

INTERNAL COMMUNICATION MANAGEMENT AS A TOOL FOR EMPLOYEE ENGAGEMENT AND ENTERPRISE QUALITY POLICY ENHANCEMENT

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Purpose: the purpose of this study is to analyze the impact of internal communication management on employee engagement and the implementation of quality policy by tailoring communication strategies to demographic differences, industry characteristics, and communication barriers.

Design/methodology/approach: the study utilized a survey conducted among 374 employees and managers from various industries. Statistical methods, such as Chi-square tests, Spearman's correlation, and linear regression, were applied to analyze relationships and verify hypotheses. The approach integrates communication theories with practical insights into quality policy and employee engagement.

Findings: the study found that communication errors, such as lack of feedback and inconsistent messages, reduce employee engagement and hinder quality policy implementation. Older employees identified these issues more frequently, while tailored communication strategies improved engagement and acceptance of policies. Statistical analysis confirmed that fewer communication errors lead to higher engagement.

Research limitations/implications: if research is reported on in the paper, this section must be completed and should include suggestions for future research and any identified limitations in the research process.

Practical implications: the study's sample was limited to 374 respondents from specific industries, which may not represent all sectors. Future research should expand to diverse industries and cultural contexts to validate findings and explore long-term trends.

Social implications: effective internal communication enhances employee engagement, improves service quality, and fosters better workplace cultures. These practices can influence corporate social responsibility and inform policies promoting transparency and efficiency.

Originality/value: the study highlights how tailored communication strategies enhance employee engagement and quality policy implementation, offering practical insights for managers and HR specialists.

Keywords: Internal communication management, employee engagement, quality policy, communication barriers, organizational performance.

Category of the paper: Research paper.

1. Introduction

Internal communication serves as the foundation of modern management, playing a pivotal role in supporting organizational processes at both micro and macro levels. Efficient information exchange shapes organizational culture and facilitates the achievement of strategic goals within enterprises. Consistent, clear, and targeted messages contribute to increased employee engagement and improved operational efficiency. Conversely, inconsistent messaging, lack of feedback, or unclear communication can lead to significant challenges, such as a decline in decision-making quality, an increase in operational errors, and diminished trust among employees and clients.

As a result, managing internal communication has become a critical area of research, particularly for organizations striving to build sustainable competitive advantages. This highlights the importance of well-structured communication strategies that align with organizational objectives and foster resilience in a rapidly evolving business landscape.

The originality of this study lies in the comprehensive analysis of the impact of internal communication on the implementation of quality policy, taking into account both organizational factors and individual employee preferences. Most previous research has focused on general aspects of corporate communication, neglecting a detailed examination of its influence on key organizational processes, such as the implementation and maintenance of quality standards. This study fills that gap by providing new empirical evidence and practical recommendations that can be applied both in academic research and business practice.

Research on internal communication unequivocally highlights its fundamental importance in building effective organizations. Smolağ and Łusarczyk (2018) emphasize that effective communication not only fosters innovation but also impacts employee engagement, which translates into achieving the strategic goals of an enterprise. Similarly, Rogala and Białowas (2014) underline the significance of reliability and clarity in conveyed information as key elements for organizational functioning. Dębowski (2001), in his studies, analyzes the role of internal communication as a factor supporting a company's development strategy, emphasizing its importance in building a positive corporate image and strengthening employee loyalty. Insights from the literature reveal that communication management is one of the critical areas influencing operational efficiency and long-term organizational success.

Gregor and Kalińska-Kula (2014) highlight the importance of marketing research methodology, including internal communication, as a tool enabling a detailed analysis of the effectiveness of communication processes. Contemporary publications, such as "The 5 Key Trends in Internal Communication Technologies" and "Internal Communication in Companies – Examples and Best Practices" (EY Insights, 2024), point to significant development directions in the field of communication, including the integration of AI-based technologies and the use of innovative tools to enhance employee engagement.

The literature also highlights Kania's (2013) research, which focuses on the audit of communication systems, emphasizing the necessity of their systematic evaluation in the context of project management. The findings stress the importance of regularly assessing communication processes and their impact on achieving organizational goals. These conclusions indicate that effective internal communication is not only a critical operational factor but also a strategic element in building sustainable organizational efficiency.

There is a notable lack of research focusing on managing improper communication as a key factor in ensuring the attainment of an adequate level of service quality. The word “communication” originates from the Latin term *communicare*, meaning “to be in relation with someone”, and refers to the exchange of information between individuals (Maliszewski, Czerwiński, Paluch, 2012). In the communication process, not only the content of the information but also the way it is presented holds significant importance. Peter Drucker emphasized that “the most important thing in communication is hearing what isn’t said” (Drucker, 1999).

Effective communication requires the development and implementation of procedures that encompass both formal and informal channels of information exchange across all levels of an organization (Robbins, Coulter, 2020). Paweł Argenti emphasizes that communication is a key factor in work efficiency, manifesting through the coordinated flow of information between departments and management levels, which directly supports the achievement of an organization’s strategic goals (Argenti, 2015). This approach underscores the importance of structural coherence and transparency in communication processes for improving service quality.

