DEVELOPMENT OF INTERNAL COMMUNICATION POLICY IN GROWTH ENTERPRISE

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ABSTRACT OF THE MASTER'S THESIS

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Abstract

Internal communication has an important role in an organization’s every action. It is affecting to the efficiency of processes as well as sense of community among the members of an organization. Even though internal communication as such is relatively much searched topic, developing internal communication and internal communication policy have been disregarded among scientific community.

The objective of this research is to find out how to develop an internal communication policy when there are factors that are strongly affecting to that. The main theory is contingency theory which argues that there is no one universal way to organize an internal communication policy. There are some external and internal factors that affect to organizing such. In this research the growth is an external factor which has affected to the internal factor, the amount of tacit knowledge. The research is made for an IT company Aava Mobile Oy which needs development for three different internal communication channels: intranet, familiarization package and Common Coffee Break. The goal is to find the objectives of development for each channel.

The research is a case study which is using qualitative methods such as semi-structured interviews, questionnaires and observation. The researcher was an active part of the working community which meant the observation was inclusive. The research philosophy is critical realism which means there is an objective reality but the knowledge is socially constructed.

This research found out that growth has many impacts on the development of internal communication policy. The growth makes the organizational structure more complex than it was before which affects the flow of information and the amount of tacit knowledge. Internal communication can be measured in multiple ways, in this research the employee satisfaction was connected with the success of the internal communication policies. Employee satisfaction and the amount of tacit knowledge was also connected, less tacit knowledge within an organization equals more satisfaction among employees.

Keywords
Internal communication, internal communication policy, tacit knowledge, growth enterprise, development of communication policies

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1 INTRODUCTION

This master’s thesis searches how to develop internal communication policy in a growth enterprise. In this chapter the reader is guided to the subject, after which the objective of the research and research questions are introduced. Also, research design and the structure of this research are gone through.

1.1 Justification for the research topic and the research gap

The justification for this research comes from the importance of internal communication (IC) in organizations. IC is inner information flow and interaction in organization (Juholin, 1999, p. 13). It has an important role in organizations’ every action. IC is affecting the efficiency of the processes and creating sense of community between the members of organization (Mironski, 2017). Even though there are relatively lot scientific contributions about IC in general and which kinds of benefits it offers to organizations, there are not many articles about IC policies which an organization could adapt to its functions. This research utilizes contingency theory to see how different variables affect to the IC policy planning. The effects of growth and tacit knowledge are studied on IC policy. The reason this topic was picked is a growing IT-company Aava Mobile Oy which aims to develop systematic IC policy for themselves.

1.2 The context of the research

The research object for Aava Mobile is to develop IC policy. The main challenge for the company is the rapid growth and its affects to company’s operations. Since the company is growing, the flat organizational structure is not possible in its all means. One of the challenges is to modify the organization into more systematic direction while keeping the actions as flexible as possible. Aava Mobile calls this systematic but flexible way of acting dynamicity which is one of the main principles seen in the values of the company (Aava Mobile Oy, 2017). The growth affects also to the amount of information the company receives and sends every day. Until now, most of the internal information has been transmitted via email but since the information flow has increased due to the booming business, it has been found not adequate.
Also, many of the employees have known each other for years since they have worked in numerous IT-companies together. Since the employees have a long history in multiple companies, there is a lot of tacit knowledge in the company. Most of the tacit knowledge has been written down in the recently made quality handbook, but the implementation has not yet started. Aava Mobile wants to prevent the possible future problems with the IC by developing a systematic IC policy. In addition, this research aims to find out how growth has affected to the communication of the company. Chapter four properly introduces Aava Mobile Oy and the course of the research is gone through.

1.3 The goal of the research and research questions

The goal of this research is to find out how contingency factors can affect creating systematic IC policies. The subject is approached by first defining what is internal communication and what is the main purpose of it. After that IC channels are introduced and explained why they are important. From there, this research proceeds to contingency theory and how to plan internal communication from the contingency point of view. Contingency theory is justifiable since the unique factors are affecting to the planning process. In this research, growth and tacit knowledge are contingency factors that affect the IC policy development process.

