Internal Organizational Communication Scale: a guide to analyze the influence of communication on organizational commitment

Escala de comunicação organizacional interna: guia para avaliar a influência da comunicação sobre o comprometimento organizacional

Escala de Comunicación Organizacional Interna: guía para evaluar la influencia de la comunicación en el compromiso organizacional

Denise Pragana Videira

• Ph.D. and Master in Communication Sciences from the School of Communications and Arts (ECA) at the University of São Paulo (USP)
• E-mail: denise.pragana@usp.br

Flávia Caroline Augusto Salmázio

• Ph.D. student and Master in Science, Technology, and Society from the Postgraduate Program in Science, Technology, and Society (PPGCTS) at the Federal University of São Carlos (UFSCar);
• E-mail: flaviasalmazio013@gmail.com
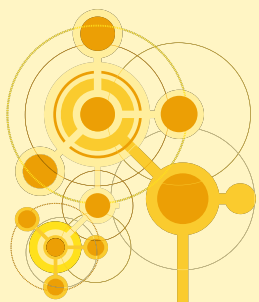
Resumo

Este artigo apresenta o referencial teórico e o processo de construção e validação da Escala de Comunicação Organizacional Interna (ECOI), destinada a avaliar a influência da comunicação sobre o vínculo do comprometimento organizacional. Foram utilizados instrumentos qualitativos e quantitativos em pesquisa aplicada em quatro organizações de grande porte no Brasil. Exemplifica-se o emprego das 24 assertivas e quatro dimensões da ECOI para diagnosticar a efetividade dos processos comunicacionais sobre o vínculo afetivo (comprometimento) entre trabalhadores e suas organizações empregadoras.

PALAVRAS-CHAVE: COMUNICAÇÃO ORGANIZACIONAL • COMPROMETIMENTO ORGANIZACIONAL • COMUNICAÇÃO RELACIONAL • VÍNCULO AFETIVO • ANÁLISE FATORIAL EXPLORATÓRIA.
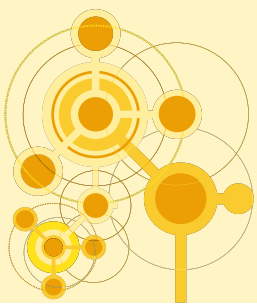
Abstract

This paper presents the theoretical framework and the process for constructing and validating the Internal Organizational Communication Scale (IOCS), designed to analyze the influence of communication of organizational commitment bonds. Qualitative and quantitative instruments were used in applied research with four large Brazilian organizations. The 24-item ICOS organized in four dimensions can help diagnose the effectiveness of communication processes on the affective bond (commitment) between workers and their employing organizations.

KEYWORDS: ORGANIZATIONAL COMMUNICATION • ORGANIZATIONAL COMMITMENT • RELATIONAL COMMUNICATION • AFFECTIVE BOND • EXPLORATORY FACTOR ANALYSIS.

Resumen

Este artículo presenta el marco teórico y el proceso de construcción y validación de la Escala de Comunicación Organizacional Interna (ECOI), diseñada para evaluar la influencia de la comunicación en el vínculo del compromiso organizacional. Se utilizaron instrumentos cualitativos y cuantitativos en investigación aplicada en cuatro grandes organizaciones de Brasil. Se ejemplifica el uso de las 24 afirmaciones y cuatro dimensiones de la ECOI para diagnosticar la efectividad de los procesos de comunicación sobre el vínculo afectivo (compromiso) entre los trabajadores y sus organizaciones empleadoras.

PALABRAS CLAVE: COMUNICACIÓN ORGANIZACIONAL • COMPROMISO ORGANIZACIONAL • COMUNICACIÓN RELACIONAL • VÍNCULO AFECTIVO • ANÁLISIS FACTORIAL EXPLORATORIO.

INTRODUÇÃO

Nowadays, relationships have become more liquid as a result of the weakening of the strong structures of modernity and the strengthening of alternative forms of work, a phenomenon introduced by the global economy, in which short-term financial results drive decision-making of businesspeople that prioritize the interests of investors and where corporations are much less likely to hire workers in traditional full-time jobs (BAUMAN, 2001).

In this context, new management practices emerge, such as outsourcing, which produced, as an undesirable consequence, the weakening of the relationship between employees and employers, increasing the precariousness of work (BARBOSA, 2011).

