

TOPIC:

THE EFFECTIVENESS OF INTERNAL COMMUNICATION AND ITS IMPACT ON THE
HEALTH & WELLBEING OF THE EMPLOYEES.

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BACKGROUND

Petroleum Nasional Berhad (PETRONAS) is one of the biggest Malaysian oil and gas company. PETRONAS is wholly owned by the government of Malaysia and it has been established in 1974. PETRONAS has grown to be an integrated international oil and gas company with interest in more than 30 countries. It engages in a broad spectrum of petroleum activities and it has been divided into a few businesses such as Upstream, Downstream and Gas + New Energy. Since it is an established and integrated company, PETRONAS has more than 47,669 employees worldwide. One of the main factors that can contribute to the success of this company is the hard work of the internal stakeholders.

Back in 2020 and early 2021, various diagnostic and focused group findings highlighted areas of improving Finance ways of working & leadership effectiveness. FINC.A.R. E is a series of program that was established as a conversation platform for leaders and teams to positively engage, check each other's well-being, lend support & promoting 'Speak Up' within a safe space. This program is a part of internal communication strategy for Finance Fraternity in Petronas to create a safe space for the employees to talk about their work-life, personal challenges or any difficulties they faced especially during the transition of working from office to working from home. FinC.A.R.E allows employees to give their suggestion and opinion on the best practices that the organization can apply to ensure that we lift each other's up for success. It is compulsory for every leader from each department for example, Group Tax, Group Procurement and Treasury to conduct a FinC.A.R.E session with their subordinates. This is one of the initiatives taken from Finance Transformation department to create a meaningful internal communication with internal stakeholders. From this event, the feedback will reflect on the employee's health and well-being.

1.0 INTRODUCTION

There are so many organizations worldwide, especially in Malaysia that do not really know the importance of having a good internal communication is the utmost value that should be implemented in any organization. Some perhaps think that they practice a good internal communication, but does it give impact to the employee's health and well-being? The broad definition of internal communication is the way information is transmitted between members of an organization and across all levels of departmental lines (Khan, 2020). Depending on the channel

used by the organization, internal communication can be in a form of formal or informal. Communications may include newsletter, circulation materials, surveys, emails, suggestion boxes and focus group discussion. The most important part in the internal communication is the exchange of the message can help the members to work collaboratively towards achieving organizational goals.

The importance of creating a positive work environment by promoting the importance of wellbeing at a workplace can enhance individuals and organizational performance. Since the existence of COVID-19 pandemic, the engagement or the communication between leaders and employees is not intriguing because there is no physical communication occurred. Employees cannot really express their feelings because they are expected to be able to handle their “work for home” challenges on their own. When this situation happened, the employees are prone to experience poor mental health. When everyone is at their home, so the health and wellbeing of the employees are not being taken care of. According to (Yijing Xiao, 2020) due to the COVID-19 pandemic, many workers were abruptly asked to WFH due to stay-at-home mandates to meet social distancing requirements. These workers reported a decline in overall physical and mental health status and an increased number of new physical and mental health issues.

Some of the employees are having a hard time adjusting to working from home because there are a lot of difficulties, they must face such as no work-life balance, back-to-back meeting and working more than a normal work hour (Ivanova, 2020). This is where physical interaction is very important in which the leaders can play their role in becoming more empathy by having an effective internal communication such as having a focus discussion with the employees to ask about their challenges in facing the COVID-19 pandemic. When leaders show socially responsible practices towards the employees it will increase job’s satisfaction and trust in the management. In conclusion, the researcher understands that all organizations in some capacities, do practice an effective internal communication. However, based on the reading and observation of the researcher, some organization or even departments are not fully prepared for an effective internal communication, some organizations in Malaysia do not fully grasp the usefulness of internal communication and are therefore unable to reap all its benefits.

