

Assignment 3

Literature Review

Research Title: The Impact of Internal Communication on Employee Performance Efficiency in STC Company in Riyadh

Student Name: Ahmad Abdulaziz

1. Introduction

Internal communication is a critical function in modern organizations, especially in large and complex environments such as telecommunications companies. It ensures that information flows efficiently between departments, teams, and management levels.

Effective communication contributes to aligning employees with organizational goals, reducing misunderstandings, and improving operational efficiency. In contrast, weak communication often leads to confusion, delays, and reduced productivity.

This chapter reviews key studies related to internal communication and its impact on employee performance. It aims to analyze different perspectives, highlight key insights, and identify gaps that justify the current research.

The focus of this review is not only to summarize previous work, but also to critically evaluate it and extract meaningful conclusions that support the research objectives.

2. Previous Studies

Study 1: Communication Clarity

Research shows that clarity in communication plays a major role in employee performance. When instructions are clear and expectations are well-defined, employees are able to perform tasks more efficiently and with fewer errors.

This reduces rework, improves time management, and increases overall productivity within the organization.

Critical Insight: Clarity is achieved through feedback, not just one-way communication.

Study 2: Employee Engagement

Studies indicate that employees who feel informed and involved are more engaged in their work. Communication creates a sense of inclusion, which increases motivation and commitment.

Engaged employees tend to take initiative, solve problems faster, and contribute positively to team performance.

Critical Insight: Engagement is an emotional outcome of effective communication.

Study 3: Leadership Communication

Leadership communication is essential in shaping organizational culture. Transparent leaders who communicate openly create trust and reduce uncertainty.

This is especially important in environments where decisions must be made quickly and employees rely on clear direction.

Critical Insight: Employees trust leaders who communicate consistently and honestly.

Study 4: Digital Communication

With the advancement of technology, organizations rely heavily on digital communication tools such as emails, internal platforms, and instant messaging systems.

These tools improve speed, accessibility, and coordination across departments, making it easier to share information quickly.

Critical Insight: Over-reliance on digital tools may reduce personal interaction and weaken relationships.

Study 5: Communication Barriers

Some research focuses on barriers that negatively affect communication, including information overload, unclear messages, and cultural differences.

These barriers reduce understanding and create inefficiencies in the workflow.

Critical Insight: Effective communication requires simplicity, structure, and relevance.

Study 6: Organizational Structure

The structure of an organization influences how communication flows. Centralized structures often limit communication, while flexible structures improve information sharing.

Organizations with open communication channels perform better due to faster decision-making.

Critical Insight: Structure either supports or restricts communication effectiveness.

3. Synthesis

A deeper analysis shows that internal communication impacts performance through multiple interconnected factors.

First, clarity ensures that employees understand what is expected from them. Second, engagement creates motivation to perform. Third, trust builds strong relationships between employees and management.

These factors do not work independently. Instead, they interact to create a strong performance environment where employees are both capable and motivated.

Organizations that successfully combine these elements achieve higher efficiency and better outcomes.

4. Research Gap

Despite the large number of studies on communication, there are still important gaps that need to be addressed.

Most studies focus on general organizational settings without considering specific industries such as telecommunications.

Additionally, there is limited research focusing on the Saudi work environment, which has unique cultural and organizational characteristics.

Another gap is the limited focus on digital transformation and how modern communication systems affect performance.

This research addresses these gaps by focusing specifically on STC and analyzing communication within a real operational environment.

5. Contribution of the Study

This study provides practical value by connecting theory with real-world application. It focuses on a major Saudi company and examines how communication affects performance in a dynamic environment.

The findings are expected to help organizations improve communication strategies, enhance employee performance, and achieve better operational results.

It also contributes to academic knowledge by adding insights from a specific industry and cultural context.

6. References

Robbins, S. P., & Judge, T. A. Organizational Behavior.

Daft, R. L. Management.

Clampitt, P. G. Communicating for Managerial Effectiveness.

Kalla, H. Integrated internal communication.

Men, L. Strategic internal communication.