Effective internal communication plays a crucial role in engaging employees in the achievement of an organization’s strategic goals. Grunig and Grunig (2011) emphasize that effective management of communication processes supports the realization of an organization’s strategic objectives by fostering coherence and commitment among employees. This not only facilitates the smooth flow of information but also strengthens the integration of activities across different management levels.

The literature on the subject discusses various aspects of this issue, such as managing multi-generational teams, implementing a consistent quality policy, automating communication processes, and the impact of digital leadership on team motivation.

Górecka (2021) analyzes the challenges associated with communication in multi-generational teams. Research shows that differences in communication preferences across generations can lead to misunderstandings, negatively impacting engagement. Multi-generational teams require a diversified approach to communication, which helps reduce tensions and improve collaboration efficiency.

Mazurwska and Płoska (2022) emphasize the importance of a transparent quality policy in internal communication. Organizations that clearly communicate quality objectives and regularly report results build trust among employees. This approach enables employees to better

understand their role in the implementation of organizational strategies, thereby increasing their engagement.

Similarly, Stefańska and Grabowski (2023) highlight the significance of communication quality in remote teams. In a remote work setting, regular contact with team leaders and systematic communication of organizational goals help maintain high levels of engagement. The absence of these elements results in decreased job satisfaction and efficiency.

Stor and Domaradzka (2020) highlight the benefits of automating communication processes in the context of quality management. Automation not only enables faster identification of communication issues but also enhances process transparency, which translates into increased employee motivation. The implementation of quality management systems, such as TQM, allows for real-time progress reporting, positively impacting team engagement.

Korzyński (2018) analyzes the role of digital leadership in managing communication challenges. Leaders who effectively use digital tools to communicate with their teams achieve better results in fostering engagement. Digital leadership is particularly important in technology companies, where fast and precise communication plays a critical role.

To achieve these objectives, communication—often interchangeably referred to in the literature as "communicating"—is crucial. In their research, Górski, Gros, Kassay, and Stankiewicz emphasize the importance of communication as a factor supporting both the social and strategic aspects of management. Górski (2006) and Kassay (2015) note that strategic communication plays a significant role in building a sustainable competitive advantage for enterprises, while Stankiewicz (2006) suggests the necessity of developing communication structures that support the implementation of quality policies in companies.

The literature highlights that effective communication not only facilitates the achievement of strategic goals but also contributes to greater coherence and efficiency in organizational activities.

While available research addresses many aspects of communication within organizations, there is a lack of detailed analyses focusing on managing communication issues as a dedicated tool for enhancing employee engagement. Further research in this area is needed to identify best practices and strategies for effectively leveraging communication to foster long-term employee engagement.

2. Description of the communication process

Communication is a process of transmitting information between parties through specific entities or tools to maintain or improve the desired level of production quality. In the context of enterprises, intermediaries in this process may include HR departments, team leaders, training specialists, external companies, or electronic communication systems. Their primary

role is to support the effective flow of information and enhance employee qualifications, which directly impacts the implementation of organizational strategies. Consequently, the activities of intermediaries contribute to maintaining or improving the quality of services provided by the company (Figure 1).

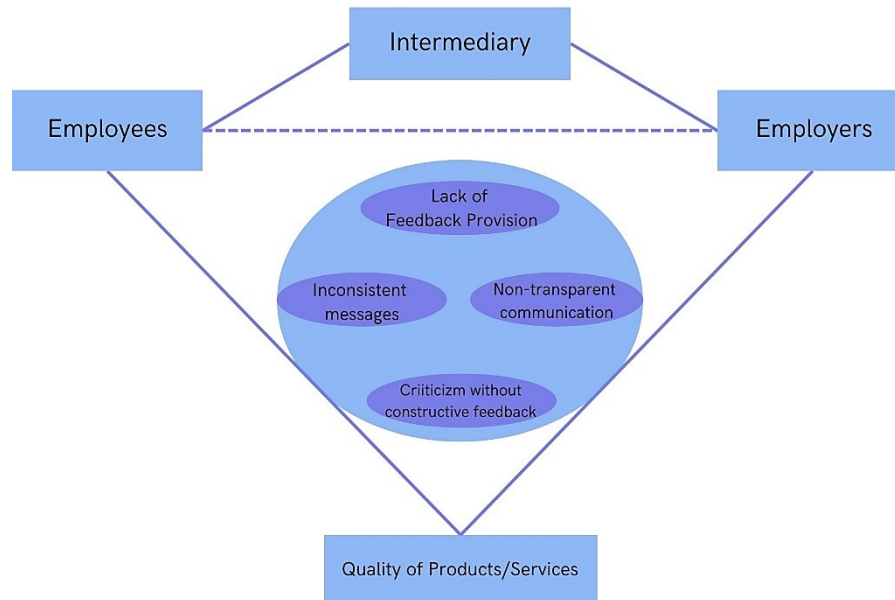


Figure 1. Internal communication framework in a company.

Source: Own elaboration.