2.0 ISSUES RELATED TO THE AREA OF INTEREST

Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration among workers and allowing the organization to function

effectively. The flow of information and communication within an organization has its own effects on employees' performance and health and well-being hence a study on internal communications' influence on employee health and well-being is thus essential. According to (A.M, 2015) internal business communication occurs as a mediator between the leadership of the organization and employees in achieving business goals and as well as a tool that enables employees to meet social and psychological needs. Interaction between internal stakeholders is important in creating a meaningful working experience. According to (Maslow, 1943) in the hierarchy of social community needs, the foundation of social need is the communication and interaction in daily life. This is how significant and important to perform an interaction with other people especially in a working life. Other than that, connect, support and create are the other important elements to create the sense of belonging, trust and love between society. When employees fulfilled their social need, the result will be in the sense of they can feel the safe space to perform a red-lines conversation with their superiors and it will improve employee's well-being.

2.1 THE CHANGE OF COMMUNICATION LANDSCAPE IN AN ORGANIZATION

In an organization, effective communication is very important not just with the client or shareholders but also with the internal stakeholders. Internal stakeholders are the one who contributes a lot in the internal function of an organization. Communication serves as a foundation of planning, organizing, leading and controlling. Without a proper communication even, a CEO cannot perform their jobs and responsibilities and it will lead to miscommunication and misunderstanding between the leaders and the employees. There is a huge difference between the communication before the COVID-19 pandemic and the communication after the COVID-19 pandemic. Before the existence of COVID-19, people used to have a face-face interaction especially during working in the office but nowadays the lack of face-to-face interaction also impacted the internal communication within an organization. It is more difficult to build relationship and create the company's culture, so it leads to a poor relationship between one another within the workplace (Mpw5189, 2020).

The transition from physical communication to online communication is the new landscape of communication in an organization. Before this it was easier to talk to the bosses since they met every day but now it is hard to communicate with each other because of the time constraint, no physical interaction and high expectation from the leaders. There is no physical interaction when communicating which means the bosses would not know the gesture or emotion of the employees whenever a task is given. Another aspect of the change on communication landscape in digital

communication is that those working from home using video conferencing technology find themselves under intense scrutiny and all interactions are “hyper-focused”, also it has led to increased technostress (Rahul De', 2020)

According to a research conducted in 2020, the result from the research shows that those who work from home tend to report high levels of stress. The amount of 41% of employees who worked from home considered themselves highly stressed, compared to 25% of those who worked from the office (Scott, 2021). One of the biggest factors that leads to this result is the social isolation factor. Communication is important to create a sense of community but nowadays organizations can no longer exercise collaborative environment since there is no physical interaction and the virtual interaction is unproductive.

2.2 INTERNAL COMMUNICATION BENEFITS

As communication is referred as the blood of an organization, having a good internal communication will be resulted in an organization working effectively. For internal communication to flow smoothly, all employees should be treated and considered as internal clients. This means their needs should be fulfilled with the same diligence, attention, and methods devoted to external clients (Pete, 2020). When internal communication is well adopted and implemented, it guarantees employees motivation, loyalty, productivity and health and well-being. And by satisfying the need for the employees, the organization will be in a good position to offer the best working environment to the internal stakeholders to achieve organizational goals.

One of the advantages of having an effective internal communication is that employees will be motivated. When internal communication is well implemented, it motivates the employees of an organization. An effective internal communication generally provides a good relationship among leaders and subordinates. The collaborative environment will inspire and energize the employees to give their full attention while working. It is only through communication that every member can feel as part of the organization. Any program that offers more empathy from the leaders act as a motivating factor in an organization. According to a research done by (McKinsey, 2019), the McKinsey Global Institute highlights that when the employees feel motivated and connected the productivity of the organization and business can increase by 20 to 25%. A great business success comes from a great internal communication strategy.

Another benefit of a good internal communication is that the organization can steer the crisis and provide the employees with a short-term and long-term crisis management whenever crises arise (Lockley, 2021). A clear and effective communication can avoid misunderstanding and confusion that later can be the cause of internal conflict. The employees and the leaders can create a timely and careful communication with one another to figure out the best solution to avoid the crisis escalation especially when it comes to an internal crisis. When employees received a clear project instruction from the leaders, they know what to do and it saves a plenty of time rather than a leader that gives ambiguous instructions to the employees and most of the time wasted by working on the wrong assignment.

