


ADMINISTRATIVE STRATEGIES AND THE INTERNAL COMMUNICATION SYSTEM: LESSONS FROM THE CASE OF THE COMPANY T&L

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ABSTRACT

This scientific article presents a research with the objective of analyzing the efficiency and effectiveness of the Internal Communication System in the Company T&L. In this study, the definition of effectiveness in the communication system between the sectors of the Company was presented, as well as the level of communication and the elements that influence the sectors in their communication process. Reports on the improvement in the internal communication system, as well as its implications debated based on the view of various authors of our literature, will also be part of this one. And finally, the opinions of some will be analyzed along with the opinion of this research, concluding with the presentation of a proposal that will improve communication between all sectors of the company in order to improve respectively the other problems that are caused by the lack of good communication.

Keywords: Efficiency and effectiveness. Communication System. Internal Area.

INTRODUCTION

The proposal of this research arose from the elaboration of an organizational diagnosis applied in a company in the area of car rental in Manaus, which through data collection was presented the radar graph that enabled the visualization of all areas of the company, thus facilitating the work of analysis and interpretation of data, allowing the choice of the most critical area. Therefore, it was found necessary through this to obtain information that proves the existence of factors that can contribute to the improvement of the internal communication system in an organization, also arousing the interest of academics, with the purpose of achieving improvement in the company's internal communication system.

The objective of the article is to propose improvement in the internal communication system of the company T & L. Specifically, it was to analyze the existing communication system in the organization, the effectiveness and efficiency of the communication system identified in the organization were ascertained and finally the proposal for improvement in the communication system was presented.

Business Communication is a systemic activity, of a strategic nature, linked to the highest echelons of the company and whose objectives are: to create – where it does not yet exist or is neutral – to maintain – where it already exists – or even to change to favorable – where it is negative – the company's image with its priority audiences

For a communication to achieve its objective in a positive way and the message conveyed to have a common sense, it is necessary to align the communication with three important points: efficiency, effectiveness and effectiveness. Effectiveness is nothing more than achieving objectives that have been proposed, that is, it is the result achieved, while efficiency is the means by which it will lead to achieving such results correctly and intelligently. And effectiveness is the sum of the two points mentioned, so that it can generate a good result within organizations.

THEORETICAL FRAMEWORK

WHAT COMMUNICATION IS

Communication is everything that is intended to be transmitted or shared with the intention of understanding and understanding the message, through gestures, words, signs, etc. According to (Pimenta, 2009) the etymology of the word 'communication' is from Latin, with its historical and linguistic context *communication*, to make it common, in this way it is possible to understand that communication arises from the moment that what is transmitted,

Information has a meaning common to all those involved in the communication process: sender and receiver.

This process brings together two or several actors (senders and receivers) who exchange information. In all communication there is a sender, which transmits the coded message to the receiver. The latter decodes and interprets the message, leading him to a certain action. The receiver is the one to whom the message is intended, when there are several receivers for the message, these are defined as public. According to Chiavenato (2004, p. 304), "communication is the point that connects individuals to share feelings, ideas, practices and knowledge".

COMMUNICATION PROCESSES

For a communication to achieve its objective in a positive way and the message conveyed to have a common sense, it is necessary to align the communication with three important points: efficiency, effectiveness and effectiveness. Effectiveness is nothing more than achieving objectives that have been proposed, that is, it is the result achieved, while efficiency is the means by which it will lead to achieving such results correctly and intelligently. And effectiveness is the sum of the two points mentioned, so that it can generate a good result within organizations. The way the message is conveyed is fundamental to the organization. Inefficient communication will leave room for noise and lack of understanding between the parties.

For (Maximiano, 2000) efficiency is determined by the relationship between the results obtained and the resources invested, which may include costs, efforts or other means. The higher this ratio, the more efficient the process. To achieve high efficiency, it is essential to perform the task with as little effort and waste as possible, employing correct and intelligent methods.

Without the understanding of the action plan by all stakeholders, the goals of time, cost and quality will not come out in the shortest possible time. Therefore, it is necessary to define coherent forms of communication that must be present in operational routines, because by experiencing the procedures and organizational standards, the possibilities of errors become minimal, accelerating the process of profitable development and reducing the excessive expenditure of business resources.