This contemporary reality raises questions about how organizational links are established. While organizations encourage workforce engagement to achieve their business objectives and goals, organizational changes, such as downsizing, reengineering, mergers and acquisitions, and all those that seek efficiency, end up shaking the worker's relationship with the employing organization, affecting the maintenance of bonds such as commitment (MEYER, 2009).

Organizational commitment is understood as a bond of an affective nature between the worker and their employing company (MOWDAY; PORTER; STEEERS, 1982), which can be stimulated through the support of internal communication practices that promote dialogue, inclusion, relationships, and mutual respect (VIDEIRA, 2022). On the other hand, other organizational bonds, such as consent (bond by obligation or obedience) and entrenchment (bond by necessity), can emerge in environments in which the communication process is supported by a functionalist perspective, which is simply concerned with the transmission of information or as a control and management instrument serving organizational objectives (DEETZ, 1992).

Interest in organizational ties (RODRIGUES; BASTOS, 2010) has been highlighted in recent years due to the emergence of the topic in the current context of flexibility and precariousness in the world of work. In organizational communication, scientific research began redefining communication as a process of creating meaning through a relational perspective with workers (MARQUES; MAFRA, 2018).

The objective of this work is to present the process of construction and validation of the Internal Organizational Communication Scale (IOCS). This unprecedented resource can assist in research on the internal communication factors that influence the link of organizational commitment between workers and their employing organizations.

The methodological procedure used to construct the IOCS was the combination of quantitative and qualitative research instruments (CRESWELL, 2010; YIN, 2001), with four large organizations operating in Brazil as a sample.

The article is divided into six sections, including the Introduction already presented. The following two sections address the theoretical framework that supported the research and the section that presents the methodological path. The fifth section discusses the research results and demonstrates the application of IOCS. The article ends with final considerations.

ORGANIZATIONAL COMMUNICATION: FUNCTIONS AND EVOLUTION OF CONCEPTS

The multidisciplinary origin and the fact that studies on communication within organizations arose from a need in the world of work, whose model was supported by the production of publications aimed at specific audiences and the need to transmit
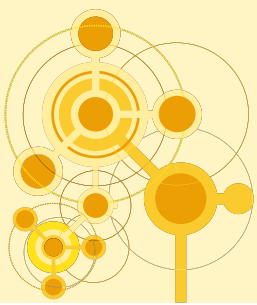
information (MARQUES; MAFRA; OLIVEIRA, 2015), made the functionalist bias of the field emerge, defining communication as an instrument of control and management at the service of organizational interests and emphatically called "corporate colonization" by Deetz (1992).

The 21st century is born with a new worldview, more fluid and unpredictable, in which the barriers of time and space dissolve at the speed of movement of data, products, information, and people, driven by globalization and information technology (BAUMAN, 2001). In this sense, organizations that wish to remain alive need to exercise the relational capacity of communication based on the conception that "information and communication processes contribute to structuring, through multiple interactions, a new public space based on a more dynamic and fragile social bond" (WOLTON, 2011, p. 25).

INTERNAL COMMUNICATION THROUGH THE RELATIONAL APPROACH

The changes resulting from the phenomenon of globalization and the network society, amplified by the advent of the COVID-19 health crisis, with which the world has been living since March 2020[1], point to the need for organizations to adopt more interactive and relational formats in their daily practices with the internal public. As Wolton (2011, p. 15) argues, "The revolution of the 21st century is not that of information, but of communication. It is not about the message but about the relationship."
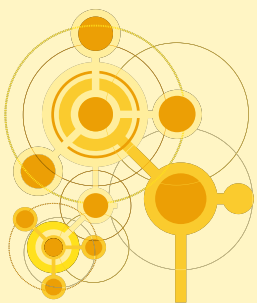
Marques and Mafra (2018) point to a change and gradual transition from a transmissive and instrumental organizational communication perspective to a relational perspective based on the centrality of language and discourse, going beyond merely informational functions. In the words of the authors,

> Considering internal communication in organizational work contexts as a matter of information transmission technique, but also of total management by organizational strategists, is to ignore the worker's participation as an active interlocutor in constructing this communication process (MARQUES; MAFRA, 2018, p. 3)

The transmissive perspective is in line with the functionalist approach to internal communication, as Rebechi (2008 *apud* MARQUES; MAFRA, 2018, p.4) points out: "a set of communication actions that must be planned according to the organization's guidelines with the purpose of manage communication processes between management (represented by senior management) and workers." This perspective highlights communication for its function of being "a strategic management tool," in which being strategic means contributing to the achievement of organizational objectives effectively: "From this view, communication is an artifact that, if used well, could supposedly achieve enchantment and control" (MARQUES; MAFRA, 2018, p.5).

