance ANOVA tests conducted to determine whether the Empowerment purpose of managers differ from the factors of Ways Used in Internal Communication is given below.

Table 11. ANOVA for Empowerment Purpose of Managers Differs from the Factors for Ways of Internal Communication

Empowerment		Sum of Squares	df	Mean Square	F	Sig.
Effectiveness	Between Groups	7,145	6	1,191	3,131	,008
	Within Groups	35,377	93	,380		
	Total	42,523	99			
Directive	Between Groups	5,630	6	,938	2,516	,027
	Within Groups	34,680	93	,373		
	Total	40,310	99			

$p < ,05$

According to results tabulated above, it is found that Empowerment purpose of managers statistically differs significantly from the Effectiveness and Directive factors of Ways Used in Internal Communication.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the Unity purpose of managers differ from the factors of Ways Used in Internal Communication. The result with statistically significant differences of One Way Analysis of Variance ANOVA tests conducted to determine whether the Unity purpose of managers differ from the factors of Ways Used in Internal Communication is given below.

Table 12. ANOVA for Unity Purpose of Managers Differs from Factors for Ways of Internal Communication

Unity		Sum of Squares	df	Mean Square	F	Sig.
Effectiveness	Between Groups	5,647	6	,941	2,374	,035
	Within Groups	36,875	93	,397		
	Total	42,523	99			

$p < ,05$

According to results tabulated above, it is found that Unity purpose of managers statistically differs significantly from the Effectiveness factor of Ways Used in Internal Communication.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the Integrity purpose of managers differ from the factors of Ways Used in

Internal Communication. The result with statistically significant differences of One Way Analysis of Variance ANOVA tests conducted to determine whether the Integrity purpose of managers differ from the factors of Ways Used in Internal Communication is given below.

Table 13. ANOVA for Integrity Purpose of Managers Differs from Factors for Ways of Internal Communication

Integrity		Sum of Squares	df	Mean Square	F	Sig.
Coherence	Between Groups	5,871	5	1,174	3,084	,013
	Within Groups	35,791	94	,381		
	Total	41,662	99			

p<,05

According to results tabulated above, it is found that Integrity purpose of managers statistically differs significantly from the Coherence factor of Ways Used in Internal Communication.

The results of test conducted in order to determine the statistically significant differences of factors for the purpose of the managers from the factors of Ways Used in Internal Communication are briefed in the following table.

Table 14. Resultant Differences of Factors

		Factors of Part B – Ways of Internal Communication					
		Effectiveness	Symmetric	Coherence	Directive	Asymmetric	Interrogative
Factors of Part A – Purpose of Internal Communication	Supervision	X	X	X			
	Support	X	X		X		
	Control	X	X			X	
	Empowerment	X			X		
	Unity	X					
	Integrity			X			

According to the above result it could be conclude that the factors governing the purpose of managers for internal communication partially differ from the factors governing for ways of internal communication.

5.5.6. Analyses for Difference of Demographic Factors on Governing Factors

Upon the governing factors and their interactions are determined, it is worth to analyze whether these governing factors differ according to the seven demographic factors (gender, age, position, major, organization department, seniority and the work-major fit).

The procedure for analyzing the difference of governing factors according to demographic factors are materialized in the Figure 7. Effect of Demographic Factors Applied on the Factors of Internal Communication which is based on Figure 4. Procedure for Analyses and Figure 6. Difference Analyses for Factors of Purpose and Factors of Ways Used developed previously.