According to (Pimenta, 2009) effectiveness is related to management skills in optimizing resources for communication. Such resources are the skills that each person has to read,

listen and interpret the information transmitted, making communication an efficient means within organizations.

To succeed in any activity, planning is necessary, and in this stages, execution time, cost-benefit, among other means, are foreseen, which will be responsible for achieving a certain goal.

Therefore, for the defined goal to be achieved, effective communication is necessary. For (Robbins, 2002), effective communication requires that the message be conveyed in an evident and understandable way, so that the public understands what is being communicated without ambiguity. The effectiveness of communication is measured through the result of communication, it is the action expressed by the receiver. Only the transmitter of the message will be able to confirm whether it was really effective or not.

TYPES OF COMMUNICATION

For communication to reach its destination successfully, channels are used, responsible for transmitting information. These channels are divided into: verbal (oral and written), non-verbal, and symbolic. According to (Bowditch and Buono, 2002) communication involves more than just talking; it encompasses a variety of modes that can be understood in different ways by different people. Therefore, it is essential to be aware of the fact that meanings can vary and that effective communication requires attention to all available modes.

Verbal

This is divided into: oral verbal (through the emission of sounds and words) and written verbal (through registers). This approach explores the importance of discourse as a key tool for human interaction and individual growth. Verbal communication is the form frequently used during daily life, through which the message channel is transmitted with greater agility, according to (Abdikarimova; Tashieva, 2021). Verbal-oral: it is the most frequent form of communication, and occurs through the emission of sounds and words. Being one of the most effective means that exist, information transmitted through word formation. Verbal-written: it is the form of communication whose main objective is to record moments, opinions, ideas and feelings in a formal way. The most used means for this type of communication is the use of correspondence in general (business letter, letter, circular, request, telegram, e-mail, fax, bulletin board, bulletin board, posters, etc.).

This channel is widely used in the business environment, as it is through it that organizations transmit their information in a way that everyone receives and understands properly and at the same time. the importance of formal communication methods in carrying out knowledge-based work, underlining how these structured channels support collaboration and coordination between teams." (Rogers; Li, 2020).

On this subject (Pimenta, 2009), he states that: While speech is ephemeral and flexible, writing has the ability to capture and transmit human thought in a lasting and structured way. Written language makes it possible to define styles by creating their own characteristics through the form of communication, these characteristics being particularities of a people, person or organization. Through this language it becomes possible to archive his memory, making him free in the search for new knowledge. (Rogers; Li, 2020).

Non-verbal

Nonverbal communication is the opposite of verbal communication, as it is not done with verbal signals, nor with speech or writing. This can be observed through body expressions, facials, gestures, postures, etc. On this subject (Bowditch and Buono, 2002) the distinction between sign language and broader non-verbal communication.

Although sign language is a form of nonverbal communication, the concept of nonverbal communication encompasses an even wider variety of modes of message transmission. In the organizational environment, this type of communication occurs daily, however, due to the lack of perception of this language, the message ends up going unnoticed or misinterpreted by those who receive it.

Symbolic

Communication is also carried out through symbols and acts that have meaning, without the need to use words, writing or even expressions. Pimenta (2009, p. 16) cites as examples: "the National Anthem, the Flag, the Heroes and other signs used in everyday life, such as: wedding ring (commitment), wearing black at the wake (respect, affection, pain), sending flowers (passion, admiration, gratitude, affection)". These symbologies are used to describe actions and situations that occur in the daily life of each person. According to (Bowditch and Buono, 2002) symbology is a primordial tool for communication in personal aspects that can determine how individuals are perceived in complex societies.

This type of language describes actions and represents the profile of each person, through what they have, where they are located, what they use, etc. It is important for symbolic communication to be integrated into words, so that the combination of the two does not interrupt the sending of the message.

PLANNING TOOLS

Planning before moving forward with any process is always necessary, as well as before using the tools, which are basic techniques that facilitate the processes involved. Marshall Junior. *et al*, (2008, p.181) comment on the following: "The tools used in management processes have been structured, especially from 1950 onwards, based on existing concepts and practices".

In the words of (Oliveira, 2010) The objective of planning is to create administrative methods, tools and mentalities that enable the analysis of the future consequences of current decisions, aligning with organizational objectives and improving speed, consistency, efficiency and effectiveness in future decision-making.