According to the proposal of Marques and Mafra (2018), thinking about communication in the workplace beyond information transmission techniques means adopting its relational perspective, which allows the worker to participate as an active interlocutor in the communication process. It is a proposition that contradicts the bureaucratic version of organizations that do not allow the confrontation of purposes because they presuppose that employees are aware that they must simply follow organizational norms in an attitude of consent. In Marinho's (1990, p.9) words, "Employees are, therefore, primarily committed to the efficient and effective achievement of their mission, a mission imposed by others, since the ultimate objectives are not a product of their interaction."

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1 On March 11, 2020, the World Health Organization (WHO) declared COVID-19 a pandemic, a disease caused by the new coronavirus (SARS-CoV-2).

The application of IOCS, the object of study of this article, can demonstrate whether the communication processes adopted by a given organization contribute to the existence of an organizational environment capable of inspiring in people the desire to stay, as long as, as Muniz Sodré (2016, p.12) states, are capable of freeing communicational action "from the conceptions that limit it to the level of interaction between purely mechanical forces and encompass the diversity of the nature of exchanges, in which representative signs and, mainly, powerful devices of affection are present."

For affective commitment to exist, Meyer and Allen (1997) state that work experiences considered fulfilling or rewarding are decisive. They suggest that the appropriate context for their development is one in which workers perceive support, are treated with dignity, and feel able to contribute. Furthermore, according to the evolution of what actually defines the emotional bond between workers and their employing organizations, the notion arises that being committed always reveals a positive aspect for both the individual and the organization, indicating that it is a bond providing motivation and pleasure towards the employing organization (PINHO; BASTOS; ROWE, 2015).

Theoretically, the bond of commitment can be boosted by internal communication practices that provide dialogical, relational, and respectful spaces (MARQUES; MAFRA, 2018). The Internal Organizational Communication Scale (IOCS) was produced and validated to operationalize such practices into factors capable of analysis through scientific methodology. Its methodology will be detailed below.

METHODOLOGICAL PATH FOR CONSTRUCTION AND VALIDATION OF IOCS

The sequential mixed methods approach was adopted to conduct the research that resulted in IOCS. Creswell (2010, p.39) explains that "Sequential procedures, in which the researcher seeks to elaborate on or expand the findings of one method with another method." Freitas and Jabour (2011, p.9) ensure that "the methodological combination is considered a robust way of producing knowledge since the limitations of each of the traditional approaches (qualitative and quantitative) are overcome."

The data was collected in two stages to meet the methodology chosen for developing and validating the IOCS. One stage is related to the qualitative method, and the other is to the quantitative method. The research was conducted in four organizations operating in Brazil, chosen for the non-probabilistic sampling type for accessibility or convenience (GIL, 1999). Table 1 describes the profile of the sample organizations.

Table 1: Sample organizations

Organization	Type	Sector	Number of workers in Brazil	Number of workers in administrative teams
1	Private/Multinational Capital	Agribusiness	7,000	480
2	Mixed/National Capital	Public Service	12,800	3,924
3	Private/Multinational Capital	Energy	920	303
4	Private/Multinational Capital	Retail	40,000	4,000

Source: Own preparation

The subjects who made up the observation units in the first stage of the investigation were the Communication managers (one from each organization in the sample) and then the members of the respective Internal Communication teams.
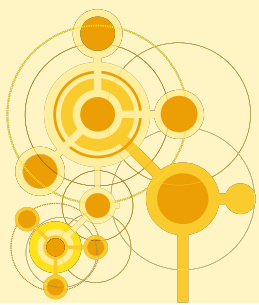
The four managers are professionals with proven experience in Communication management and hold executive-level positions in their organizations. The Internal Communication (IC) teams comprise four to five professionals, most of whom have a degree in Social Communication (Journalism, Public Relations, Advertising, and Graphic Design). They are responsible for performing internal communication processes.

The observation unit comprised workers from the administrative sectors of the same organizations to carry out the quantitative investigation stage. This audience was chosen because it has people who have easier access to online communication devices and also to provide homogeneity to the sample profile.

In the qualitative stage, two semi-structured interview scripts were developed, one for the interview with the four managers individually and another with the joint participation of members of the four Internal Communication teams. Eight interviews were carried out, all using remote meeting applications.