Other than that, when an organization has a sound internal communication, all employees feel happy and job satisfaction is kept. When an employee is satisfied, an impact will be seen on performance and their well-being (Pete, 2020). Without the internal networking, it is easier for employees to feel disconnected and left out. The mental and physical health of the employees will deteriorate, and this is the reason why a positive work environment will help the employees to perform better in their jobs especially when leaders offer more empathy gesture to set each other up for success.

2.3 LEADERSHIP MANAGEMENT SKILLS

For a firm to succeed, strong management and leadership are vital. It aids in driving innovation, releasing employee potential, and empowering leaders to drive growth and productivity. Building depth and strength in management or leadership skills is never easy and quick. However, the potential benefits are numerous: it can enhance productivity and profitability, increased survival rates, and improved employee well-being and motivation (VillaNova, 2021). In a business, however, management abilities are critical for the establishment of a successful company that executes on ideas. The development of management skills is a continuous process. As a result, leaders must discover numerous strategies to improve their management or leadership skills. However, managers must exercise caution in attempting to change too quickly. Systematic, persistent and steady development of management skills will most likely result in long-term improvement and transformation. Below are the following examples of leadership skills for the leaders to exemplify:

Firstly, the leaders must have a powerful communication skill. The capacity to communicate effectively is one of a leader's most critical qualities. While the capacity to strategize

is important, strategies are useless without a team that knows how to implement them. It is the role of the leader to ensure that the team understands the tasks at hand and is sufficiently motivated to devote their entire attention to them. All of this may be accomplished by a manager's effective leadership, excellent planning, monitoring, and communication (Anchal Luthra, 2015). Not only the communication about work is important but the ability to create an environment that allows the leaders and the subordinates to communicate with one another about their concerns is also vital for the organization to ensure the health and well-being of the employees is at a good state and they feel connected towards each other. Good leaders recognize that effective communication is not a one-way effort, rather it involves two crucial elements: speaking and listening with comprehension. This is when a leader's ethos is essential on the sensitivity of moral beliefs. The main three attributes (vision, virtues, and value) of leadership ethos are very important but according to a leadership study, trust is a factor that everyone wants to have before following someone enthusiastically in any setting, whether it is a battleground or a conference room, they want to know that the leader they are following is trustworthy and ethical (Caldwell, 2017). When leaders managed to develop trust and values in an organization with a steady flow of communication then the leaders do not have to worry about the vision because when they feel connected, they will share the same vision.

Next, managers use their leadership skills to guide their employees and enhance the company. Managers may be required to make decisions that have an influence on employees as part of their leadership responsibilities. Great leaders know how to blend emotion and logic in order to make decisions that benefit themselves, their staff, their customers and stakeholders and their companies. Making effective decisions in tough situations is not an easy task, as these decisions often involve change, uncertainty, worry, tension, and other people's negative emotions. It is beneficial for the leaders to learn how decision-making abilities can assist in making difficult decisions as a leader in formulating appropriate decisions. Emotional intelligence, the ability to handle uncertainty and the ability to weigh evidence with intuition are three critical attributes that great leaders must acquire in order to become excellent decision-makers (Kase, 2010). It takes time to develop good decision-making skills. This procedure necessitates a certain amount of comfort with discomfort. Many leaders are terrified of making a poor or incorrect decision till the point they might delegate the decision making to the others but the truth is the decision-making skill is a skill that the leaders will gain when they successfully practice the three critical attributes. A manager's thoughtfulness and trustworthiness are demonstrated when they take the time to assess, analyze, and explain decisions. Managers can use the process of making decision and

result from it to demonstrate their staff that they value their work and are looking out for their best interests.