The use of planning tools allows a global view of the process, which allows managers to analyze processes and make decisions for improvement more quickly and coherently.

PDCA

The PDCA cycle is a management method that aims at the objective of continuous improvement of processes and activities, and makes information easier for those who use it to understand.

According to (Marshall Junior, *et al.*, 2008) the **PDCA Cycle** as an essential management method for continuous improvement within organizations. This cycle consists of four phases: Plan, Do, Check, and Act, which together form the basis of the continuous improvement philosophy. The repetitive and continuous practice of these steps leads to systematic and sustainable improvement, as well as helping to standardize organizational practices.

Plan : They establish the objectives and goals that are intended to be achieved, so that methods, procedures and standards can be developed to achieve them. Usually, goals are unfolded from strategic planning and must be defined with important information, such as knowing what the customer wants and market trends. **Do** (execution): This is the implementation phase of planning. Education and training must be provided for the execution

of the methods developed in the planning phase. Throughout the execution, the data that will be used in the verification phase must be collected. **Check** : verifies that what has been executed is in accordance with the plan and the established goals. The results obtained are verified. Usually, control and monitoring tools are used for this purpose, with control charts, histograms, check sheets, among others. **Act** : In this phase there are two types of actions. The first is to identify the causes of unwanted effects and prevent them with corrective actions so that they do not recur in the event that the planned goals have not been achieved. The second consists of adopting as a standard the one planned in the first phase, since the planned goals have been achieved.

Elseograma

The flowchart is a graphical representation that makes it easier to understand how business processes work. In this way, this method describes the existing processes and the correct order of how it should be practiced.

The importance of flowcharts as fundamental tools to standardize and understand processes within any organization, promoting operational efficiency and clarity (Campos 2004). The processes are identified precisely through the flowchart, which has the function of facilitating the processes.

O Ishikawa Diagram

Kaoru Ishikawa immortalized the new way of thinking about management through his cause and effect diagram, or fishbone diagram as it is popularly known, with quality control as the main focus of this tool.

According to (Vieira Filho, 2010) this diagram, also called Ishikawa or Fishbone, is used to present the relationship between the result (Effect) and the factors (Causes) of the process that, for technical reasons, may have affected the result considered. There are situations in which the diagram is presented in a complex way, and when this happens, it is allowed to open a new diagram in order to unfold new causes and detail them more accurately, allowing a more thorough verification.

Check Sheet

The purpose of the check sheet is to frequently measure whether the events are correct. But one of its greatest characteristics is that it is used as a starting point in the vast majority

of problem request cycles within a production sector. The check sheet is a tool used to quantify how often certain events occur in a certain period of time. (Marshall Jr *et al.* 2008).

METHODOLOGY

DOCUMENTARY ANALYSIS

According to (Gil, 2008), documentary research is a valuable method to understand historical, social and cultural contexts, requiring analytical skills to interpret materials in their original form without altering them. Thus, this technique aims to analyze all the relevant documents of the organization, allowing the analysis and collection of information of great value for the formulation of the relative research.

Documentary information should be relevant to all types of case studies, this type of evidence source can take many forms and should be the subject of explicit data collection plans.

INTERVIEW

Interviews are crucial tools for broadening understanding of complex subjects in scientific and social studies. They help investigators to apprehend subtleties that would be difficult to achieve by other methods, becoming indispensable for the thorough and contextualized evaluation of information according to (Roesch, 2009).

The interview is an excellent research tool, it is widely used in the world of organizations, with multiple purposes.

The interview used as a field research instrument used in this study was an interview script, with 10 open and clear questions, for the collection and analysis of data and applied to four employees of the organization from different sectors with a focus on the result of the problem raised in the project.

DIRECT OBSERVATION

Observation is a method of data collection that employs the senses to acquire information about particular aspects of reality. Observation is not limited to simply seeing and listening; it involves a detailed analysis of facts or phenomena that are the focus of the study as per (Lakatos, 2009).

The direct observation technique was used to analyze and observe the Human Resources department, in more detail the company's sales sector, in order to obtain the necessary information for its improvement in communication.