The semi-structured interview guide with Communication managers consisted of 47 questions, 21 of which were about the managers' professional profile, responsibilities, and Internal Communication (IC) activities; nine questions about communication practices; and 17 questions that covered the interviewees' understanding of the concept of the commitment bond and their understanding of what type of influence communication has on the bond, in addition to their participation in strategic organizational matters. Individual interviews with Communication managers were conducted between October and December 2020, totaling ten hours and 40 minutes of recording.

The interview guide with the IC teams aimed to obtain more precise information about the operational topics covered in the individual interviews with managers. The script had 15 questions, divided as follows: three questions about the team profile and organizational structure; four questions about communication purpose, products, and processes; five questions about the team's understanding of the relationship between communication, commitment, and other organizational bonds; and three questions about the team's perception regarding the strategic versus operational performance of the area.

The interviews with the IC teams were carried out without the presence of the Communication manager between October and December 2020, lasting between two hours and two and a half hours each, totaling eight and a half hours of recording.

The data obtained in the interviews went through the content analysis technique (BARDIN, 2011) and, based on the theoretical framework, originated the communication questionnaire that gave rise to the IOCS, initially formed by six dimensions which, in turn, were broken down into 36 statements (variables). The six initial dimensions were Immediate Leader Communication, Senior Leadership Communication, Affective Communication, Business-Linked Communication, Transmissive Communication vs Relational Communication, and Home Office Communication.

A structured questionnaire was developed to carry out the quantitative stage, consisting of five parts: (i) socio-demographic data (identification of the sector of the organization to which the respondent belonged, age, gender, education, hierarchical level, and length of service); (ii) scale for evaluating workers' perception of the organization's internal communication practices captured in the qualitative stage; (iii) scale for evaluating organizational commitment (BASTOS; AGUIAR, 2015); (iv) scale for evaluating organizational entrenchment (RODRIGUES; BASTOS, 2015); (v) scale for evaluating organizational consent (SILVA; BASTOS, 2015).

The questionnaire was made available online via the Google Forms platform, consisting of 75 items and socio-demographic questions. There were 36 statements about communication and 39 about organizational bonds. This questionnaire was sent
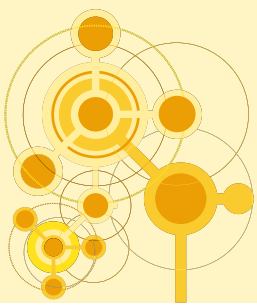
through the internal communication channels of the sample organizations themselves. The survey was available from June 14 to July 13, 2021.

The quantitative stage sample had 401 respondents. The highest participation was among workers from the Agribusiness sector organization (29.7%), followed by the Retail sector organization (26.7%), Energy (25.2%), and, finally, the organization of the Public Service sector (18.5%). Regarding sample representation per total audience, the largest participation was from workers from the Energy sector organization, reaching 33.3%, followed by the Agribusiness sector organization, with a participation of 24.7%. The other two organizations did not have significant representation by the total public: Retail 2 6%[2] and Public Service[3] 1.8%.

Sample validation was performed using the Kaiser-Meyer-Olkin (KMO) test, which measures sample adequacy. Analysis of the KMO and Bartlett sphericity tests demonstrated the calculation of a chi-square statistic of 5847.73 with 276 degrees of freedom at the 5% significance level. The degree of sample adequacy, as shown in Table 1, proved quite satisfactory (KMO = 0.941) since the model acceptance limit must be above 0.5 (FIELD, 2009; HAIR *et al.*, 2005).

Table 1: EFA adequacy: KMO and Bartlett tests (communication)

Kaiser-Meyer-Olkin (KMO)		.941
	Approx. Chi-square	5847.73
Bartlett's test of sphericity	Df.	276
Kaiser-Meyer-Olkin (KMO)		*.941*
	Sig.	.000

Source: Survey data (2021)

Moost respondents are between 26 and 35 years old (36.7%), female (57.6%), with a graduate degree (42.6%), and occupying the level of analyst (38.2%). There was almost a tie between those who declared they had been with the organization for one to three years (31.2%) and those who had been with it for four to ten years (30.2%).

The scales followed the Likert model (GIL, 1999), which asks respondents to express their agreement or disagreement with each statement. For the communication scale, the rating ranged from 1 (totally disagree) to 5 (totally agree). The organizational bond scales[4] ranged from 1 (totally disagree) to 6 (totally agree).