Lastly, another key skill that is important in a leadership management is the capacity to motivate others (CFI, 2022). Employees or stakeholders can be motivated to perform a specific action or respond in a specific way if the managers can utilize a variety of incentive techniques to motivate them. The best way depends on factors such as company and team culture, team personalities, and the connection between the team, the leader and the organization. There are two types of motivation: intrinsic and extrinsic. The meaning of intrinsic motivation comes from within and it involves in performing a task because it is personally rewarding to you and extrinsic motivation comes from outsides and it involves completing a task or exhibiting a behavior because of outside causes such as avoiding punishment or receiving a reward (Sennate, 2021). To obtain the finest performance in organizations, individuals must be inspired from inside and then rewarded with external rewards and benefits. Leaders must be driven to perform by a strong desire to achieve from inside and then their performance must be rewarded externally. Employees who are primarily motivated by internal and external incentives will show an excellent performance, and employees who are not rewarded for their efforts stagnate and lose motivation. As a result, for organizations to get the most out of their employees, the strategic fit between intrinsic and extrinsic motivation must be perfect. The leaders play an important role here to go to great length to link incentives with performance.

3.0 OBJECTIVES

1. To identify the effectiveness of internal communication between leaders and employees.
2. To investigate the impacts of internal communication between leaders and employees on employee's health and well-being.
3. To study the level of organizational preparedness in implementing internal communication strategies between leaders and employees.

4.0 DISCUSSION (Content Analysis/Case Study)

As mentioned in the previous chapters, there are several key findings that aligns with the objectives of this paper. Mainly these findings derive from the content analysis and analysis from a few case studies that the researcher has compiled through multiple literature and anecdotal evidence the researcher has observed during the internship period.

4.1 THE EFFECTIVENESS OF INTERNAL COMMUNICATION TOWARDS THE ORGANIZATION

The effectiveness of the FinC.A.R.E conversation can be measured by observing the behaviors of the leaders and the subordinates according to a few intents of having a FinC.A.R.E session with leaders. If the leaders fulfilled the objectives of the leadership communication below, it means the program created by Finance Transformation team is one of the best ways to start implementing the same way of internal communication throughout the whole PETRONAS organization. Below are the main intents of having an effective internal communication (FinC.A.R.E) with the employees:

- Leaders could appreciate team's barometer and respond in a fitting manner to manage team's motivation.
- Leaders could understand areas requiring support and further direction to enable team's work.
- Leaders and teams could address concerns and co-create proposed solutions to move forward.
- Leaders and teams could co-create and experience an engaging and supportive working environment.
- Leaders could prioritize work, enabling teams to focus on items that really matter and move the needle

From the observation during the internship, the researcher figured out that the FinC.A.R.E program is an effective program to create a safe space for teams and to exercise the speak up culture in PETRONAS. According to Puan Liza in her opening remarks for FinC.A.R.E session, "It is important for us to create a safe space between each other so that we can practice "SPEAK UP" as in our PETRONAS Cultural Beliefs". Throughout the whole session between Finance Leadership Team (FLT) with Finance Staff, the researcher could see that, the subordinates took this chance to speak up about their personal challenges, back-to-back meetings, working beyond core hours and many mores. For example, during a FinC.A.R.E session with Cik Marina from Group Treasury Department, one of the employees named Razak mentioned that "I have to take care of my elderly parents at home and the back-to-back meeting is exhausting and sometimes I am not important in the meeting, but I still have to attend. Perhaps after this, leaders can start to minimize attendees and only focus on what is needed to do". Based on the conversation, the researcher can see that Cik Marina started to exercise short breaks between meetings and allow

the employees to take a time-off from work if there is an emergency from their side. It is proven by looking at the survey from the session, the employees agreed that after the FinC.A.R.E session their leaders have started to apply minimize attendees in the meeting and allowing short break between meetings. While back-to-back meetings have become a hallmark of the pandemic era, recent research by Microsoft it proves that even small breaks between meetings can have a positive impact on our stress levels and our ability to focus and engage in meetings (Malpartida, 2021).