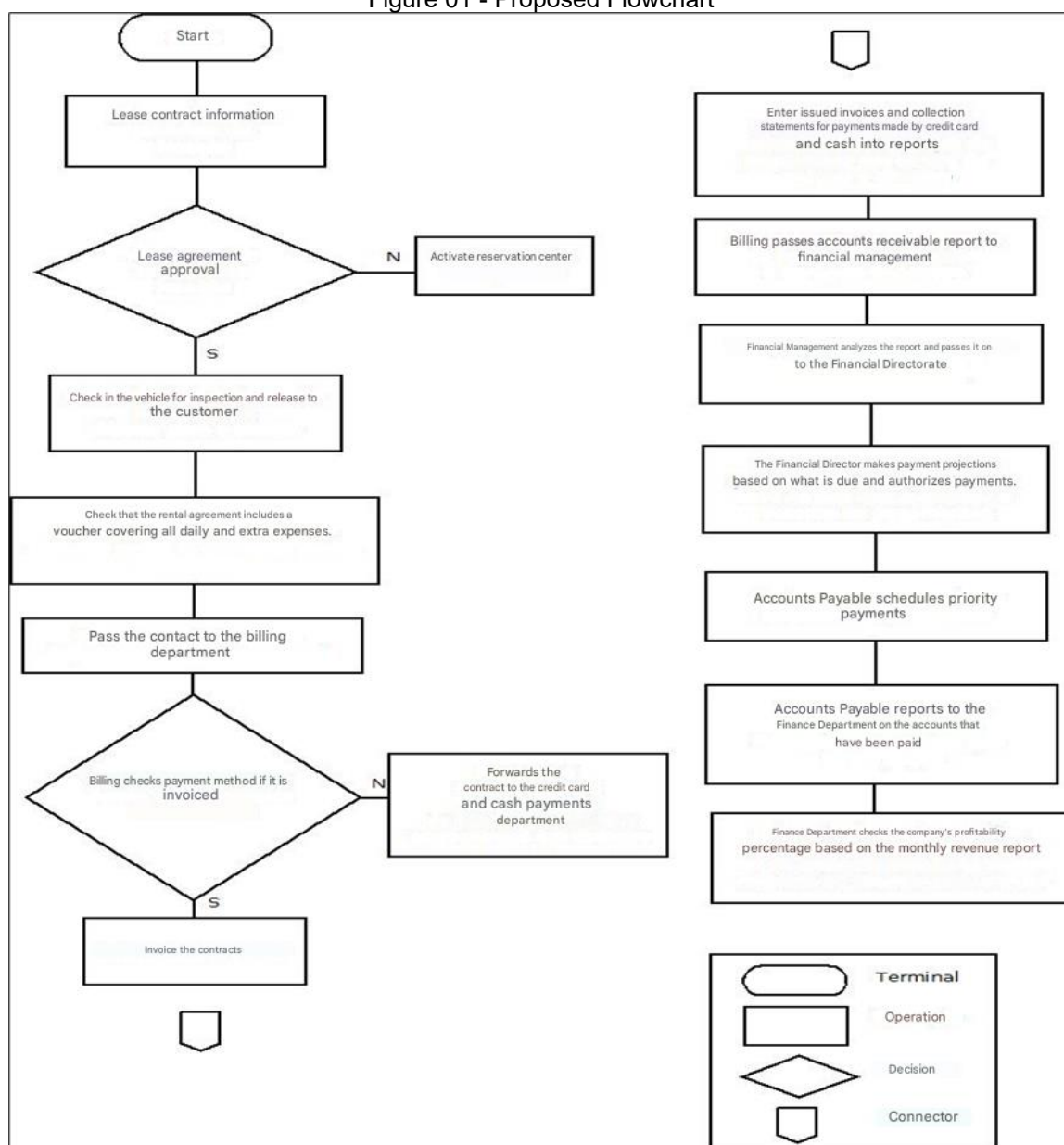
According to the direct observation research it will be to check positive and negative characteristics with regard to Communication. The current market scenario requires professionals who generate results and improve the work environment, focusing on the results they want to be obtained by the company.

INCOME STATEMENT

Communication is an extremely important tool since it is seen as a competitive advantage for organizations, increased work productivity and relationship building.