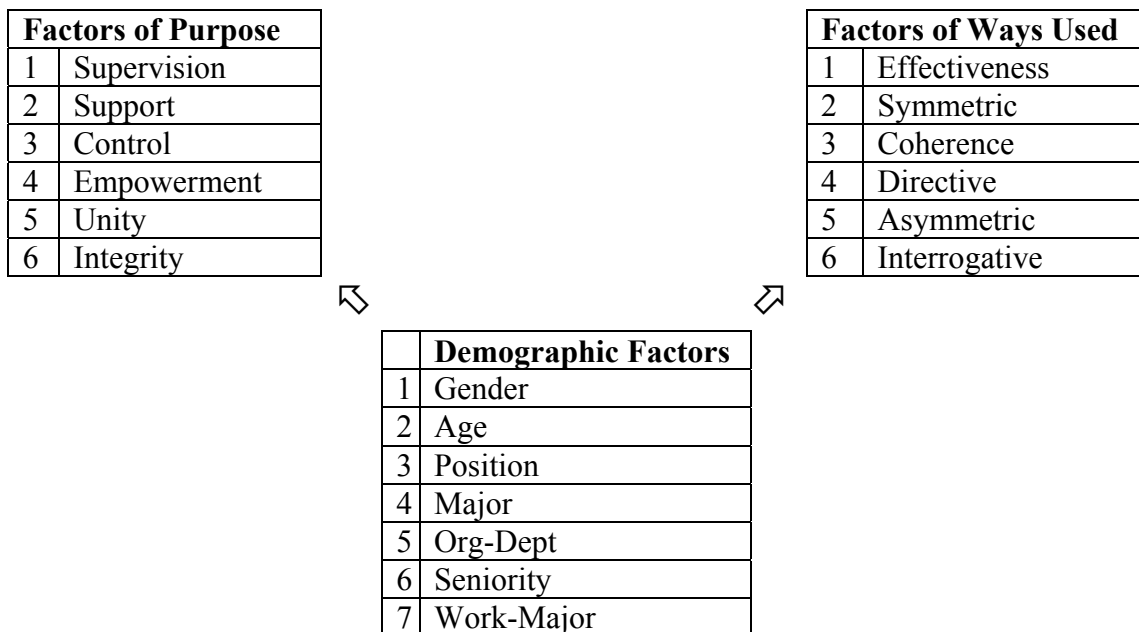


Figure 7. Effect of Demographic Factors Applied on the Factors of Internal Communication

Independent Samples t-Tests are conducted in order to determine whether the all twelve governing factors of internal communication differ according to the genders of the managers. The result with statistically significant difference of these Independent Samples t-Tests (for Equal Variances Assumed for) is tabulated below.

Table 15. T-Test for Difference Effect of Gender on the Internal Communication Factors

Gender	t	df	Sig. (2-tailed)
Effectiveness (of purpose)	-2,485	98	,015

p<,05

It is found out that Effectiveness (of purpose) factor of internal communication differs according to the genders of the managers.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the all twelve governing factors of internal communication differ according to the positions of the managers. The results with statistically significant difference of these One Way Analysis of Variance ANOVA Tests are tabulated below.

Table 16. ANOVA for Difference Effect of Position of Managers on the Internal Communication Factors

Position		Sum of Squares	df	Mean Square	F	Sig.
Control (of purpose)	Between Groups	5,236	4	1,309	3,730	,007
	Within Groups	33,336	95	,351		
	Total	38,572	99			
Effectiveness (of ways)	Between Groups	4,650	4	1,163	2,916	,025
	Within Groups	37,872	95	,399		
	Total	42,522	99			

p<,05

It is found out that Control (of purpose) and Effectiveness (of ways used) factors of internal communication differs according to the age groups of the managers.

One Way Analysis of Variance ANOVA Tests are conducted to determine whether the all twelve governing factors of internal communication differ according to the Work-Major Fit of the managers. The results with statistically significant difference of these One Way Analysis of Variance ANOVA Tests are tabulated below.

Table 17. ANOVA for Difference Effect of Work-Major Fit of Managers on the Internal Communication Factors

ANOVA

Work-major		Sum of Squares	df	Mean Square	F	Sig.
Interrogative (of the ways used)	Between Groups	4,713	2	2,357	4,587	,012
	Within Groups	49,834	97	,514		
	Total	54,548	99			

p<,05

It is found out that Interrogative (of the ways used) factor of internal communication differs according to the work-major fit of the managers.

The statistically significant effects of demographic factors on the factors of internal communication are applied on the Table 14. Resultant Differences of Factors developed previously as shown in the following table.

Table 18. Effect of Demographic Factors Applied on the Factors of Internal Communication

		Factors of Part B – Ways of Internal Communication						<i>Demographic factors</i>
		Effectiveness	Symmetric	Coherence	Directive	Asymmetric	Interrogative	
Factors of Part A – Purpose of Internal Communication	Supervision	x	x	x				
	Support	x	x		x			
	Control	x	x			x		position
	Empowerment	x			x			
	Unity	x						
	Integrity			x				
<i>Demographic factors</i>		gender					work-major	
		position						

It could be concluded that the position of the manager within the organization makes internal communication factors function differently. According to the above result the managers those have control purpose for effectiveness (way) in internal communication differ according to their position within the organization.