Figure 1 illustrates the internal communication framework within a company, presenting the key components of this process and potential barriers. Information flows from employers to employees through specific intermediaries, such as team leaders, HR departments, training specialists, or electronic communication systems. Intermediaries play a crucial role in ensuring effective message delivery and supporting the achievement of the organization's strategic goals.

The figure highlights factors that may disrupt effective communication, such as the lack of feedback provision, inconsistent or imprecise messages, and criticism without constructive feedback. The impact of these factors on the quality of products or services underscores the importance of a well-organized internal communication system in an organization.

Disruptions and errors in the internal communication process

The dotted line in the presented diagram (Figure 1) highlights disruptions occurring in the process of information transmission within an organization. These disruptions can stem from several key factors: the lack of feedback provision, the delivery of improper or inconsistent messages, and the use of criticism without constructive feedback. Each of these elements negatively impacts communication effectiveness, which can result in reduced quality of services or products and diminished employee engagement. Understanding these communication barriers is crucial for developing strategies to eliminate disruptions in the flow of information.

The lack of feedback provision, imprecise and inconsistent messages, and criticism devoid of constructive feedback are among the most common errors in team communication, often leading to employee frustration and reduced organizational efficiency. Improper and inconsistent messages generate serious issues, such as misunderstandings, decreased work efficiency, and a deterioration of team morale. Furthermore, a lack of consistency between verbal and nonverbal messages can cause confusion among employees, negatively affecting their engagement and motivation (Szkola Męskiego Stylu, 2024).

To counteract these issues, it is essential to use clear and precise messages while avoiding contradictory signals during the communication process (EY Insights, 2024). Regular and constructive feedback is a crucial element in supporting employee development and fostering a positive workplace atmosphere (Staszewska, 2024). Understanding and eliminating these errors in internal communication form the foundation for effective team management and the achievement of an organization's strategic goals.

3. Methods

The study employed a custom-designed survey directed at employees and managers across various industries, including education, IT, hairdressing, and other service sectors. The sample size was calculated using formulas commonly applied in the literature, based on the works of Babbie (2014), Cochran (1977), and Matuszak and Matuszak (2011).

These formulas allowed for the precise determination of the sample size, taking into account the assumptions regarding the target population, the expected size of the estimated fraction, and the acceptable margin of error. Referring to established methodological sources (Babbie, 2014; Cochran, 1977; Matuszak, Matuszak, 2011) ensured scientific rigor and the correctness of the sampling procedures, thereby enhancing the reliability of the results obtained.

Formula (1) allows for the calculation of the minimum sample size for a finite population, assuming a specific confidence level and margin of error. It is widely used in social and educational research to ensure the representativeness of results.

$$nb = \frac{N}{1 + \frac{d^2(N-1)}{\alpha^2 pq}} \quad (1)$$

where:

N – population size,

p – expected proportion of the estimated fraction,

$q = 1 - p$,

α^2 – critical value corresponding to the confidence level:

1.64 for $\alpha = 0.10$,
1.96 for $\alpha = 0.05$,
2.58 for $\alpha = 0.01$.

According to the presented formula, the minimum required sample size was estimated at 371 respondents, ensuring the representativeness of the findings. During the study, 374 responses were collected from participants with diverse levels of professional experience and years of service, further confirming the representativeness of the research.

The survey was developed using Google Forms, and its content was available at: <https://docs.google.com/forms/d/e/1FAIpQLScyY0oSYPePmM3h6lmQWLw-WgVoVsvupZFUBeh94V7iHiT5KQ/viewform>.

Such organization of the research process enabled the effective collection of data and analysis on a group consistent with the methodological assumptions.

3.1. Age profile of respondents

The most active respondent groups in the study were individuals in two age brackets: 35-44 years and 45-54 years, which constituted the largest percentage of participants. A significant proportion of respondents was also observed in the 25-34 age group. On the other hand, the least represented groups were respondents aged 18-24 and 55-64.

Data analysis reveals that the majority of respondents (46.52%) have over 10 years of work experience, while 39.84% have between 4 and 10 years of professional experience. This distribution of professional tenure confirms the respondents' work experience and their competence in evaluating the topics under study.

It is worth noting the 18-24 age group. Despite their limited practical experience, younger individuals demonstrated initiative and a willingness to share their insights, which may indicate their engagement in processes of introducing changes within organizations. This approach highlights the potential of younger employees in shaping innovative solutions within the organizational structures of enterprises (Figure 2).