The causes that generate the Communication Failure were identified (FIG. 01). This is because the company did not have a flowchart. Employees have all the understanding of the business process existing in the company, but on a day-to-day basis there are some internal communication deficiencies, and the flowchart makes it easier to understand the execution of activities. Here is the suggested flowchart. We sought to map the entire process and in view of this, the following flowchart proposed in FIG 01 was presented:

Figure 01 - Proposed Flowchart



Source: The Authors, 2015

According to FIGURE 1, it is possible to visualize and classify what is start, operation, decision and final result, the logical sequence of the processes that occur in the Tomaz and Lucena company. The company implementing the proposed flowchart, the operational process will be more effective and objective in the routines passed on to the financial sector, facilitating the procedure between one of the most important departments, which is the billing department. The difficulty of closing the final billing report by group, where there are problems in identifying the form of payment of lease contracts. With the implementation of three forms

of payment (FIG. 01), the information passed to the financial board will no longer have divergences.

For the implementation of the project, the following planning tools were used: 5W2H, the Check Sheet, the Ishikawa Diagram and the Schedule. Among them, the Ishikawa Diagram and the Check Sheet had greater efficiency in the use of the tools.

In the 5W2H, the procedures that would be taken for the implementation of the improvement proposal were established, which determined the fulfillment of the established goals in order to achieve the project objective.

In goal 1, the analysis of internal communication was established, which we achieved the results through direct observation, failures and difficulties were identified, communication data collection, the means of communication that employees used, employees' ability to communicate and the interest on the part of management. Communication is critical to the success of any organization.

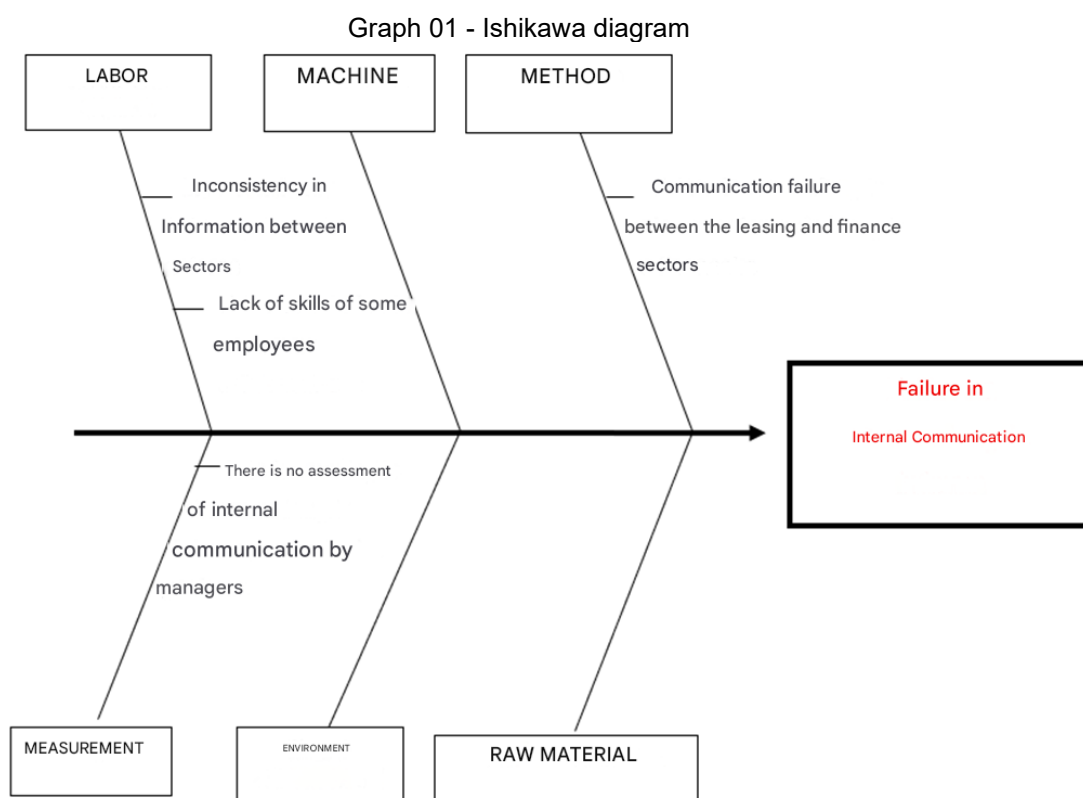
In goal 2, the efficiency and effectiveness of internal communication was ascertained, using means of documentary research, direct observation and interview. We check if the message transmitted is clear, precise and staged to the right place at the right time, the noises existing in internal communication, and the verification of the communication systems used (Unirent System). It was identified that messages are transmitted efficiently, but it is not always effective.

