



INTERNAL COMMUNICATION IN THE INTERNATIONAL ORGANIZATIONS - THE INFLUENCE OF TECHNOLOGY

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Abstract: *Nowadays the business environment has become more complex and competitive, products have become knowledge-based and the workforce has become culturally varied. Speedy growth in technology, communication linkage and computing competences has altered the types of communication within and among the organizational settings. Consequently, the organisations need to employ human resources with different ethnic and cultural backgrounds and education. The network and the system developed to exchange information in a multinational environment and to determine the competence of an organization. The extent of use of technology in communication transforms the communication process to meet changes in business environment. In international organizations, effective cross-cultural communication enables businesses to run more effectively and successfully. In today's competitive world, communication is essential for the successful performance of tactics daily. The efficiency of management depends on the way information shared to generate principles.*

This paper has been put together to shed light on the internal communication in the international organizations and the impact of technology in the internal communication in the international settings.

INTRODUCTION

Operative internal communication flow is a must for a successful reach of any organization to encourage sustenance and involvement in a working environment. Communication is life-blood of an organization. It is an absolute need for organizational development and stability. Good communication between all levels in the workplace, from top management to the lower level management is an effective way of combating possible barriers. Many problems in organizations materialise either due to lack of communication or miscommunication. However these could be solved by relatively simple and inexpensive solutions by way of clear communication workflow (Ganapathi and Panchanatham, 2014).

Communication is an important tool in the organizations both for employees and management. Internal communication is an important tool to focus on the goal, requisite for an organization, encouraging employee morale for a better transparency and to drop



slow unseen destructions within the organization. This way, engaged workforce feels valued and important. Advanced levels of engagement improve employee moral, boost productivity and lead to a better working setting in general. Effective communications make sure that employees fully understand their workplace, its values and purposes, its goals. Also, help to understand on how to fully engage them to satisfy themselves with their own roles. The organizational communication is something where the communications process is strongly forced by the communication structure, systems, communication directionality, information channels and roles. The communication structure is, in turn, an outcome of organizational variables such as formal organizational structure and information processing needs where technology comes into action (O'Reilly and Pondy, 1979).

TECHNOLOGY AND ITS IMPACT

The word technology is originated from Greek word "techne" which means the art or skill and "logia". In the context of daily repetition "technology" is a distinct word referring to the use and knowledge of humanity's tools and techniques. Technology is one of the most important elements related to effective operations on communication in organizations. It can be defined as a form of information used to design tools and develop skills. It is also the application to solve a problem (Molinero, 2012). Technology strengthens the vision to conduct business in a more efficient and competitive way. As the goal differ from organization to organization, each organization uses different form of technology for their sustainability and stability. In organizations, departments and units developed based on the system necessary for the work in particular.

Technology has had a striking impact on internal communication within organizations. New technology has resulted in changes to organizational processes, decision-making an organization design (Herschel and Andrews, 1997). As Daft and Lewin (1993) states, "Computer-mediated communication technology is becoming the backbone of many organizations, supplanting the formal hierarchical structure to achieve coordination and manage relationships within and between organizations. Electronic communications fuel the growth and effectiveness of an organization and its parts. Information, rather than being limited, controlled, and a source of power, appears to be instrumental for greater effectiveness when widely disseminated and freely available in so-called virtual electronic organizations." Daft and Lewin, 1993

The communication technology appears to have new competences that could change dimensions of the communications structure as well as influence fundamentals of the communication process. Among others, the changes of communication networks could have



long-term effects on organizational efficiency and effectiveness (Huber 1982). Hiltz (1983), Rice and Love (1987) and Steinfield (1986) found that computer communication seems to change the overall direction, amount and diversity of communication linkages (Papa and Tracy, 1988)

INTERNAL COMMUNICATION AND TECHNOLOGY

“Like a human being, a company has to have an internal communication mechanism, a "nervous system", to coordinate its actions.”

- Bill Gates, AZ Quotes

Always human beings would like to communicate, to share the feelings and to be respected. By ignoring the basic trait of a human being and focusing solely on the jobs leaves people distressed, isolated and depressed. Also the immense developments in technology led unfriendly social contacts by spending more time with computers and not direct face-to-face contacts with each other. This creates a gap, steering to misunderstanding, creates unpleasant ambiance and ends up to burnout situations. Thus, to avoid ending up to the burnout stage, effective communication can be a starting point for any action in the organisation.

An informal working group presented the report about the importance of internal communication to the Director-General of the International Labour Organization (ILO, 1999).

“Internal communication should be taken in a broad sense, involving information sharing, interaction and cooperation among colleagues, working both through formal and informal channels in a complementary way. It is by definition a two-way street, encouraging dialogue, listening, networking and an exchange of ideas; it implies finding common ground for diverse approaches, negotiation, the resolution of conflicts and the search for fair and agreed solutions. It is, in the final analysis, internal communication, which constitutes the key for sound and firmly grounded decision-making at every level. It is a management tool but also a means of expression, reflecting interpersonal and human relations in a multicultural and multilingual context.”