The four scales of the quantitative research were submitted to Exploratory Factor Analysis (EFA), which promoted changes in the set of variables initially proposed (from the initial 75 to 53). As for dimensions, there was a reduction from the initial 11 to nine final ones – in Organizational Communication, from six to four dimensions; the Organizational Commitment bond remained one-dimensional; the Organizational Entrenchment bond reduced from three to two dimensions; and the Organizational Consent bond was divided into two dimensions, as shown in Table 2.

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2 In the organization of the Retail sector, the survey was sent to all workers in the administrative areas. However, according to the company's Communications manager, low adherence was due to competition with other internal surveys in the same period.

3 In the Public Service sector organization, the survey was not available to all workers in administrative areas, except to some groups, at the discretion of the Communication manager, so representation was small.

4 A choice was made to maintain the six-point scale initially defined by its creators for the commitment, consent, and entrenchment scales.
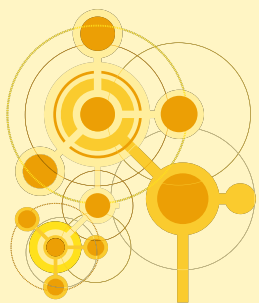
Table 2: Validated dimensions

Validated dimension	Meaning
Immediate Leader Communication (IOCS)	Dimension of Organizational Communication that promotes dialogue, trust, and attention to the worker's personal needs.
Affective Communication (IOCS)	Dimension of Organizational Communication generates the perception of respect, identification with organizational values, and pride in belonging.
Engaging Communication (IOCS)	Dimension of Organizational Communication provides strategic information for the organization, promotes recognition actions, and disseminates individual goal programs linked to organizational goals.
Home Office Communication (IOCS)	Dimension of Organizational Communication intensifies information in situations of social isolation, generates rapprochement with the president and senior leadership of the organization, and reduces the feeling of social isolation.
Organizational Commitment	The worker's emotional bond with the organization is based on the belief and acceptance of the organization's values and objectives.
Limitation of Alternatives/Adjustment to Social Position	Dimension of the Organizational Entrenchment bond means the perception of few alternatives outside the organization, appreciation of the investments made in adjusting to the role, and fear of losing the professional status achieved.
Impersonal Bureaucratic Arrangements	Dimension of the Organizational Entrenchment bond means perception of financial losses and risk to personal economic stability.
Subordination	Dimension of the Consent bond means recognition of the authority of the immediate superior and compliance with orders automatically, without evaluation or judgment.
Obligation	Dimension of the Consent bond means fulfilling orders out of obligation, accepting power relations, and the organization's rules and norms.

Source: Survey data (2021)

ETHICAL ASPECTS INVOLVED IN RESEARCH

The invitation to organizations to participate in the research was made official through a letter to the Communications manager explaining the research's objectives, schedule, and phases. The letter informed that all data obtained would be used exclusively for the analysis of the academic study and that both the identity of the organizations and the informants would be preserved.
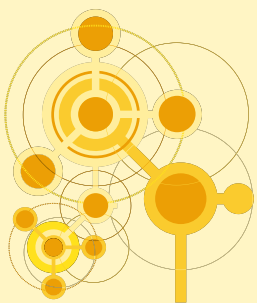
In addition to the letter, an Informed Consent Form was issued to everyone who participated in the qualitative stage of the study, which was duly signed and returned to the researchers.

The online questionnaire was distributed internally in the organizations by the respective Communication managers. The opening text of the form explained the research objectives and ensured the confidentiality of each participant's data. Before responding, participants needed to agree to the terms on the form itself.

PRESENTATION AND DISCUSSION ON THE VALIDATION AND APPLICATION OF IOCS

Statistical data analysis was carried out to demonstrate the theoretical and statistical validity of the constructs (dimensions) that were part of the questionnaire applied in the quantitative stage. The software used was SPSS 25.0 (Statistical Package for the Social Sciences). The results to be presented in this article refer only to Organizational Communication.

The factor solution demonstrated the validation of 24 observed variables and four dimensions. The remaining 12 observable variables that did not meet the commonality criterion were excluded. The degree of statistical significance was validated by analyzing common dimensions. The exclusion criterion was used to determine factor loadings that sought to exclude variables with commonalities below 0.5 (HAIR *et al.*, 2005; MALHOTRA, 2004).