In goal 3, the improvement proposal was presented, which consisted of making employees aware of the importance of internal communication as part of strategic management in an organization and as an improvement in the relationship between employees. It was also proposed to identify employees' communication skills, test feedback, and train through courses and lectures.

The possible causes and effects were identified through the Ishikawa Diagram, which is a tool in which the causes and results considered are managed, which allows us to investigate a new verification in detail.

In goal 1, the causes that generate Communication Failure were identified (GRÁF. 01). These causes are due to the fact that there is inconsistency of information between the rental sectors and the financial sector, the messages transmitted often arrive incorrectly, which ends up harming the process of activities. This is because some employees lack the ability to communicate better accurately and clearly. We also identified that there is difficulty in interpreting communication through internal documents and there is no evaluation of internal

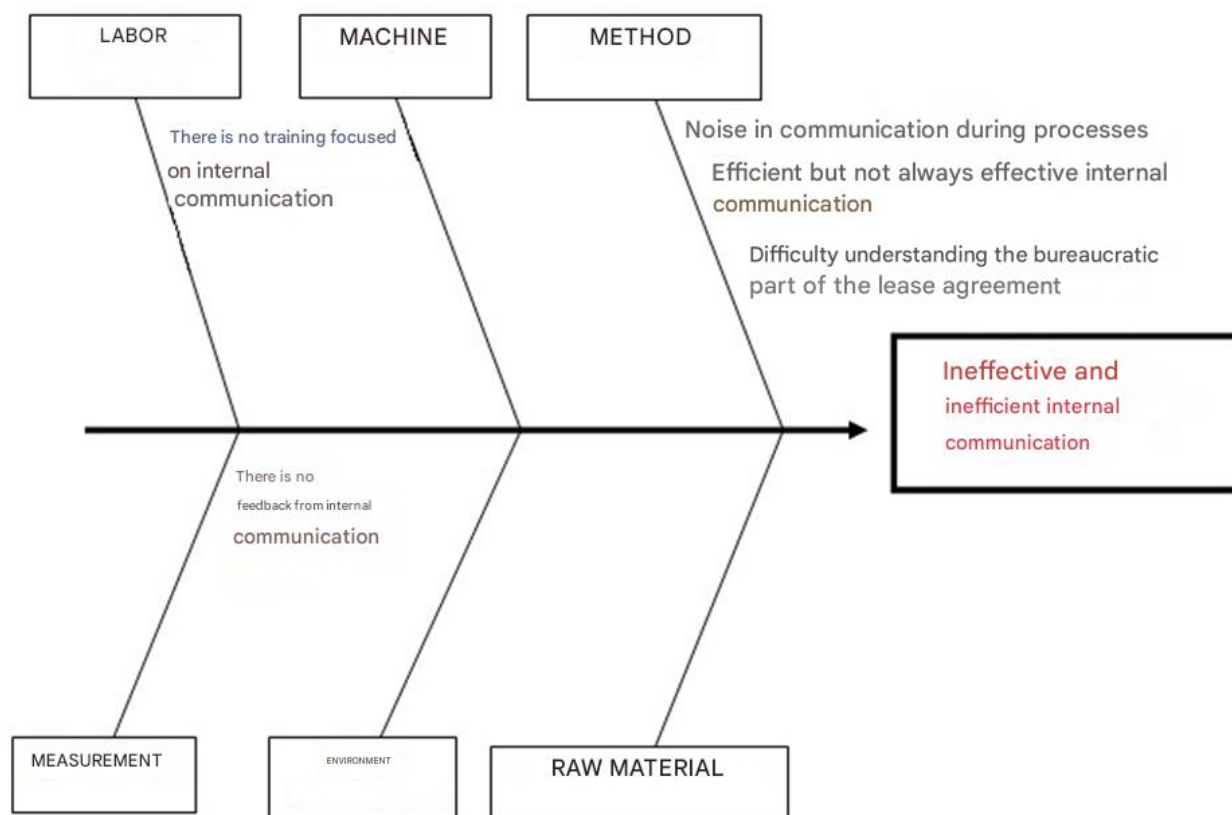
communication by managers. If there were a constant evaluation of the level of internal communication of the Tomaz e Lucena organization, the effects would be highly positive results.