Another example to show the effectiveness of FinC.A.R.E session is when the researcher observed that Encik Shamsul as the Vice President of Group Financial Controller does not allowed anyone to book meeting with him or any of his team before 9am which is before the core working hours. All the meetings should end at 6pm and nothing beyond that. From this example, the researcher can see that FinC.A.R.E is an effective way to ensure that the well-being of the employees is being taken care of. Based on the FinC.A.R.E session with Encik Shamsul one of the employees mentioned that “Thank you Encik Sam for practicing whatever needed to take care of our health and well-being”. It shows that a leader like Encik Shamsul is really practicing the guidelines from FinC.A.R.E. A study that has been done by World Health Organization (WHO) in 2021 shows that working an average of 55 hours or more each week increases the risk of stroke by 35 percent and the risk of dying from heart disease by 17 percent, compared to averaging a 35–40-hour work per week (Chappell, 2021). This is the reason why it is important to work only during core hours working which is 8 hours per day and the total number of 40 hours per week. This is where FinC.A.R.E urges the leaders to minimize the beyond core hours working because it has bad impacts towards employee’s health and well-being.

Furthermore, in the FinC.A.R.E session between Cik Karima and the executives, when she asked how they feel about this FinC.A.R.E conversation so far and one of the executives named Yasmin said that “After the FinC.A.R.E conversation most of the leaders are now transforming towards putting the team’s health and well-being at the first place. Leaders are now aware to have a co-create environment and manage expectations depending on one’s strength and weakness”. According to one piece of research, 25% of office workers said that the environment they worked in had a negative effect on their level of productivity and the research suggests that problems with leaders do not manage their expectation and working in a bad environment can result in health issues for workers and increase the levels of uncertainty (Thompson, 2018).

From the observation above, the researcher can conclude that having a good internal communication for example like a FinC.A.R.E conversation with leaders are one of the best ways to ensure leaders are aware of their employee's health and well-being. FinC.A.R.E conversation that has been implemented by Finance Department in PETRONAS is an effective medium to ensure that the organization is creating a safe space of one another.

4.2 THE IMPACT OF THE INTERNAL COMMUNICATION SYSTEM TOWARDS THE ORGANIZATION

Since the existence of COVID-19, the working environment and the communication flow in an organization has changed. It took a pandemic to emphasize that the processes and ideas we developed during the era of standardization are no longer relevant in the era of personalization. Previously, it is much easier to communicate between colleagues and leaders because the physical interaction occurred but nowadays when the COVID-19 pandemic hit us and there is no other way to have an interaction with each other except through virtual meeting. According to a study by Davis, Technology Acceptance Model (TAM) is use when users are faced with new technology, a variety of factors influence their decision on how and when to use it in a workplace. The theory predicts how consumers embrace and use technology by considering perceived ease of use and perceived utility (Davis, 1989). The changes in working and communicating landscape is quite terrifying at first because they are some employees that are still adjusting to the technology especially when it involves people in the age of 40 and above. From the observation during internship, the researcher figured out that the acceptance of using a new system to interact and to communicate at first is quite low. The first FinC.A.R.E program conducted, less than 30 people joined. It shows that first, the employees are not ready to have a focus group discussion like this with their leaders because they are always stuck with the fact they cannot speak up and reach out to the leaders because there is always a boundary that is told not to cross. Second, any program in PETRONAS usually will be held physically but since there are movement restriction orders, this FinC.A.R.E program is an online program by the leaders to ensure that the employees feel connected and the well-being of them is been taken care of. But after a few sessions, the audience started to accept the use of new technology such as Microsoft Teams meeting to join the FinC.A.R.E session. This has been observed through the high number of participants that joined every session in FinC.A.R.E.