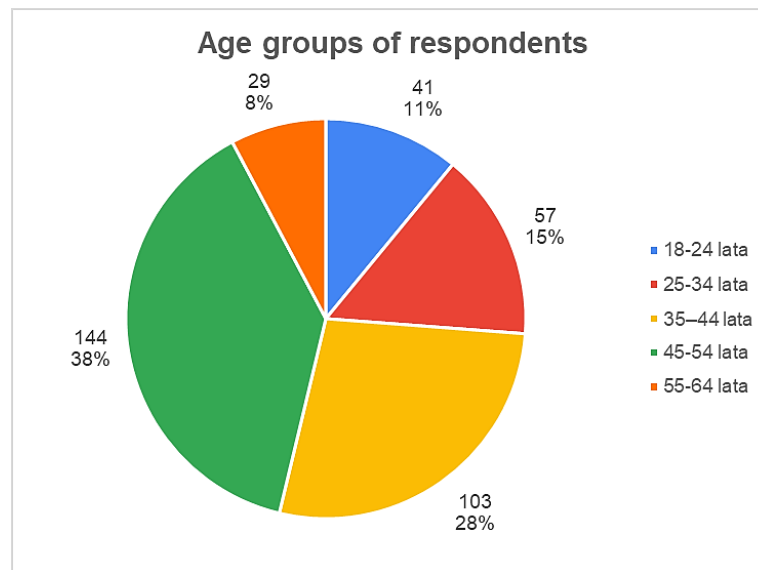


Figure 2. Age structure of respondent.

Source: Own elaboration.

3.2. Industry and gender profile of respondents

The gender distribution of respondents in the study was nearly balanced, with a slight predominance of men (51.07%) over women (48.93%). This distribution reflects the representation of respondents from various industries, including trade (69 participants), freight forwarding and logistics (60 participants), transport (52 participants), as well as the hospitality, gastronomy, and tourism sector (43 participants).

Industries with lower representation, accounting for less than 8%, were categorized as "other" (22% of respondents). This wide spectrum of sectors employing the respondents highlights the diversity of the sample and confirms the representativeness of the conducted research (Figure 3).

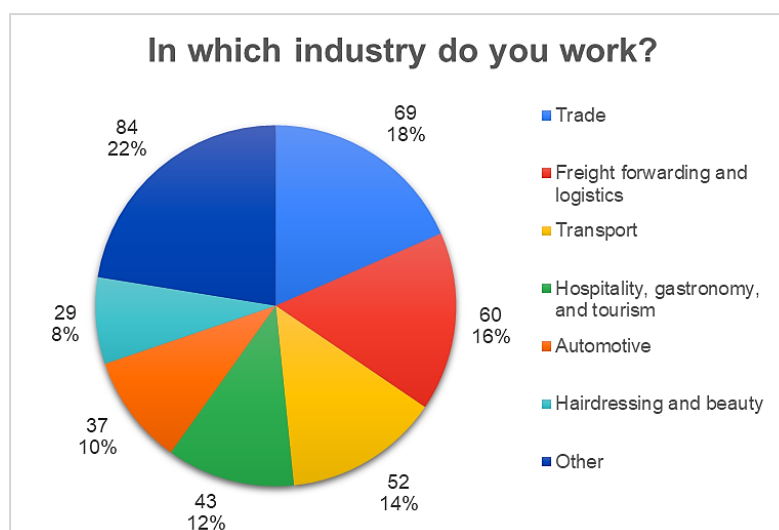


Figure 3. Industry and gender profile of respondents.

Source: Own elaboration.

3.3. Research Design and Methodology

The aim of the study is to identify the main communication barriers and their impact on the implementation of quality policy, as well as to develop practical strategies for optimizing communication processes. Specifically, the analysis includes an assessment of the effectiveness of various communication methods in the context of increasing employee engagement and minimizing communication errors. The findings of this study may serve as a reference point for future research and for organizations seeking effective solutions in the field of internal communication management.

The subject of the study is the analysis of the influence of internal communication processes on the implementation of quality policy and employee engagement in enterprises, with consideration given to communication barriers, demographic variables, and the use of modern technologies.

Research hypotheses

The following hypotheses were formulated as part of the study:

- H1. The number of communication errors is a significant factor negatively affecting the level of employee engagement. Correcting these errors can lead to increased engagement.
- H2. The perception of communication issues is not unequivocally related to the hierarchy of positions but may result from other factors such as organizational culture, access to information, or employees' personal experiences.
- H3. The acceptance of quality policy within the organization varies between age groups, and tailoring the policy to the specific needs of these groups increases the level of acceptance.

The presented hypotheses form the basis for verifying assumptions regarding the effectiveness of internal communication in enterprises and its impact on the implementation of quality policy. The study's findings will enable the development of recommendations for communication management to support service quality.

Methods and tools for statistical analysis

The study employed various statistical methods to analyze data and verify the research hypotheses. Below is a detailed description of the tools used:

- Cross-tabulation with Chi-square test: This tool was used to determine the potential existence of relationships between qualitative variables. The Chi-square test allowed for the assessment of the statistical significance of relationships between categories within the studied groups.

- Spearman's correlation analysis: This method was used to evaluate the strength and direction of relationships between qualitative variables. Its selection was based on its suitability for identifying correlations when the data does not follow a normal distribution. Spearman's analysis also served as the basis for the preliminary verification of research hypothesis H2.
- Linear regression analysis: This method was designed to verify hypothesis H1, which concerns the impact of regular meetings on improving the quality of management processes. This analysis allows for determining the direction and strength of the influence of independent variables on the dependent variable, enabling more detailed conclusions.

The selection of these methods enables a comprehensive analysis of the data while allowing for the assessment of relationships between variables and a detailed verification of the proposed hypotheses.