Source: The Authors, 2023.

In goal 2, after verifying the efficiency and effectiveness of internal communication (GRÁF.02), we identified that there is no training focused on internal communication (courses, lectures), there is no communication feedback, there are communication noises during the processes, employees find it difficult to understand the bureaucratic part of the lease contracts and the internal communication carried out is efficient and not always effective, resulting in inefficiency and ineffectiveness in internal communication.

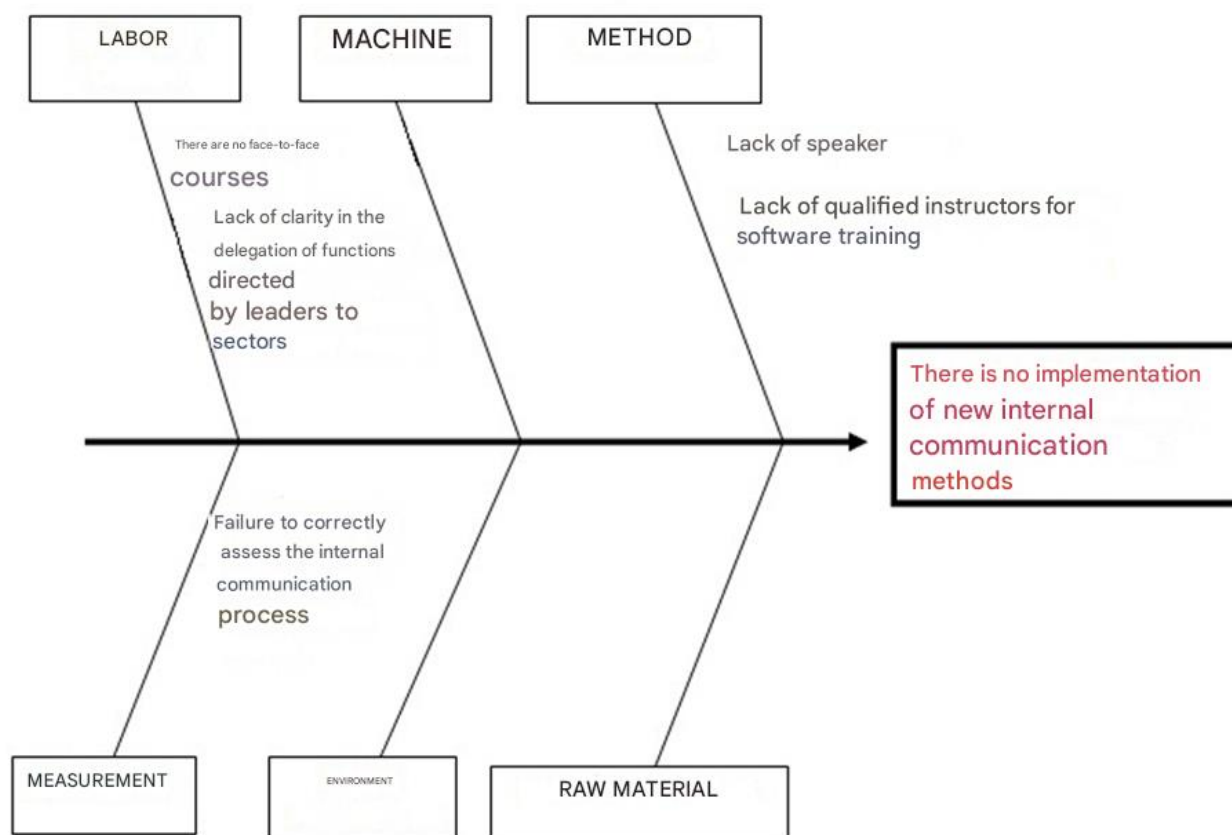
Graph 02 - Ishikawa diagram



Source: The Authors, 2023.

In goal 3, the causes found would be the lack of face-to-face courses, lack of clarity in the delegation of functions directed by leaders to the sectors, and the lack of correct evaluation of the communication process (GRÁF. 03). Lack of a speaker to give lectures on communication awareness and lack of trained instructors in software training. The effect caused is that there is no implementation of new methods of internal communication.

Graph 03 - Ishikawa diagram



Source: The Authors, 2023.