6. THE EVALUATION OF THE RESEARCH FINDINGS

This research proposed to find out the role of management in creating effective communication. In other words it looks for the indifference of managers in their purpose and the ways used in internal communication. This research objective is achieved through researching for the governing factors in internal communication and their interaction, and the demographic factors affecting these factors.

In order to achieve above mentioned research objective three steps are constructed. The first step devises the indifference in attitudes of managers for their purpose of internal communication and ways they use in internal communication. The second step describes the differentiating relation between the factors governing the purpose of managers in internal communication and the factors governing the ways they use in internal communication. In the third step analyzes the role of selected demographic factors of managers on all of these governing internal communication factors.

Required data are gathered through a questionnaire with 39 questions in two sub sections, first subsection is on the purpose of internal communication with 18 questions and the other is on the ways of internal communication with 21 questions. Questions are for marking of attitudes of managers, with sample of 100 managers in IT sector, replied in five fold Likert scale. Frequency distribution of data is studied. Statistical analyses are employed for consistency in effective internal communication and differentiating relations in same. Independent sample t-Test, one way ANOVA, reliability and factor analyses are utilized in this research.

According to the findings of this research it is found out that purpose of managers and the ways they use in internal communication are indifferent. This indifference is mostly governed by the factors like the supervision purpose of managers and their use of internal communication for effectiveness. Among these governing factors, on the other hand, control purpose of managers and their use of internal

communication for effectiveness are under the effect of positions of the managers within the organization.

Assumptions and Limitations

It is assumed that the subjects, managers, give sincere and correct answers to the question.

The size of sample is assumed sufficient for the context of this research. A wider sample in multiple companies would be taken.

The scope of this research is limited with the time and monetary possibilities of the student, the researcher.

The statistical results those are not found significant are not tabulated, and not included in hypotheses.

7. CONCLUSION AND RECOMMENDATIONS

Organizations are dynamic and ongoing, ever-changing, constantly forced to meet new challenges. One can see them that they are continually adapting to rapidly varying conditions in their environment. These varying conditions force organization managers to make significant changes in organizational communication in order to adopt and survive in the today's organizational world. The importance of communication for organization management is still a vital factor in the 21st century.

In this respect, the purpose of organizational communication is to facilitate the achievement of organizational goals. Communication in organization allows members to coordinate actions, share information and satisfy social needs.

Organizational communication can be described as a process where mutually interdependent human beings create, exchange messages, and interpret, negotiate meanings while striving to articulate and realize mutually held visions, purposes and goals.

Based on the review of literature the following issues are highlighted as milestones in three (through second to fourth) sections of the study.

Organizational communication is held within the conceptual framework for organizational communication, the characteristics of organizational communication, functions of organizational communication and types of organizational communication channels.

From a functionalist perspective of organizational communication, organizations are machines, or objects to be studied. From an interpretive perspective of organizational communication, organizations are cultures.

Information theory describes the model elements in communication such as the sender (decoder), the message, the channel (or the medium), the receiver (encoder) and the feedback.

Organizational communication establishes some directional patterns. Information is passed upward (vertical) from employees to supervisors and laterally to adjacent departments. Instructions relating to the performance of the department and policies for conducting business are conveyed downward (vertical) from supervisors to employees. Horizontal communication takes place among peers and can cut across departments and work groups.

Organizational communication has four important functions namely; the informative function, the regulative function, the persuasive function and the integrative function.

There are verbal and non verbal versions of messages taking place in the organizational communication.

Communication between organization members can be formal or informal. Formal communication takes place along formal organizational links.

Informal communication is not formally approved by the management and do not follow the organization's hierarchy although they follow formal organizational communication channels. The formal/informal dichotomy of the past is becoming less valid as many new communication channels now exist within organizations that are neither formal nor informal. These new channels of organizational communication mostly depend of information technology products.

Internal communication is an interchange of ideas between members of the same groups or organizations, or communication referring to any phase of a common objective.

The dominant standpoint of internal communication shifted to the study of messages that flowed through organizations and the way communication climates influenced the adequacy and effectiveness of these transmissions.

There are generally accepted features of internal communication such as its occurrence within a complex open system that is influenced by and influences its

environment, its involvement with messages; their flow, purpose, direction, and media, and its involvement in people; their attitudes, feelings, relationships, and skills.