4. Results

The implementation of statistical research in this study followed a defined sequence of steps, which included the following stages:

- Coding of Survey Data: The data obtained from the survey was coded using ordinal numbers, enabling its transformation into a quantitative format. The coding process was a key step in preparing the data for statistical analysis, ensuring its operationalization and facilitating the quantitative representation of variables.
- Construction of Cross-tabulation Tables: Using IBM SPSS Statistics software, cross-tabulation tables were constructed. The Chi-square test was then applied to determine the existence of statistically significant relationships between qualitative variables.

Construction of the correlation matrix: A correlation matrix was developed, containing Spearman's correlation coefficients and levels of statistical significance. This matrix enabled the identification of the strength and direction of relationships between the analyzed variables.

Preliminary hypothesis verification: Based on the results obtained from cross-tabulation tables and the correlation matrix, preliminary verification of the research hypotheses was conducted.

Final hypothesis verification: Advanced statistical methods, such as regression analysis, were employed for the final verification of hypotheses, allowing for detailed conclusions about the relationships between the analyzed variables.

Preliminary analysis using the Chi-square Test. The preliminary analysis confirmed a relationship between the following questions (Table 1).

The table 1 confirms statistically significant relationships between the analyzed qualitative variables within the study, which allows for the formulation of several key conclusions:

1. Relationship between variables

High values of Pearson's Chi-square statistic and low asymptotic significance levels ($p < 0.05$) indicate statistically significant relationships between variables, such as:

- Industry and gender, as well as length of employment.
- Position and age, overall work experience, and length of employment in the current company.
- Quality policy goals and age, as well as overall work experience.
- Communication problems and the effectiveness of the quality policy with demographic variables (age, work experience).

2. Representativeness of the sample

The relationships between variables confirm that the diversity of respondent groups (industry, work experience, age, position) was effectively captured, which enhances the representativeness of the conducted research.

3. The role of demographic variables in communication

The results indicate that demographic variables, such as age and work experience, are associated with:

- The perception of communication problems.
- The evaluation of quality policy goals and their implementation.
- The perception of benefits resulting from the implementation of the quality policy.

4. Variation in the perception of communication and quality

The analysis of results indicates differences in the perception of communication and its impact on quality policy, depending on respondents' characteristics such as industry, age, and work experience. This confirms the need to adapt communication strategies to the specific traits of target groups.

Table 1.
Results of cross-tabulation analysis

No.	Dependent variables (question No.)	Independent variables (question No.)	Pearson Chi-square	Asymptotic significance
1	3. In which industry do you work?	14. Gender	167.163	< 0.001
2	3. In which industry do you work?	2. How long have you worked in your current company?	124.644	0.005
3	4. What is your current position?	14. Gender	57.609	0.004
4	4. What is your current position?	15. Age	245.021	< 0.001
5	4. What is your current position?	1. Overall work experience	200.841	< 0.001
6	4. What is your current position?	2. How long have you worked in your current company?	152.622	< 0.001
7	5. What are the main goals of the quality policy in your company?	15. Age	69.022	< 0.001
8	5. What are the main goals of the quality policy in your company?	1. Overall work experience	64.040	< 0.001

Cont. table 1.

9	5. What are the main goals of the quality policy in your company?	2. How long have you worked in your current company?	71.609	< 0.001
10	6. What are the benefits of implementing the quality policy in your company?	15. Age	53.275	< 0.001
11	6. What are the benefits of implementing the quality policy in your company?	1. Overall work experience	83.879	< 0.001
12	6. What are the benefits of implementing the quality policy in your company?	2. How long have you worked in your current company?	77.473	< 0.001
13	8. Have there been situations where improper communication negatively impacted the determination of quality policy goals?	15. Age	29.104	< 0.001
14	8. Have there been situations where improper communication negatively impacted the determination of quality policy goals?	1. Overall work experience	19.139	0.004
15	9. What are the most common communication problems that impact the implementation of the quality policy?	15. Age	59.421	< 0.001
16	9. What are the most common communication problems that impact the implementation of the quality policy?	1. Overall work experience	40.493	0.002
17	12. Do you think these actions are effective?	15. Age	16.072	0.041
18	13. What additional steps could be taken to improve communication and better achieve quality policy goals?	2. How long have you worked in your current company?	11.212	0.011
19	13. What additional steps could be taken to improve communication and better achieve quality policy goals?	1. Overall work experience	14.819	0.002

Source: Own elaboration.

Further analysis, with results presented in Table 2, extends these findings through the application of Spearman's correlation coefficient. The inclusion of this indicator allows for a detailed assessment of the strength and direction of relationships between variables, providing a valuable complement to the obtained results. This enables not only the identification of statistically significant relationships but also a deeper understanding of these relationships in the context of the studied issues.

Table 2 presents both Pearson's Chi-square values and Spearman's correlation coefficients, allowing for a more comprehensive interpretation of the results.

Table 2.