This research aims to answer the main research question which is:

- *How systematic internal communication policies should be arranged in growth enterprise?*

The main question is answered by searching the following sub-questions:

- *How does the growth of the company affect to the internal communication?*
- *Can the success of the internal communication policy be measured in a company?*
1.4 Research methods

This research is qualitative case study which uses semi-structured interviews. The research is abductive. A case study means a researcher tries to examine one or in most few cases which are selected to the research. It can represent process or structural quality of an organization. Semi-structured interview was chosen because it allows interviewee to have more liberties than in structured one. Interviewee can use his/her own words when describing things and interviewer can adapt the interview to its natural path. (Koskinen, Alasuutari, & Peltonen, 2005, pp. 104-154.)

Qualitative research describes the reality rather than shatters it in arbitrary pieces. If a researcher uses qualitative research methodology, it is possible to find multidimensional relations between the searched factors. In other words, qualitative research methodology pursues to examine the reality in holistic way (Hirsjärvi, Remes, & Sajavaara, Tutki ja kirjoita , 1997, p. 152). This research is also abductive. Abduction means reasoning that moves from observation to possible explanation. Abduction allows researcher to go back and forth between the theory and empirical data so that developing new theory is achievable (Aliseda, 2007 via Awuzie & McDermott, 2017; Dubois & Gadde, 2002).

The research philosophy is critical realism. Critical realism is one way to see and interpret the world, people and data collection (Hirsjärvi et al.,1997, pp. 117-118.) Ontological view is that the reality exists independently to our knowledge and social factor and epistemological view is that knowledge is socially constructed. (Pearce & Frauley, 2007, pp. 4-5.; Johnson & Duberley, 2000, p. 149)

1.5 The structure of the research

The first chapter of the research introduces the research topic, and justification of the research. The context in which this study is made is gone through, and research questions and research design are shortly explained.

In the second chapter the internal communication is defined, and the basic idea of communication is explicated. Also, the main channels of internal communication are
introduced and categorized according to their characteristics. After internal communication is gone through, the main theory of this research, contingency theory is introduced. Also, the contingency factors that may affect to development of internal communication within an organization are listed. The tacit knowledge which is one of Aava Mobile’s contingency factors is shortly gone through and explained how such a knowledge can be led. At the end the theoretical framework of the research is described.

The third chapter shows the research design of the study as well as how the data was collected and analyzed. The theoretical framework is supporting the analysis.

The fourth chapter is empiricism part of the study. It goes through the path of the research from the initial situation to objectives and methodology to action. In the end, the result of the study is revealed, and some practical suggestions are given.

The final, fifth chapter answers the research questions through findings of this research. The theoretical contribution of this research is analyzed and evaluated, and conclusions are brought up. The final chapter also evaluates the validity and reliability of this research and suggestions for further research are proposed.
2 COMMUNICATION IN ORGANIZATION

This chapter it is gone through what is communication and internal communication in an organization. Also, the main internal communication channels in organizations are introduced shortly. The third sub-chapter is about contingency theory which is the main theory used in this research. In addition, the sub-chapter goes through internal communication planning which is affected by the contingency factors. In this research tacit knowledge is considered as contingency factor for which the basic concepts of knowledge, tacit knowledge, and managing such a knowledge are introduced.

2.1 Defining internal communication

Internal communication means communication within an organization (Juholin, 1999, p. 13). In order to understand internal communication one must first understand the basic concept of communication. Therefore, first the process of communication is shortly described, after which we move on to the definitions of internal communication.

Figure 1 shows the basic idea of communication. Communication is argued to start from the point when an individual has an idea which one wants to inform to others. The message is sent to receivers via some channel(s). The receiver interprets the message – not the original idea, and tries to understand it. Rarely the original idea and receivers’ visualization are identical (Åberg, 2006, p. 85).
In the figure 1, the double headed arrow describes the communication flow from the sender to receiver. Communication is always reciprocal (described in a figure 1 as double headed arrow) meaning that participants do not interact with each other in turns but hearer also maintains the circuit of communication (Rocci & Saussure, 2016, p. 166). In an organization the communication has the same main principle. The objective of internal communication is to support organization and its employees to achieve their goals by long-term profiling, informing, and communicating. In practice, internal communication includes everything from goal-directed communication to unofficial communication which can occur for example in break rooms (Åberg, 2000, p. 96). In a next paragraph the internal communication is defined further.

