



## INTERNAL COMMUNICATION MARKETING ROLE WITHIN ORGANIZATION

**Gheorghe CIOBOTĂ**

"Dimitrie Cantemir" Christian University, Faculty of Marketing, Bucharest, Romania, e-mail: [gheorghe.ciobota@hotmail.com](mailto:gheorghe.ciobota@hotmail.com)

**Abstract** *In terms of marketing communication, this is a relatively new concept which evolved mostly in the last two decades of the twentieth century. The changes that have occurred lately in the world, both economically and socially, politically or culturally, made the need for communication to be very important for a modern organization. In this way, the basic component of marketing, communication, has a greater importance within organizations through its relationship being built with employees, customers, suppliers, distributors or other audiences.*

**Key words:**

*marketing communication,  
internal marketing,  
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### Introduction

To explain the concept of internal communication is necessary, first, to determine what communication means, respectively marketing communications. Blythe saw communication as a complex process, defining it as "a process transacted between two or more parties whereby meaning is exchanged by using deliberate symbols." It involves thus a deliberate effort to determine a in response, thoughts are transmitted through words, pictures, music and other sensory stimulants.

Communication has been defined as the ability of a person or group "to convey ideas, thoughts, feelings, opinions to a group or to another person, in order to get a certain response."

Through marketing communication the organization may be related to its internal and external environment. Its role is "to support the marketing plan by sending the promise of marketing, helping also the target audience to understand and trust speaker's specific advantage."

Marketing communication forward the organization's mission, values and strategies to the market i.e. a certain image should differentiate the organization from its competitors in the market.

Bruhn believes that "communication policy, more broadly, include both market-oriented and internal communication."

Distinguishing between the two forms of marketing communication, namely the internal and external communication, Marin and Lesenciuc include marketing communication in organizational communication, considering it an important part of it, „with a stronger development of certain components, such as advertising size.”<sup>1</sup> The authors go on to say

that "a company which intends to retain and develop an appropriate market position should be involved in a complex business communication with its internal and external environment and to conduct an active promotional policy."<sup>2</sup> Marketing activity is not limited just to development of a product and its price determination, also internal communication is having a very important role in achieving and consolidating the image of the organization. In terms of marketing communication objectives, Kotler distinguishes three types: cognitive, affective and behavioral. It hopes ,thus, "be inoculated in a consumer's mind, or to change its attitude or to induce him to act."<sup>3</sup>

Fill show as "internal communication concept was born in the 80s, knowing a rapid development in the 90s and becoming a major point of interest for academics." It is part of organizational communication type, along with external communication . Internal communication involves finding out what will employees and their conviction to do what the organization wants. On the one hand, employees are of great importance for foreign partners of the organization, not only because of the service or product they provide, but especially due to concerns less obvious such as attitude and how the respective service is offered. On the other hand, management is responsible for allocating resources. Constraining the activities of the organization and its actions, consciously or not, they outline the shape and nature of communication that the organization adopts.

According to Bruhn, "internal communication comprises all activities involving the transmission of messages between colleagues (employees) prospective, current or former employees of an

organization in different areas." It distinguishes between several types of communication, depending on its direction. Thus, it speaks vertical communication from top to bottom, this being achieved by messages of the management organization for personnel vertical communication from the bottom up, through personal discussions, system proposals, letters to employees in the journal enterprise and horizontal communication, achieved by informal discussions.

Unlike internal communication, external communication is establishing contacts needed to achieve its object, and promoting effective relationships with various groups (suppliers, distributors, consumers, media). The values conveyed customers, suppliers and distributors through external communication must be accompanied by values of employees, especially those who interact with these external groups. Internal marketing communication is necessary for the internal audience to be motivated and involved in what we do, to be able, then, give audiences a message consistent and coherent external. Communication within and between organizations has a direct impact on marketing effectiveness and "internal communication is linked to and has a great influence on external communication (business partners, suppliers or customers)."<sup>4</sup>

Dragan and Demetrescu believes that "the company manages and controls its operations to the extent that its internal communication system works, its organization being subject to the system adopted by the media."<sup>5</sup>

Fill discusses internal communication and believes it refers to communication between managers organization and internal public in order to promote commitment to the organization, a sense of belonging to this awareness of the environment is constantly changing and understanding the organization's objectives. These four goals are designed to connect employees to their jobs and the organization itself. It is known that internal environment involves the structure and culture organization, its processes, mode of action and leadership, and interacting external environment, providing the backdrop for the implementation of internal communication.

To explain, predict or direct manifestations of staff, management must understand what is going on with the psychological organization members. The message should be formulated taking into account the interests, ability, personality, position the employee holds a collective group to which it belongs, expectations and their degree of integration in joint marketing goals of the labor collective. If these considerations are taken into account, the message conveyed can have different meanings for different receptors and, as such, can produce different reactions. A clearly defined internal

communications policy must start from the idea that all employees in marketing activities, and others must be informed of the company's objectives, its actions and its entire organization. In this way, they can be understood, appreciated and interpreted correctly by all staff. It is also necessary that leadership to understand, appreciate and correctly interpret the attitudes, feelings and opinions of employees.