Results of cross-tabulation and Spearman's correlation analysis

No.	Dependent variables (question No.)	Independent variables (question No.)	Pearson Chi-square / Asymptotic significance	Spearman's correlation Coefficient / two-tailed significance
1	4. What is your current position?	15. Age	245.021 / < 0.001	-0.219 / <0.001
2	4. What is your current position?	1. Overall work experience	200.841 / < 0.001	0.178 / 0.001

Cont. table 2.

3	4. What is your current position?	2. How long have you worked in your current company?	152.622 / < 0.001	0.103 / 0.047
4	5. What are the main goals of the quality policy in your company?	15. Age	69.022 / < 0.001	0.199 / <0.001
5	5. What are the main goals of the quality policy in your company?	1. Overall work experience	64.040 / < 0.001	-0.224 / <0.001
6	5. What are the main goals of the quality policy in your company?	2. How long have you worked in your current company?	71.609 / < 0.001	-0.11 / 0.033
7	6. What are the benefits of implementing the quality policy in your company?	15. Age	53.275 / < 0.001	0.191 / <0.001
8	6. What are the benefits of implementing the quality policy in your company?	1. Overall work experience	83.879 / <0.001	-0.263 / <0.001
9	6. What are the benefits of implementing the quality policy in your company?	2. How long have you worked in your current company?	77.473 / < 0.001	-0.159 / 0.002
10	8. Have there been situations where improper communication negatively impacted the determination of quality policy goals?	1. Overall work experience	19.139 / 0.004	0.157 / 0.002
11	9. What are the most common communication problems that impact the implementation of	15. Age	59.421 / < 0.001	0.248 / <0.001

Source: Own elaboration.

Table 2 presents the results of the analysis of relationships between variables using both Pearson's Chi-square test and Spearman's correlation coefficient. Below are the key conclusions derived from the analysis:

1. Relationships related to job position

- Position and age (Chi-square: 245.021, $p < 0.001$; Spearman's rho: -0.219, $p < 0.001$):

The results indicate a significant relationship between age and job position. The negative correlation suggests that higher positions are more frequently occupied by older individuals.

- Position and overall work experience (Chi-square: 200.841, $p < 0.001$; Spearman's rho: 0.178, $p = 0.001$).

The positive correlation suggests that individuals with longer work experience are more likely to hold higher positions.

2. Quality policy goals and demographic characteristics and experience

- Quality policy goals and age (Chi-square: 69.022, $p < 0.001$; Spearman's rho: 0.199, $p < 0.001$).

There is a positive relationship between age and the perception of quality policy goals, suggesting that older employees better understand or more readily accept these goals.

- Quality policy goals and work experience (Chi-square: 64.040, $p < 0.001$; Spearman's rho: -0.224, $p < 0.001$).

The negative correlation indicates that employees with longer work experience show less acceptance of quality policy goals, possibly due to greater skepticism toward changes.

3. Benefits of the quality policy

- Benefits and age (Chi-square: 53.275, $p < 0.001$; Spearman's rho: 0.191, $p < 0.001$).

The results suggest that older employees are more likely to recognize the benefits of the quality policy.

- Benefits and overall work experience (Chi-square: 83.879, $p < 0.001$; Spearman's rho: -0.263, $p < 0.001$).

The negative correlation indicates greater skepticism toward the benefits of the quality policy among employees with longer work experience.

4. Communication problems

Communication problems and age (Chi-square: 59.421, $p < 0.001$; Spearman's rho: 0.248, $p < 0.001$).

The high positive correlation suggests that older employees are more likely to identify communication problems as obstacles to the implementation of the quality policy.

These results highlight the need to consider demographic factors and professional experience when designing quality policies and communication strategies within organizations.

5. Discussion

The results of the conducted research enabled the verification of three key hypotheses regarding the importance of communication and the adaptation of the quality policy to the specific needs of employees.

- H1. The number of communication errors is a significant factor negatively affecting the level of employee engagement. Correcting these errors can lead to increased engagement.

The analysis confirmed that the identification and correction of communication errors are significant factors in increasing employee engagement. Older employees more frequently identify communication problems as critical barriers to achieving organizational goals (Spearman's rho: 0.248, $p < 0.001$). These results suggest that correcting communication errors within this group can yield significant effects, such as greater engagement and improved work efficiency.

Similarly, employees with longer work experience also identify communication errors as a key factor affecting the implementation of the quality policy (Spearman's rho: 0.157, $p = 0.002$). This indicates the need to develop clearer and more personalized communication strategies, particularly for groups with longer professional experience.

- H2. The perception of communication problems is not unequivocally related to the hierarchy of positions but may result from other factors, such as organizational culture, access to information, or employees' personal experiences.

The preliminary analysis of hypothesis 2 was conducted using the Chi-square test to examine whether the perception of communication problems is related to the hierarchy of positions. The test results indicated no statistically significant differences between positions in the number of reported communication problems ($p = 0.089$). At the same time, the analysis revealed that other variables, such as length of service ($p < 0.05$), have a significant impact on the perception of communication problems.

Employees with shorter work experience more frequently reported communication difficulties compared to those with longer professional experience. Additionally, the analysis of cross-tabulations indicates that the perception of communication problems varies across industries and age groups, suggesting a potential influence of contextual factors such as organizational culture or access to information.