In addition to the commonality test, the indices that were considered to carry out the EFA were: (i) KMO (Kaiser-Meyer-Olkin) measure of sample adequacy; (ii) variance analysis, which validates the phenomenon being studied; (iii) analysis of the rotated matrix, whose function is to present the factor loading of each observed variable that makes up each construct; (iv) Cronbach's Alpha (CA), which evaluates the coherence of the constructs created by EFA, which must present values greater than 0.7 (HAIR *et al.*, 2005); and (v) Pearson correlation test, which measures the independence between the constructs.

The constructs (dimensions) and their respective observed variables (assertions) validated for the IOCS and the Cronbach's Alpha (CA) indices achieved are found in Appendix 1 of this article.

METHODOLOGY AND DEMONSTRATION OF IOCS APPLICATION

The IOCS must be applied as an internal opinion research instrument, using an online or printed form to be answered anonymously by workers in the sectors and/or units the organization defines as sampling fields. Each statement must be presented in a Likert scale model (GIL, 1999), which asks respondents to express their agreement or disagreement with each statement. The grading must be presented as follows: 1: Totally disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Totally agree.

The analysis of the results is based on decoding the data using the logical-mathematical method. It is argued (GIBBS, 2009) that the prerequisite of qualitative analysis is effective data management, done coherently and systematically. To this end, we assigned numerical standards from -1 to 1 to the Internal Organizational Communication Scale (Appendix 1). This rationalization aims to make the results comparable and make the methodology replicable in new analyses.
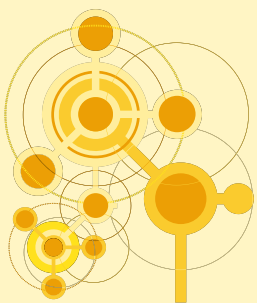
The calculation system was built in Excel to interpret the base data and convert individual responses into numerical averages, which can be interpreted graphically. The research in question was divided into four dimensions, each containing between three and eight questions: 1) Immediate Leader Communication (seven questions); 2) Affective Communication (six questions); 3) Engaging Communication (eight questions); 4) Home Office Communication (three questions).

The questions were subdivided by dimension, and the data was imported from the source and converted into numbers from 1 to 5, depending on the answers (1: Totally disagree; 2: Disagree; 3: Neither agree nor disagree; 4: Agree; 5: Totally agree). The average of these results for all responses is taken, and the values are normalized on a scale of -1 to 1, with 1 being the maximum possible point to be reached in the IOCS and, conversely, -1 being the worst overall evaluation. There is, between the extremes, a complete spectrum of possibilities.

Table 2 shows the formulation for generating the normalized value, taking Dimension 1 as an example. The normalized value results from the values assigned to each answer and the total survey score per dimension (the sum of the values from -1 to 1 of all respondents). Normalization occurs by dividing the total dimension score by the number of responses.
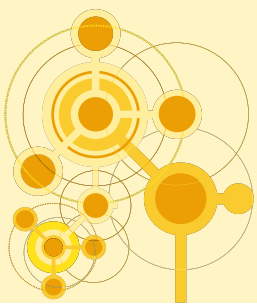
Table 2: Calculation of the first dimension and normalization

|	
Dimension	1
Number of questions	7
Result	**Closest value**
Totally agree	1
Agree	0.5
Neutral	0
Disagree	-0.5
Totally disagree	-1
Total survey score	199.1796
Number of responses	401
Normalized score (-1 to 1)	**0.497**

Source: Own preparation

Carrying out the same process of adding the total score per dimension, dividing it by the number of responses, and normalizing the results, each dimension obtained the following score, considering a scale from -1 to 1:

- Dimension 1 – Immediate Leader Communication: 0.497
- Dimension 2 – Affective Communication: 0.674
- Dimension 3 – Engaging Communication: 0.465
- Dimension 4 – Home Office Communication: 0.487

It is noteworthy here that each dimension was built in an Excel tab. The solution made data normalization more visual and checkable since each dimension has a different number of questions. The results can also be analyzed comparatively, as shown in Graph 1.