The impact of the internal communication (FinC.A.R.E program) towards PETRONAS, is that the program has set a benchmark in which the other departments have started to ask Finance Transformation on how to come out with an effective internal communication plan such as

FinC.A.R.E. Other than that, after implementing the program, the huge impact that can be measured is the working culture in PETRONAS especially in Finance department totally changed. The work-life balance can finally be achieved and employees are free to express their concerns regarding a lot of matter even the personal challenges. Bosses are no longer selfish and being ignorant towards the mental and physical health of the employees. Finance department managed to show that healthier relationship between superior and subordinates can help the team to perform better in their work to achieve organizational goals together.

4.3 THE READINESS OF OTHER DEPARTMENTS IN IMPLEMENTING INTERNAL COMMUNICATION

Some department within the PETRONAS is not ready to implement or lack of strategy and planning to perform an effective internal communication. On the surface, yes, they do believe communication especially the communication with the client is the fundamental to a success of a company but most of them purposely neglecting the fact that without an internal communication, the company will fall in a deep trouble. A recent survey of 1,000 full-time employees across the US found that only 15 percent of employees are happy with the internal communication they are experiencing in the workplace (McKinsey, 2019). They do believe that when they hire employees, it is their jobs to do everything that their superior said. There are leaders out there that is still unaware on his/her employee's rights. From the observation throughout the internship period, the researcher found out that creating a FinC.A.R.E session is not just all about having an informal conversation with the leaders, but it is also a space in which the leaders will listen to the employees attentively and take action on every matter arise.

The other departments in PETRONAS do not understand the meaning of internal communication for example, the department of strategic communications in PETRONAS does not apply the "FinC.A.R.E" as what Finance departments did. Which means they did not exercise the culture of safe space and speak up. The employees still burdened with tons of workload and back-to-back meeting especially during this pandemic. Other than that, leaders from some departments tend to disturb their subordinates on weekend just to get things done. Sometimes "the work" given on weekend is not even an urgent matter. When this happened, the employees will feel unmotivated. From this observation, the researcher can see that some departments are not ready or do not understand the meaning of internal communication. For example, during the briefing of FinC.A.R.E between the leaders, some leaders are unaware of the importance of having an open line of communications with their subordinates but Puan Liza mentioned that "This is what kind of transformation needed in our Finance Family. Whether the leaders are ready or not and I know empathy is a critical skill in leadership, but this is what we should do and what we should implement to become more agile and empathy towards our subordinates". As the employees go through tough times, struggle with burnout, or find it challenging to find happiness at work, empathy can be a powerful antidote and contribute to positive experiences for individuals and teams (Ncyi, 2021).

5.0 SUGGESTIONS

The researcher feels that many of these issues can be remedied based on the findings and analysis observed during the internship period. Not simply in terms of having a new effective internal communication program/channel, but in a more thorough manner, because the researcher discovers that most of these difficulties are founded on perceived behaviors. If the organization did not take any proactive action towards all these challenges, it will give negative impact on employees' health and well-being. Hence why, although there are some underlying technical concerns, the majority of the challenges may be overcome by training and education.

First of all, the problem with the lack of understanding on the importance of having an effective internal communication program in an organization. Based on the observation during internship period, the researcher figured out that a majority of people in the organization acknowledge the importance of internal communication and some of them have started to adapt the working environment in which they are allowed to speak up to their bosses and reach out to them if they face any challenges especially when it comes to work matters. The problem lies in the behavior of some bosses and employees that still stick to the bossism culture of working in which there is always a boundary between bosses and employees and the unwritten culture of "boss is always right" (Gosnell, 2012). They are not given a freedom to speak up and give ideas from their side because they think whatever that has been said by the bosses are right. The researcher believes this problem can be solved through training and education. The organization can send the person that is responsible to craft the communication plan and strategies to an internal communication workshop or seminar. In the workshop or seminar, they will learn on how to craft a clear and precise internal communications plan because it serves as a road map for continual communication with employees, keeping them informed about what is happening, their role in the process and the steps they need to take to help the leaders accomplish organization goals (Kulakauskaite, 2020). This training is important to ensure the leaders fully understand the importance of building a healthy and positive relationship with internal stakeholder.