So staff behavior is largely the result of the organizational context. Therefore, by changing the conditions that determine behavior, it becomes possible to obtain it in the desired change if new information is used new personal contacts between management and employees. Even if it is considered any verbal information or report is communication, it can be said that a message is sent successfully only when the response obtained certify that the information communicated was fully understood all the implications it contains. Thus, communication is achieved only when there is a full understanding between the message sender and the receiver of the message processing idea, turning it into a decision.

Blythe notes that communication requires the active participation of both the sender and the receiver. It is not enough that the messages contain information that the organization wants to convey. They should be interesting also for consumers, employees or other persons to whom the organization wants to beaddress, to get their attention.

Employee role is changing, in Fill's opinion. Where once it was only part of the organization, now it is seen as a promoter of the brand and the product. This applies especially in services where employees are the link between internal and external environment of the organization and their actions can have a powerful effect in creating a positive image among customers.<sup>6</sup>

For example, it may be noted, the situation of a powerful organization IT market in Europe. The mission of this organization is considering focusing resources on value on top quality products and continuous improvement of all aspects of the business, in order to contribute to the success and further development of employees, customers and shareholders.

In their vision, quality comes first, trying each time to eliminate defects or disturbance of its processes. The focus is on customer and employee satisfaction. The latter can predict the occurrence of certain problems and may implement solutions using efficient and standardized methods to improve. Quality is, in the opinion of the organization, part of them, but when the quality is put first, a natural result of cost factors.

In terms of the organization's employees, they receive opportunities by promoting teamwork, productivity, creativity, confidence, integrity, fairness, involvement and development. Professional ethics is

one of the core values of the organization analyzed. From the way business is conducted and treated customers, employees, shareholders, investors or suppliers apparent honesty, ethics and integrity of the organization. It encourages honest communication, constructive and timely within the organization and in customer relations, in order to solve problems, exchange information and share knowledge. In this regard, the company has promoted the policy called "Open Door", encouraging such discussions with managers directly about work related issues, salaries, performance evaluations of the jobs, disciplinary actions, conditions labor, supervision, etc. this internal policy envisages, however, and the situation of the employee, for certain reasons, does not wish to discuss certain matters with the manager directly. In this case, the employee may speak to everyone, regardless of hierarchy level, anytime.

This policy of "open door" brings the greatest benefit especially the sales department. Employees in the sales department can discuss with the regional manager, but they can also speak with the regional sales manager and / or Vice President Sales Department, including president of the organization.

However, despite the good intentions of the organization, vertical communication, from employee to manager is often flawed. Not communicate enough with the employee, which encourages the birth of rumors, a real problem with the company. At the same time, the employee loses gradually trust in his manager directly because they have the impression that he is not listening anyway and that his problems will not be solved or even understood. For this reason, the employee no longer appeals to the manager when there is a problem but he is creating a hypotheses and give rise to discussions in the group to which it belongs. It is obvious that these rumors, assumptions and discussions not only fuel distrust and disappointment employee to the organization, stressor that, at some point, will affect work performance of the employee and the general atmosphere within the organization.

The solution proposed by the organization was adopting and implementing a strategy of internal communication intended as an alternative to the existing situation at this point within the organization: employees are unhappy with the way they are being given certain information, which is often incomplete or wrong; some managers do not get the information they want from their supervisors or because they do not know how to obtain that information, either because their supervisors do not give enough importance to them; customers prefer to give rise to rumors or assumptions, instead of asking.

As a central point in the strategy of internal communication, the position transmitted to the internal public was, on the one hand, objective, focused on professionalism, experience, high degree of involvement in meeting the needs of employees and customers, and on the other hand, affective, highlighted by the motto: "Employees - our strength", emphasizing the value and contribution of the employee in this organizations success. It feels that the employee is satisfied and motivated by everything that happens in the work environment, the organization and will raise awareness of its products and, consequently, will increase sales and incomes.

Therefore, internal communication, analyzed from the perspective of its integration in marketing communications, employee stands in the foreground, seen as a real force that contributes to the organization's success and the achievement by promoting products and its image.

In conclusion, we can say without making a mistake, as the formula of success of an organization and the employee must be found. This should be involved in decision making of the organization, giving him the trust and respect. By providing a favorable working climate, through motivation and employee loyalty, it will work harder and results of his work will soon appear. The organization will only have to gain from such a situation, by increasing awareness and achieving a competitive position in its field.

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<sup>1</sup> Marin, Vasile, Lesenciuc, Adrian, *op. cit.*, p. 41;

<sup>2</sup> *Idem*, p. 42;

<sup>3</sup> Kotler, Philip, *Managementul marketingului*, Ediția a II-a, Editura Teora, București, 2000, p. 762.

<sup>4</sup> Peters, Linda D., Fletcher, Keith P., „A Market-Based Approach to Understanding Communication and Teamworking: A Multi-Disciplinary Literature Review” în *Academy of Marketing Science Review*, nr. 2/2004, p. 1;

<sup>5</sup> Drăgan, J. C., Demetrescu, M. C., *op. cit.*, p. 188;

<sup>6</sup> Fill, Chris, *op. cit.*, p. 895.