Graph 1: Results by dimension
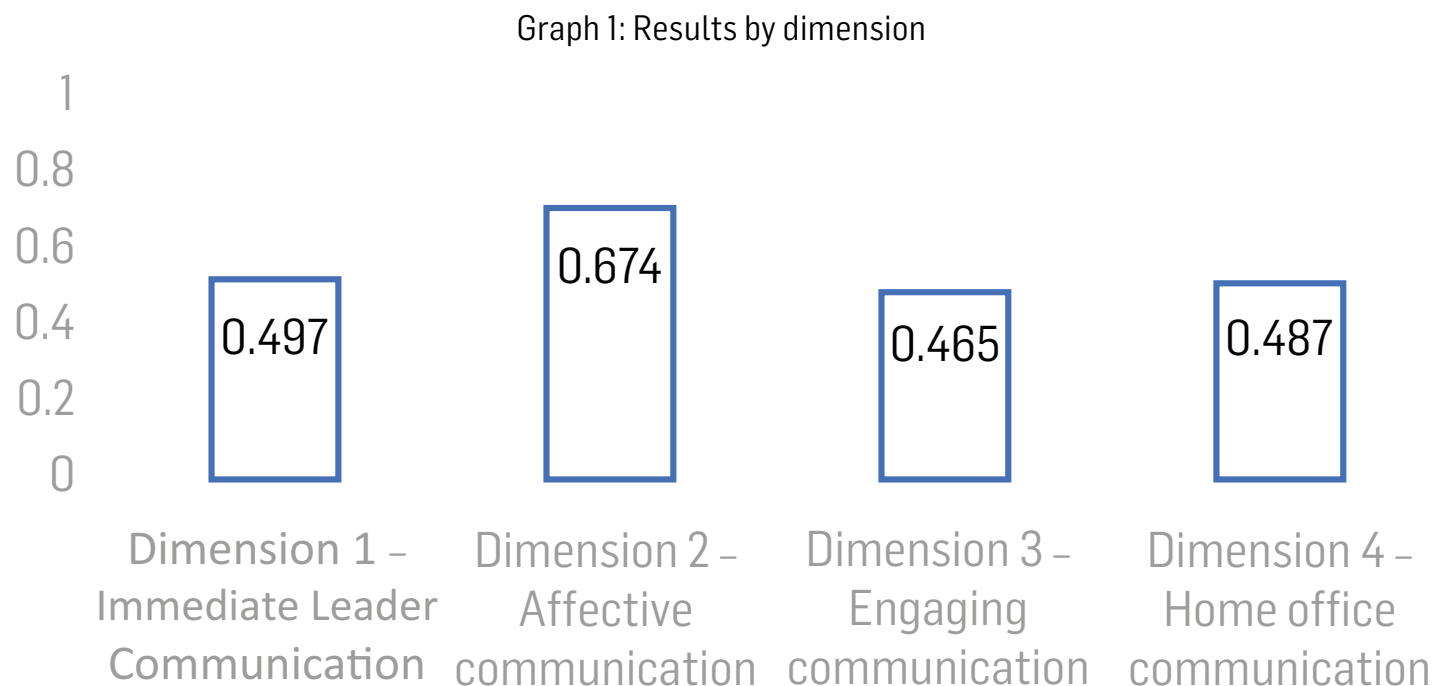
Source: Own preparation.

As this scale assesses whether internal communication influences the commitment bond, it was possible to note that practices related to the four dimensions were positively perceived in the four organizations that were part of the sample despite none having reached the maximum index. The Affective Communication dimension was the most present, possibly due to communication actions that generate a perception of respect, identification with organizational values, and pride in belonging.

FINAL CONSIDERATIONS

The strategic potential that communication work presents is often underestimated because the services of communication departments and how they contribute to value creation are not fully understood by senior management and co-workers (BROCKHAUS; ZERFASS, 2021). According to the reports of the interviewed managers, assessing how workers are linked to organizations is the task of the Human Resources department. As a result, the Communication area fails to demonstrate its strategic relevance concerning the influence of the internal communication process on the commitment bond.

Currently, when more flexible organizational configurations and architectures are proliferating, there is more than ever a need for a clear understanding of the role of organizational communication departments as units of value creation for workers and organizations.
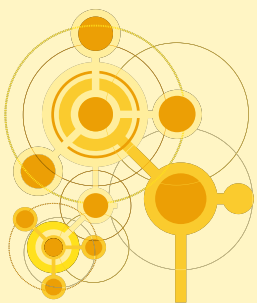
It is possible to know the degree of influence of organizational communication on the existence of the affective bond of commitment based on the results presented by internal research that applies the IOCS, which presents itself as a guide capable of evaluating the contribution of communication to the existence of organizational spaces with more affective and relational relationships between organizations and their respective workers, given the new work configurations of the contemporary worlds.
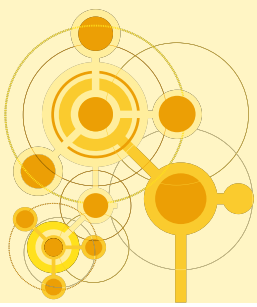
The development of a numerical scale can make IOCS results comparable and replicable. In organizational spaces, the replicability of this research methodology, considering the aspects exposed here, is feasible and can generate new studies.