In the world where the information-based economy is in place, it is significant that the connection between technology and communication are unavoidable. The scope of the success of organizations to reach the goal and its prosperity depends on effective communication among employees at all levels. Also it depends on how effectively the organization provides training to its employees in a way for employees to be adaptable to use various communication tools. The influence of technology changes the way



organizations are structured when a new system is introduced and it can also reduce organizational complexity. Nevertheless, emerging communication technologies are speeding up decision-making and change the interactions in organizations. Technologies like Internet are easy to deploy and they cost less yet they increase the effectiveness of communication within an organization as it facilitates better connections. Technology helps organizations to communicate worldwide very quickly or instantly anywhere in the world that helps in to move things forward to meet the objectives. Above all, it enables organizations to decrease costs and increase capabilities, thus enables to shape inter-organizational coordination.

In the 21st century, technology has a major role in personal and organizational lives, which have become indivisible. As we move from the Stone Age to modern age, different technological devices such as telephones, television, personal computers and all other become inevitably necessary. The world has become well-organized with the invention and innovation of Internet and has become a 'global village'. No wonder that it has influenced interpersonal relationships and communication in many ways, both positive as well as negative. In cyberspace, communication and coordination are instant, cheap and global. Today, technology is a powerful tool for instant interactions.

"Technology is a compulsive and addictive way to live. Verbal communication cannot be lost because of a lack of skill. The ability to listen and learn is key to mastering the art of communication. If you don't use your verbal skills and networking, it will disappear rapidly. Use technology wisely"

- Rick Pitino, AZ Quotes

At an organizational level, it is widely believed that Information and Communication Technology (ICT) enables organizations to decrease costs and increase capabilities. This allows the structuring of inter-organizational coordination. Obviously, technology has transformed the way we communicate and the way we carry out business. Although there are many trends that affect employment relationships, lack of internal communication further affects organizations to manage their employees. Some are due to changes that take place in the external environment and others due to the internal environment. As an external cause, technology is one of the main factors that affect organizations. In an organization, technology is the process by which inputs are transformed to outputs. Technology includes machines, equipment, work rules, employee skills and experience. These dramatically influence the service markets of organizations' manufacturing processes and so on.



At every level the organization structure is influenced by technology. Technological skills, systems and procedures handle environmental factors effectively at the input stage (Jones, 2010). Irrespective of the size of the organization, technology has its impact on decision-making, information processing and communication coordination apart from complexity and formalization. Internet and information technology have enabled organizations to become more competitive by cutting costs. Entities such as manufacturers, banks and retailers have successfully connected to computer technology to reduce their costs and deliver satisfying goods and services to customers at a remarkable speed. The use of Internet for business transactions has become appropriate for both large and small companies and e-commerce is rapidly becoming the organizational challenge. Furthermore, electronic message system known as e-mail has established itself as a free, fast and an expedient method to receive and send messages replacing traditional mail processes. This kind of ease in communication has many profound effects. In today's world communication could be easily made through e-mails, video-conferencing and webinars. Above all, mobile phone and Internet technology have made it possible for people to check and send messages allowing them to be connected all day long. Technology has brought forth a revolutionary transformation in the way we communicate.

As we are going towards the 'Go Green' era, new communication systems and digital technology have also made dramatic changes in their business methods. Use of computers to create, send and store information is increasing and that has many advantages in e-commerce. Electronic usage and sharing of information saves trees as paper consumption has been reduced. There are many other such examples that give to the environmental safeguarding notion of today's world. The relationship between people and technology has been established and recognized long ago and the effect of technology on organizational behavior has become increasingly clear. No organization can afford to ignore the fast developing changes in almost all the fields of management and have strong impact on institutional working, progress, productivity and profiteering. Organizations today are prolifically integrating new technologies to gain an edge over others in terms of productivity and services. With the help of technology there are remarkable changes in the processes like marketing, production, human development. Technology is useful in exact decision-making, time and money-saving etc. and the same is based these days on scientific basis and analysis. Moreover, it has played a major role in conducting financial analysis and control. As the world change, technologies are continuously changing as well and are a critical contributor to the turbulent markets. Firms differ because they develop competencies in different technologies (Dasgupta et. al, 2011, p. 258).



CONCLUSION

“The great myth of our times is that technology is communication”

- Libby Larson

“The promise of technology just to keep people in communication with each other has made a huge impact on the way people can go across borders and keep families connected”

- Kavita Singh

Evolving communication technologies are not only shifting the way of interactions in organizations, but are also speeding up making judgement. Technologies like Internet are easy to install and they are cost-effective. This helps to speed up communication with in an organization, as it is particularly important to nurture effective communication and increase the productivity. Nevertheless, to be successful in this age of information technology, organizations must equip and train its employees about using communication technology tools. In the current business trend, it is very difficult for organizations to work in isolation and reluctant to change. Internationally, it is clear that the organizations that reluctant to change will be ended sooner or later. In other words, the organizations must change their systems for prompt work. In this sense, technology has to be seen as an extremely useful tool for promoting effective communication at all levels. This helps in eliminating adverse effects of communication on interpersonal relations and the development of relational skills.

Advancement of technology made communication comfortable. Also it has made it easy in networking and has strengthened relationships.

Technological communication is a double-edged sword. On one side, it facilitates people to build network easily and stay connected to anything or anywhere in the world easily but on the other side, the fast developments in technology led unfriendly social contacts by spending more time with computers than direct face-to-face contacts with each other which creates a gap and unpleasant ambiance, steering to misunderstanding, and finally ends up to burnout situations. Technology has also affected nonverbal communication, such as lack of face-to-face interaction.

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