- H3. The acceptance of quality policy within the organization varies between age groups, and tailoring the policy to the specific needs of these groups increases the level of acceptance.

The results clearly indicate differences in the perception of the quality policy among age groups. Older employees are more likely to accept the goals of the quality policy and recognize the benefits of its implementation (Spearman's rho: 0.199, $p < 0.001$ for goals, and 0.191, $p < 0.001$ for benefits). Younger employees, on the other hand, demonstrate greater hesitation toward the quality policy, which may stem from less professional experience or a lack of understanding of its long-term benefits.

Although the preliminary results suggested the existence of relationships supporting hypotheses H1 and H3, and partially H2, their limitation lay in the use of methods that assessed only general connections between variables. To confirm these relationships and determine whether they are statistically significant in the context of dependent variables, a final verification was conducted using advanced statistical methods, such as linear regression and ANOVA analysis.

Verification of hypothesis H1

H1: The number of communication errors is a significant factor negatively affecting the level of employee engagement. Correcting these errors can lead to increased engagement.

To verify this hypothesis, linear regression was applied, with employee engagement as the dependent variable and the number of communication errors as the independent variable. The linear regression analysis confirmed that communication errors have a significant negative impact on employee engagement ($p < 0.001$), indicating that the greater the number of errors, the lower the engagement. These findings support hypothesis H1.

Verification of hypothesis H2

H2: The perception of communication problems is not unequivocally related to the hierarchy of positions but may result from other factors, such as organizational culture, access to information, or employees' personal experiences.

The verification of Hypothesis H2 was conducted using ANOVA analysis and Tukey's post hoc test to evaluate the relationship between the hierarchy of positions and the perception of communication problems. The results of the ANOVA analysis indicated no statistically significant differences in the perception of communication problems between position groups ($F = 1.432$, $p = 0.152$). Tukey's post hoc test confirmed that the mean ratings of the perception of communication problems do not significantly differ among the various position groups within the organizational structure.

The lack of significant differences suggests that the hierarchy of positions does not unequivocally influence the perception of communication problems. The results of the analysis indicate that this perception may be more dependent on other factors, such as access to information, organizational culture, or individual professional experiences. Therefore, the hypothesis that the perception of communication problems is not unequivocally related to the hierarchy of positions has been confirmed based on the conducted analyses.

Verification of hypothesis H3

H3: Tailoring the quality policy to age groups increases its acceptance within the organization.

The ANOVA analysis confirmed statistically significant differences in the acceptance of the quality policy among age groups ($F = 2.689$, $p = 0.035$), indicating that older age groups (35-44 and 45-54) exhibited higher levels of acceptance compared to younger groups (18-24 and 25-34). Tukey's post hoc test revealed that these differences are particularly pronounced between the youngest and oldest groups.

The results suggest that older employees, due to their greater professional experience, better understand the objectives of the quality policy, whereas younger employees may require more dynamic and engaging forms of communication. As hypothesized, tailoring the quality policy strategies and communication methods to the needs of different age groups can significantly enhance acceptance levels within the organization.

6. Summary

The results of the conducted research confirmed the critical role of effective internal communication in the implementation of quality policy and in increasing employee engagement. The conclusions presented below are based on statistical analysis, including Chi-square tests, ANOVA, and post hoc tests.

The findings of the study clearly indicate that effective internal communication plays a crucial role in increasing employee engagement and supporting the implementation of quality policies. Identified issues, such as inconsistencies in messaging, insufficient feedback, and differences in communication preferences among various employee groups, highlight the need for improvements in this area. Therefore, based on the obtained results and literature analysis, specific recommendations have been formulated to enhance communication processes within organizations, improve collaboration efficiency, and adapt communication strategies to the dynamically evolving needs of employees:

1. Reducing communication errors and improving message consistency

Basis in the article: Linear regression analysis demonstrated that the number of communication errors has a significantly negative impact on employee engagement ($p < 0.001$).

Recommendations

Develop and implement communication standards (e.g., standardized email templates, instructions, and reports) to prevent inconsistencies in messaging.

Conduct regular training sessions on effective communication, targeting both managerial staff and frontline employees.

Establish a two-way feedback mechanism, allowing employees to report communication issues and suggest improvements.

Introduce periodic reviews and updates of communication procedures within the organization.

2. Implementing Modern Technologies to Improve Communication

Basis in the article: Automation of communication processes and digital platforms enhance the effectiveness of information exchange, especially in multigenerational teams.

Recommendations

Implement digital communication platforms (e.g., Slack, Microsoft Teams, Asana) to streamline work organization and facilitate real-time information exchange.

Utilize artificial intelligence for communication quality analysis, such as chatbots for automating FAQs and tools for sentiment analysis of messages.

Create intranet knowledge bases where employees can easily access key documents, guidelines, procedures, and company updates.

Systematically monitor communication (e.g., analyzing trends in reports from communication systems) to identify potential issues proactively.

3. Adapting Communication Strategies to Different Age Groups and Levels of Professional Experience

Basis in the article: Older employees are more likely to accept quality policies, while younger employees prefer dynamic and engaging forms of communication.

