

Chapter 10

The Relationship Between Internal Communication and Employee Satisfaction: Case Study of Fenicius Charme Hotel in Portugal

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ABSTRACT

The main objective of this study is to analyze the relationship between internal communication and employee satisfaction at the Fenicius Charme Hotel, located in Lisbon. This study arose from the need to understand internal communication and check whether it is really correlated with the level of employee satisfaction within the organization. In this study, the methodology adopted was a quantitative approach. The data was collected through questionnaires using mean scale analysis, analysis of significant differences in subgroups of the sample, applied to the employees of the Fenicius Charme Hotel. Following the case study, the authors found that the hotel's internal communication is positively correlated with employee satisfaction but does not directly influence employee engagement. Throughout the research and literature review on the subject in question, it became clear that to this day, internal communication is seen as an important factor in the success of any organization.

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INTRODUCTION

According to Félix, J. et al., (2020), internal communication is carried out through defined objectives, which enable a whole interaction within organizations. And employees offer communication methodologies and techniques. To the extent that communication is integrated and developed with established global policies and well-crafted strategies, it can result in more efficient and effective work. This is all in an effort to value the employee as a person and thus achieve greater integration within organizations. It is therefore important to realize that there are several factors that influence employee satisfaction, starting with the working environment and how they receive information, relations between workers, working hours, pay, among others.

According to Santos, B. (2022), it is important to invest in a good communication channel so that the message to employees is transmitted to all hierarchical levels, i.e. upwards and downwards and vice versa. There are already organizations that care about employee satisfaction and agree on other tools such as training and activities that help to increase motivation in the organizational environment.

According to the business communication lessons taught during the 2nd quarter, we can see that there are some objectives of internal communication: the need to disseminate and share organizational policy, the transmission of values and elements of organizational culture, recognition and dissemination of merit, as well as the need to identify ways of motivating people within organizations in order to result in business success, without forgetting the need to create controlled communication (Reis, 2024).

In this sense, we felt the need to delve deeper into the study because we believe it is relevant to the impact that internal communication has within organizations, as well as the barriers and their level of satisfaction.

This work is divided into three parts: the first part is the literature review, which covers communication and the barriers to internal communication, the employee satisfaction factor, as well as the relationship between the two variables under study. The second part deals with the methodology and the third and final part presents the results obtained through the questionnaire.

This study begins with the starting question “Does internal communication influence the employee satisfaction factor at the Fenicius Charme Hotel?” so that we can follow it as a guideline for the study.

1. LITERATURE REVIEW

The literature review is based on bibliographical research relating to the topic, with the purpose of informing people about the sources of research that have already been carried out and which refer to the subject of the investigation (Reis, F., 2022).

1.1. Internal Communication

“Communication is strategic when it is aligned with the company’s general strategy, with a view to promoting its positioning.” (Argenti et.al., 2020).

According to Félix, J. et al., (2020), internal communication aims to provide the means to facilitate integration into organizations, taking into account the interests of employees, through dialogue, the exchange of information and experiences that cut across all hierarchical levels.

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