

The Importance of Employee Communication: Illustrative Cases

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Abstract:

Effective communication with employees is at the heart of organizational success because this internal group of stakeholders is vital for all organizations to achieve their missions. Yet literature on employee communication is probably given less attention than other areas of management and corporate communication. In addition, given that studies on employee communication mainly appear in corporate communication literature, the topic is rarely referred to by management discipline.

This paper attempts to establish the significance of employee communication as well as to bridge the gap between corporate communication and management disciplines. First, it will provide a critical review of studies on employee communication in two major journals in corporate communication: *Corporate Communication: An International Journal*, and *Journal of Communication Management*. In this review, the author hopes to address two major issues: 1) how notion of internal communication is legitimized and made significant and 2) how communication theories can be used to inform employees communication practices as indicated in pervious literature. Then some illustrative cases of organizations that successfully implement employee communication programs will be discussed.

Ultimately, this paper will offer a state-of-the-art review of employee communication as well as to provide recommendations for future studies and practices in this area. In particular, it hopes that managers and human resources practitioners will realize the importance of employee communication and identify appropriate communication strategies to communicate with their employees at the right time.

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