Dimensions considered in measures in internal communication are communication climate, supervisory communication, organizational integration, media quality, coworker communication, corporate information, personal feedback and subordinate communication.

Domains of the internal communication is experienced are fivefold namely work communication, news communication, manage communication, change communication and culture communication.

There are two kinds of internal communication channels, direct and indirect. The first direct communication channel is the push communication gives the information to the receivers, leaving them no option to influence the information flow where the pull communication requires each employee to seek related information on his or her initiative.

Direct communication channels involve a face-to-face communication between managers and the employees. Face-to-face communication is the most effective channel for communication and every employee have opportunity to exchange their opinions.

At most of the organizations supervisors are the main source for the communication and main source of the information. And with the decentralization of the organization the managers' role is changing. The effectiveness of the internal communication depends on the managers understand from the term and their ability to link the different units together. Also the managers have a risk to lose their charisma and trustworthy with providing false information.

Meetings involve an enormous possibility to increase the capacity of work which makes meeting an effective communication channel. Each group member can have different idea and that can improve organizations vision. Another effective internal communication channel is using the co-workers. If the information is not updated by managers, co-workers can fix the problems at such matters with their experience.

The advantage of using indirect communication channels is to reach great numbers of employees regardless their location. On the other hand indirect communication cannot be two ways butt also it decreases the misunderstanding risk. Indirect communication has five instatements mass media, personal magazine, bulletin board, video cable television and information technology.

There are several factors effecting internal communication. The shapes of organizations are changing, and that makes no longer necessary follow a vertical communication path in the organization, thus shifting the focus to a more horizontal perspective because the structure is flexible and cross functional. Conflicts often grow from disagreements over the acquisitions and use of resources and usually reflect perceived underlying differences in values and goals. The managers involved conflict situations are co-dependent in that they cannot achieve their goals alone; therefore each has the power to meddle with the other manager's goal accomplishment. Leadership, personal ego and physical distances are other factors effecting internal communication

Selecting communication channels depend on the messages that are to be communicated, as well as the target group and its previous knowledge and also time as an important factor when selecting communication channels.

Internal communication system design considers increasing the tactical communication performance for enhanced organizational performance. Tactical applications could be exemplified with enhancing the directing function, one of the management functions. Enabling focusing on the directing instructions and process flows could be counted in those enhancements. Following up the degree and the level of obeying regulatory rules can also be enhanced through improved tactical internal communication system. An intangible tactical utilization of internal communication can be provided for attaining common understanding of organizational activities

Internal communication is a paramount phenomenon in organizational performance. Management science owes much to the communication activities within and out of the organization. Therefore it is indispensable to take into account the role of management in organizational commutation. Organizational communication, on the other hand, has success factors built in both internal and outside of organization.

Internal communication (communication within members of organization) is mostly designed and led by management. The role played by management for effective internal communication is one of the key success factors for a successful organization. This role has been studied empirically in two dimensions one on the purpose of the management and the other is the ways of using internal communication. The study searched for a meaningful relation between these two dimensions and consequently it resulted in agreed findings with the purpose of the research expressed in the research objective.

It should be noted that organizations getting more flexible flatter and expand within other and the merger and acquisitions become frequent experiences in the organizational world. Thus, internal communication methods become applicable in a wider organizational situation. The invasion of internal communication taxonomy into the organizational communication taxonomy is inevitable.

Milestones of literature held above have risen on the foundation of some important views of scholars. These views with their holding scholars are summarized at below.

According to Gruig many scholars take communication in a generalist sense so that communication is undifferentiated in its functions, its directions and its processes. Gruing argued that communication is not always the same. As a paramount communication researcher Gruing emphasized in his researches that internal communication is important for the organizational success in realization of organizational aims.

Some researchers, like Andersson, Strid and Peterson, point to the need for a formal network that maintains the peers' communication so that the communication could be monitored easily and its performance could be measured clearly.

D'Aprix put forward that the reaching the objectives of a group by leadership leads to reaching the objectives of the whole organization.

According to Hogstrom the communications in meetings and face-to-face communication are the most effective communication channels. During communication

in these channels a knowledge transfer besides the information transfer take place so that individual understandings could be integrated in a better way.