Next, the second main issue is the readiness of the other department to implement internal communication plan and to adapt with the new system of working. Perceived usefulness is defined by Davis as a prospective user's subjective chance that utilizing a certain application system will improve his or her job or life performance (Surendran, 2017). This issue can simply be solved by the organization having one specific channel or program to conduct and one specialized department to craft internal communication plan for the whole organization. Therefore, by having

one standardized program, it will be a lot easier for each and every department to start implementing it. The whole organization will be using the same program to ensure they have an effective internal communication plan. The leaders and the employees will slowly adapt to the existence of new technology in which internal communication is no longer conducted physically but using a new system virtually. This, however, does not mean this specialized role should be completely separated from the other departments. They should still be working together so that they can better manage their reputation, create better strategies, and take a more proactive role if there is any internal crisis communication occurred.

Furthermore, the researcher believes that organizations should allow third-party organizations, such as public relations agencies, to assist in overcoming these challenges because these agencies can serve as third-party validators and provide an outside perspective in the internal communication plan. Since they function separately from the organization, they are able to be more focus on delivering and conducting a perfect internal communication strategy without revamping the organizational infrastructure which can be a bit of a downside for certain organizations. Certain public relations agencies also have the advantage of being able to act as a consultant to do both: the person that craft the internal communication plan and the trainer for the organization when it comes to communications matter. The re-education and training module, as discussed previously, should originate from them because of their competence and insider knowledge in this subject. After the training session, the leaders will have a very powerful communication skills and more empathy towards their employees. Hence, most of the challenges can be solved by sending leaders to the internal communication training session.

In conclusion, most of the concerns or challenges that the researcher discovered revolved around organizational habits and a lack of awareness and understanding towards the importance of internal communication and to relate it with the health & well-being of the employees. All issues, on the other hand, can be addressed through training and education, by having one specific internal communication program and hiring third party agency which is why the researcher predicts that these challenges or issues will no longer be a significant issue in a short period of time, as the current environment is pushing organizations to be more proactive, modern, and dynamic.

6.0 CONCLUSION

In a nutshell, having an effective internal communication plan is very important to every organization to ensure that the employees are safe, happy, healthy and engaged with their work. As a result, a good internal communication strategy plays an important part of an organization day-to-day operations. Most businesses have protocols and procedures for communicating with clients, stakeholders and new hires which is considered as important stakeholders to build a business but when bosses treat their employees with the same amount of care, we will notice a significant increase in engagement. Internal communication plan does not just about have a talk with internal stakeholders, it is more than that. It is about the way the organization conduct, perform and monitor their internal communication. When the organization manage to craft a wellplanned internal communication strategy, they are a step forward in improving the health and wellness of the employees as well as assured staff's loyalty, motivation and productivity.

From the findings and discussion in this paper, the researcher believes that those challenges discussed in the previous chapter are mostly faced by big organization in Malaysia. Internal communication is viewed by top management as a lesser priority activity than external communication, such as marketing and publicity (Abdullah, 2012). Those challenges are mainly caused by lack of education, training and awareness from the top-bottom management in the company. Other than that, employees nowadays have an expectation towards employers to view them as a human being rather than just "an employee" so that the relationship can benefit both sides even on the personal level. When it comes to emotional support, the biggest challenges for the employer are when to create a safe space in which employees are able to ask for what they want. This required a critical leadership management skill. The health and well-being support from the bosses are very important to determine the working environment of the organization. The leaders should really learn how to communicate to people, share experiences and offer as much flexibility as possible to ease the burden of the employees that need to adapt with the new landscape of working and communicating.

Lastly, as a public relations practitioner it is very important to ensure that in a Corporate Public Relations, internal stakeholder is also a top priority because they bring value to the organization. An effective internal communication will help to boost employee's motivation and productivity. Other than that, it will help to avoid or reduce internal crisis communication to occur. When employees received good treatment and clear communication, they will have a clear vision on the growth of the company and aim to achieve organizational goals.

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