The check sheet was used to measure and list the main undesirable causes of the three goals and to take measures to solve the problems, planning a deadline and the way to be carried out, to achieve the objective of the proposal to improve T&L's internal communication.

Table 1 - Check Sheet

Folha de Verificação

Responsável pela Atualização: Ismael Carlos e Miriely Gomes

Tema do Projeto: Proposta de Melhoria no Sistema de Comunicação Interna na Tomaz e Lucena

Grupo: 09

	Causas Priorizadas (escolher no mínimo 5 de cada Problema) LISTAR AS PRINCIPAIS CAUSAS	Medidas a Serem Tomadas (Alinhar, se possível com o Plano de Ação) - UMA AÇÃO	Responsável	Cronograma					Item de Verificação (método para medir)
				Agosto	Setembro	Outubro	Novembro	Dezembro	
Meta 01	Incoerência das informações	Entrevistar os colaboradores	Ismael			x			Entrevista
	Falta de habilidade de alguns colaboradores	LNT	Miriely			x			Identificar quais são as maiores necessidades
	Falha de comunicação via documentos internos	Melhorar as fichas de Inspeções dos veículos	Ismael			x			Trazer informações mais claras e objetivas na F.I
	Falha de comunicação entre os setores de locação e financeiro	Mapear os processos de comunicação dos dois setores	Ismael			x			Análise documental
	Não há avaliação sobre comunicação interna por parte dos gestores	Programar reuniões mensais	Ismael			x			Conscientizar os gestores
Meta 02	Não há treinamentos voltados para a comunicação interna	Identificar os tipos de treinamentos	Miriely				x		Programar treinamentos
	Ruídos na comunicação durante os processos	Sensibilizar o comportamento das pessoas no ambiente de trabalho	Ismael				x		Palestra sobre comportamento organizacional
	Comunicação interna é realizada com eficiência mais nem sempre é eficaz	Sensibilizar os funcionarios a serem proativos em suas atividades	Ismael				x		Fazer avaliação de atividades realizadas
	Dificuldade de entendimento na parte burocrática nos contratos de locação	Treinar os agentes de locação, para entenderem as leis contratuais do ramo de locação	Ismael				x		Trazer palestrantes capacitados
	Não a feedbacks da Comunicação Interna entre os setores	Plano de acompanhamento	Miriely				x		Relatórios de acompanhamento
Meta 03	Não há cursos presenciais	Pesquisar cursos nescesários e disponibilizar	Miriely				x		Análise documental
	Falta de clareza na delegação das funções direcionadas pelos Gerentes dos setores	Fazer reunões semanais	Miriely				x		Agendar reunões
	Falta de palestrantes	Contratar palestrantes	Miriely				x		Fazer entrevistas
	Falta de instrutores capacitados nos treinamentos dos softwares	Contratar instrutores	Miriely				x		Pesquisar intrutores especificos nos software internos
	A não avaliação correta sobre o processo de Comunicação Interna	Programar treinamentos	Miriely				x		Entrevista

Source: The Authors, 2023.

The theme on Internal Communication chosen brought us the perception that managers should give more importance to these communication systems, because it is a fundamental

element in the execution of the processes that give movement to the company, in addition to building relationships in the organization. The contribution of this work to our learning highlighted that everything that is done has to have a positive result

FINAL CONSIDERATIONS AND RECOMMENDATIONS

The study enabled us to verify the importance of internal communication as a management strategy for organizations. The subject researched identified that with ineffective internal communication, organizations cannot achieve their goal and affects their market positioning.

Communication is an extremely important tool since it is seen as a competitive advantage for organizations, increased work productivity and relationship building. Employees transmit the messages and they must be decoded and received intelligently and correctly so that the process is monitored and the activities are carried out effectively.

The objectives of the project were not fully achieved, as it was under analysis for its implementation. It was recommended that the management of the company Tomaz e Lucena see communication as a strategy tool and that they monitor internal communication between employees and between sectors. If employees do not have mastery of communication, processes fail and consequently hinder execution, which often give problems that are irreversible. It is clear that it is not enough just to implement the project. Rather, to carry it out effectively and intelligently. Failures in internal communication, the inappropriate means of passing on information can cause inconveniences that are difficult to solve, which slows down the processes in the execution of tasks.

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