Generally employees are contented with the presence of managers taking part within the communication process because by doing that the managers undertake the responsibility of the related task as well. This leads to centralization in organization. Wood and Strid are some of researchers to be mentioned in this regard. On the other hand for some other researchers, it is the decentralization which makes the organization successful. Therefore a decentralized communication network is built in decentralized organization structures. Hogstrom is one the researchers in this opinion.

Upon this introductory reasoning and upon the literature survey a research is conducted depending upon the purpose of this study. The purpose of this study is to held and research for the role of managers in forming effective internal communication. A rationale is followed in order to achieve this purpose. Critical reading and reviewing of relevant literature is done based on literature survey on the topic of the study that recalls the purpose of the study.

Having briefed the literature on internal communication and summarized the important views of some scholars above, this study aimed to research the role of management in creating effective internal communication. A multi step analyses resulted in the finding that managers have the purpose of supervision for an effective internal communication. Research firstly found that the managers contributed to the survey are indifferent in their purpose as per their ways used for internal communication. Secondly, it is found that supervision purpose and effective way of internal communication are the most important factors governing that indifference. Thirdly, among demographic factors, the position of managers within the organization is the most critical factor affecting control purpose and effective way of internal communication; both of them are the governing internal communication factors.

It is the most significant result of this study which contributes to the context of internal communication for organizational management that the most important factor in the purpose of managers is supervision.

This result of the study recalls the knowledge that the highlighted supervision recalls autocratic, hierarchic and bureaucratic organizational management. The shapes of organizations evolve from old hierarchical structure to much flatter one, much more natural, and certainly much more dynamic. The purpose of hierarchy is order, while the purpose of the flatness is to offer cross functional collaboration. Hierarchical organizations need heavier supervision where the personnel of new organizations personnel need less supervision.

Therefore these findings of this research agree with centralized, hierarchical and supervisory internal communication which imposes again centralized, hierarchical and supervisory organizational management having roots in the literature studied. This shows that the management of IT organization in Turkey is not yet flat, network and project oriented organization. It is very well known that such an internal communication and organizational structure is robust to be agile and traditional to be classical. Control is not delegated to lower levels of organization and the initiation power lay within the upper levels of the organization. This diagnosis may also point to the fact that they need to be evolved for a global integration.

It could be worth to recommend for the future studies to study on a wider spectrum of companies in various sectors together with IT sector. Increase in sample size could increase the reliability of prediction for the models built. Another fact worth to mention is the usefulness of communication studies on internal and organizational communication together.

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APPENDIX

QUESTIONNAIRE

ANKET

Sayın yöneticiler,

Bu çalışmada, **Etkili şirket içi iletişimin oluşmasında yöneticinin etkisini incelenmektedir.** Elde edilen bilgiler bilimsel amaçlara göre topluca değerlendirilecektir. Bu nedenle ankete adınızı yazmanıza gerek yoktur.

Araştırmanın gerçekliği açısından lütfen bütün soruları okuyunuz ve mutlaka her soruyu cevaplandırınız. Seçeneklerden size uygun olanı parantezin içine **(X)** işareti koyarak cevaplayınız. Gösterdiğiniz ilgi ve işbirliği için teşekkür ederiz.

I. BÖLÜM

1. Cinsiyetiniz :

1. () Bay

2. () Bayan

2. Yaşınız :

1. () 25 – 34

2. () 35 – 44

3. () 45 – 54

4. () 55 – üzeri

3. İş yerinizdeki pozisyonunuz :

1. () Üst düzey yönetici

2. () Orta seviyede yönetici

3. () Bölüm yöneticisi

4. () Proje sorumlusu

5. () Diğer (Lütfen belirtiniz) _____

4. Mezun olduğunuz alan :

1. () İşletme

2. () Finans

3. () Mimar

4. () Mühendislik

5. () Eğitim

6. () Uluslararası İlişkiler

7. () Diğer (Lütfen belirtiniz) _____

5. Çalıştığınız departman:

1. () Mühendislik
2. () Mimarlık
3. () İlişim
4. () Eğitim
5. () Finans , sigortacılık
6. () Hizmet (otel,hastane)
7. () Diğer (Lütfen belirtiniz) _____