Recommendations

Adjust the style and form of communication to different employee groups:

Older employees (35–54 years) – Prefer clear, formal messages and detailed reports.

Younger employees (18-34 years) – Favor short, dynamic messages, often delivered in video or graphic formats.

Introduce intergenerational mentoring, where older employees share their knowledge, while younger ones assist in adapting to digital communication tools.

Utilize diverse communication channels:

Emails for formal communication.

Online meetings for remote teams.

Chat platforms for quick information exchange.

4. Support for New Employees and Elimination of Communication Barriers

Basis in the article: New employees report communication issues more frequently than those with longer tenure.

Recommendations

Implement an onboarding program that includes training on company communication principles and an introduction to key contacts.

Establish a "buddy system", where new employees are paired with experienced mentors to help them better understand the organizational structure and communication channels.

Organize regular adaptation meetings for new employees, allowing them to share their experiences and challenges.

5. Transparency and Regular Communication on Quality Policy

Basis in the article: Clear communication of quality policy builds trust and employee engagement.

Recommendations

Introduce monthly reports on quality goals progress, presented in a clear and understandable format for employees.

Conduct quarterly meetings, where management shares updates on quality policy implementation and addresses employee questions.

Encourage employees to submit initiatives and improvement ideas through anonymous surveys or dedicated team meetings.

6. Strengthening the Role of Leaders and Managers in Communication Management

Basis in the article: Effective leaders utilize digital tools to enhance team engagement.

Recommendations

Provide training for managers on effective communication and team management, especially in the context of remote and hybrid work.

Implement 360° feedback, regularly collecting employee opinions on their supervisors' communication styles to drive continuous improvements.

Ensure leadership transparency by sharing the company's vision and strategy in a clear and accessible manner for all organizational levels.

Conduct regular one-on-one meetings between employees and managers to personalize communication and address potential issues.

7. Promoting a Culture of Open Communication and Feedback

Basis in the article: Lack of consistency and unclear messages can lead to frustration and decreased work efficiency.

Recommendations

- Implement regular employee satisfaction surveys regarding internal communication quality to adjust strategies according to employee needs.
- Organize workshops and open meetings, where employees can share their ideas and concerns about communication.
- Create an internal newsletter summarizing key updates and organizational changes in an accessible and engaging format.
- Improving internal communication in an organization requires a comprehensive approach, encompassing error reduction, the implementation of modern technologies, adaptation of strategies to different employee groups, and increased transparency and feedback. Implementing these measures will not only enhance work efficiency but also boost team engagement and motivation, directly contributing to the achievement of the company's strategic goals.

6.1. Perspectives for further research based on the article

This study focused on analyzing the internal communication process within organizations, examining its impact on employee engagement and the implementation of quality policy. However, due to limitations in the research sample, which did not include representatives from all industries and did not fully consider cultural and structural variables, there is a need to expand future research to additional aspects.

The analysis conducted in the article demonstrated that effective internal communication is crucial for increasing organizational efficiency and improving employee engagement. Identified limitations, such as the lack of a comprehensive analysis across different economic sectors and insufficient consideration of cultural and technological influences, indicate the necessity of further research. Therefore, future studies should focus on the following directions:

1. Expanding research across different economic sectors

The study suggests that organizational structure and workplace culture significantly influence the perception of internal communication. Conducting research across various industries, such as manufacturing, retail, services, and public administration, will help verify the universality of the findings and account for industry-specific characteristics. This could help identify unique communication challenges that were not addressed in this study

2. Analyzing the influence of cultural context on organizational communication

Cultural differences may affect how employees perceive communication and engage in quality policy implementation. Research conducted in different countries or regions could reveal how local cultural norms, management styles, and organizational trust levels influence the perception of communication issues.

3. Long-term effects of implementing communication strategies

The article suggests that improving internal communication positively impacts employee engagement and quality policy implementation. However, there is a lack of data on the long-term effects of these strategies. Future research should focus on analyzing the sustainability of communication improvements and their impact on organizational efficiency and employee retention.

4. The role of technology in internal communication

The study highlights the benefits of automating communication processes and using digital platforms. However, the rapid development of technologies such as artificial intelligence, chatbots, and sentiment analysis tools requires further research into their effectiveness and impact on communication quality and employee engagement.

5. The influence of leadership styles on communication effectiveness

The study underscores the importance of leaders in managing communication but does not specifically analyze how different leadership styles impact communication effectiveness. Future research should investigate how transformational, transactional, or servant leadership can enhance communication efficiency and team engagement.

6. The relationship between communication quality and business performance

The article suggests that effective communication positively influences employee engagement, but it does not directly analyze its impact on financial and operational performance. Future studies could focus on measuring the correlation between improved communication and key business performance indicators, such as revenue growth, customer satisfaction, and innovation.

Further research should broaden the scope of internal communication analysis within organizations, considering the diversity of economic sectors, cultural context, and emerging technologies. This approach will enable a more comprehensive understanding of the role of internal communication in enhancing employee engagement and achieving strategic business objectives.

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