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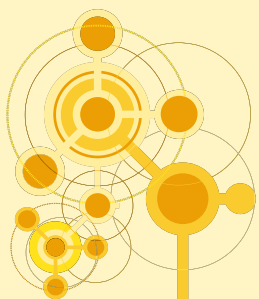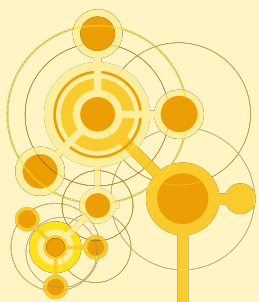
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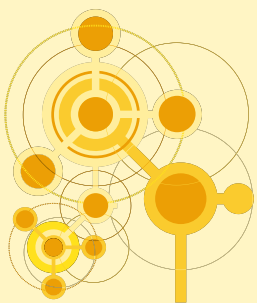YIN, Robert. *Estudo de caso*: planejamento e métodos. Porto Alegre: Bookman, 2001.

Appendix 1: IOCS

Fenômeno (Variável latente)	Construtos (Dimensões)	Variáveis observadas (Assertivas)
Organizational Communication	Immediate Leader Communication AC = 0.907	CO1 - My immediate superior constantly keeps me informed about strategic aspects of the organization.
		CO2 - I can understand the strategic direction of the organization through the way my immediate superior communicates with me.
		CO3 - Besides the annual performance evaluation, my immediate superior offers feedback on my work whenever necessary.
		CO4 - My immediate superior shares all information about the organization, positive or negative.
		CO5 - I trust what my superiors tell me more than the information I receive from my colleagues.
		CO6 - My immediate superior is always attentive to my difficulties and needs (family and physical and mental health).
		CO7 - My immediate superior demands results from my tasks in a friendly way, encouraging dialogue.
Organizational Communication	Affective Communication AC = 0.869	CO13 – The Communication area publicizes the organization's actions in favor of society and the environment, reinforcing my identification with the organization.
		CO14 - I feel respected when informed about what happens in the organization before the external public.
		CO15 - I feel welcomed when the Communication area is concerned with carrying out actions beyond professional activities, such as volunteering.
		CO17 - I feel motivated by the reports published on internal networks about overcoming and dedication to work on the part of colleagues in the organization.
		CO18 - My interest in working for this organization increases when I receive information about socio-environmental projects, such as support for diversity, humanitarian aid, and environmental preservation.
		CO20 - I am proud to talk about the organization where I work with my family and friends and on my social networks.

Appendix 1: Continuação

Fenômeno (Variável latente)	Construtos (Dimensões)	Variáveis observadas (Assertivas)
Organizational Communication	Engaging Communication AC = 0,909	CO21 - The organization's strategic plans are frequently disclosed through internal communication vehicles and events.
		CO22 – Internal disclosure about the organization's business helps my work achieve the proposed goals.
		CO23 - The Communication area sends information in the right proportion so that I do not deviate from my focus on my work.
		CO25 - The Communication area produces communications and/or holds events to recognize workers' dedication, an efficient strategy for achieving organizational goals.
		CO26 - I feel comfortable contributing content to internal communication channels (intranet, magazine, newsletter, internal social network, videos, etc.).
		CO27 - The Communication area provides opportunities to strengthen relationships between workers from different areas of the organization.
		CO30 - There is a balance of content between what is of interest to the organization and what is of interest to workers in the materials disseminated by the Communication area.
		CO31 - The content generated by the Communication area is agile and current, helping me to always be up to date with the organization.
Organizational Communication	Home office Communication AC = 0.759	CO33 - Remote communication during the pandemic helped me get to know the president and/or members of the organization's senior management better via periodic virtual meetings.
		CO34 - The Communication area gained greater space in the organization due to the need to find new ways to reduce social distancing during the pandemic.
		CO36 - During the pandemic, the Communication area increased the amount of news provided to workers.

Source: Survey data (2021)