6. Mesleki kıdeminiz :

1. () 1 - 5
2. () 6 - 10
3. () 11 -15
4. () 16 - 20
5. () 21 ve üzeri

7. Halen üniversiteden mezun olduğunuz alanla ilgili bir iş alanında mı çalışıyorsunuz?

1. () Evet
2. () Kısmen
3. () Hayır

II. BÖLÜM

Aşağıdaki Her Cümleyi Sırasıyla Okuyunuz. Her İfadeye 5 4 3 2 1 Ölçekleri İle Cevap Verilecektir. 5= Tamamen katılıyorum, 4= Oldukça katılıyorum, 3= Az katılıyorum, 2= Katılıyorum, 1= Hiç katılmıyorum Olarak Olumsuzdan Olumluya Doğru Sıralanmıştır. Size Hangisi Uygun İse O Alana (X) Veya (+) İşareti Koyunuz.

	Hiç katılmıyorum	Katılıyorum	Az katılıyorum	Oldukça katılıyorum	Tamamen katılıyorum
	1	2	3	4	5
A - Aşağıdaki 18 soru yöneticinin şirket içi iletişim kurma nedenlerini tespit etmek amaçlıdır.					
Yönetimin içsel iletişim kurma amaçları					
1. Şirket çalışanlarını aynı amaç etrafında toplamak					
2. Şirket çalışmalarını belli bir organizasyon içinde yürütmek,					
3. Şirket çalışanlarının performansını izleyebilmek ,					
4. Çalışmaların şirket kuralları çerçevesinde yürütülmesini sağlamak ,					
5. Çalışanları motive edebilmek,					
6. Çalışanları tanıyabilmek,					
7. Şirketin iş kalitesini yükseltebilmek,					
8. Çalışanların öneri , şikayetlerini ve beklentilerini öğrenebilmek,					
9. Şirketteki problemlere çözüm üretmek,					
10. Ne istediğimi ,ne zaman istediğimi nasıl istediğimi belirtmek için,					
11. Çalışmalarda ulaşılan sonuçları , alınan kararları aktarmak için,					
12. Şirket çalışmalarını belirli bir amaç doğrultusunda koordine etmek için,					
13. Çalışmalara liderlik etmek için,					
14. Düzensiz bilgi akımını önlemek için,					
15. Çalışanların işbirliğini sağlamak için,					
16. Başarılı işleri ortaya koymak için,					
17. Çalışmaların zamanında bitirilmesini sağlamak için,					
18. Şirket vizyonunu benimsetmek için,					

BÖLÜM III

	Hiç katılmıyorum	Katılıyorum	Az katılıyorum	Oldukça katılıyorum	Tamamen katılıyorum
	1	2	3	4	5
- Aşağıdaki 21 soru yönetimin içsel iletişimi kullanma yollarını tespit etmek amaçlıdır.					
1. Yukarıdan aşağıya doğru tek yönlü iletişim kurarım,					
2. Çalışanların sorularını cevaplamak için geri dönerim,					
3. Çalışanların cesaretlenmesini sağlarım,					
4. Çalışanlarla formal iletişim kurarım,					
5. Yazılı talimatlarla iletişim kurarım,					
6. Açık, anlaşılır ve sade bir dil kullanarak iletişim kurarım,					
7. Yazılı iletişim dışında örgüt içi bültenler, ilan tahtaları vb. kullanmam,					
8. İletişim sırasında çalışanları gözler ve tepkileri dikkate alırım,					
9. İnfomal iletiim kurarım,					
10. Personeli ikna etmek için iletişim kurarım,					
11. Ses tonumu ve konuşma hızımı değiştiririm,					
12. İletişim sırasında yönetime destekleyen ve karşıt olanları öğrenirim,					
13. Çalışanları dikkatle dinlerim,					
14. Değişik fikirleri dinlerim fakat dikkate almam,					
15. Çalışanlar toplantılarda yöneticilerden çekinmezler,					
16. Yönetici olarak elektronik posta ile iletişim kurarım,					
17. Yüzyüze ve çok yönlü iletişim kurarım,					
18. Sürekli iletişim kurarım,					
19. İletişimde jest ve mimiklere yer vermem,					
20. Çalışanların şirkete bağlılığının artmasına çalışırım,					
21. İşletme içinde olup biteni öğrenirim,					

BÖLÜM IV

Açık uçlu soru olarak, yukarıda belirtilenler dışında yazmak istediğiniz konuları aşağıya yazabilirsiniz

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