In this paragraph the definition of internal communication (IC) is examined. The term IC is used because it describes the phenomenon in the most neutral way. Other terms used by different researchers are internal marketing and organizational communication. Table 1 summons some of the definitions of internal communication. The different definitions can partially be explained by different scholars of the researchers (Welch & Jackson, 2007).
### Table 1: Definitions of internal communication

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition</th>
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<tbody>
<tr>
<td>(Wiio O. A., 1977a, p. 7)</td>
<td>Organizational communication: Organizational communication enables proper leadership behavior, motivation and productivity. Organizational communication is interfacing variable which cannot be compared to other organizational variables.</td>
</tr>
<tr>
<td>(Grönroos, 1989)</td>
<td>Internal marketing: Employees are company’s customers. Company needs to develop internal marketing (communication) to interact with employees.</td>
</tr>
<tr>
<td>(Frank &amp; Brownell, 1989, pp. 5-6. via Welch &amp; Jackson, 2007)</td>
<td>Internal communication: “the communications transactions between individuals and/or groups at various levels and in different areas of specialisation that are intended to design and redesign organisations, to implement designs, and to co-ordinate day-to-day activities”</td>
</tr>
<tr>
<td>(Argenti, 1996)</td>
<td>Internal communication: “Companies today must explain complicated health and benefit packages, changes in laws that affect to employees, and changes in the marketplace that might affect the company in the future.”</td>
</tr>
<tr>
<td>(Juholin, Sisäinen Viestintä, 1999, p. 13)</td>
<td>Internal communication: Internal communication is inner information flow and interaction of working community or any other organization. It is a vast phenomenon which affects any operation of company.</td>
</tr>
<tr>
<td>(Åberg, 2000, p. 95)</td>
<td>Communication: Communication is a process, an event which means interpreting things which are related to actions of working organization or members’ communal actions through given significance. This interpretation is informed to others through interactive network which transmits information.</td>
</tr>
<tr>
<td>(Kalla, 2005)</td>
<td>Integrated internal communications, i.e. all formal and informal communication taking place internally at all levels of an organisation.</td>
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</table>
What connects the different definitions of IC is the idea that communication is a process which is part of any interaction in organizations. Depending on the school researcher is focused, one may stress different aspect of the communication or see communication from the certain point of view (Welch & Jackson, 2007). On the table 1 there is e.g. marketing scholar that sees organizational communication as a part of internal marketing and employees as an internal customer (Grönroos, 1989). On the other hand, internal communication is also seen as a tool in company that is attached with leadership (Wiio O. A., 1977a). Despite the potential of internal communication field, the discipline has remained modestly small. Therefore, many researchers have same or similar definition for the internal communicating, one of the most popular being Frank & Brownell’s (1989) definition (Welch & Jackson, 2007; Argenti, 1996).

Grönroos (1989) and other researchers from marketing school examine internal communication from internal marketing point of view. Internal marketing has a holistic attitude towards goals of marketing and it engages choosing, providing and communicating customer-perceived value. The researchers argue that if employees are not engaged to the brand, the customers will not be either. Therefore, employees are part of key stakeholders of the company. (Kotler, Keller, Brady, Goodman, & Hansen, 2009, pp. 770-771.) The core of this approach is that employees are seen as internal customers. Employees’ ability to satisfy the needs of others inside the organization is seen as the beginning of external customer satisfaction. Only when internal customer relationships work, the quality of the outcome can be excellent (Gummesson, Varey, & Lewis, 2000). Marketing is not considered as separate department in a company but something that is spread from the marketing department to all sections of a company (Grönroos, 1989). Employees are the same individuals than customers companies need to impress. At the same time companies are needing employees to act for the organization. If the communication is unclear within the organization, it will affect to external communication in a negative way (Spitzer & Swidler, 2003; Kotler et al. 2009, p. 771). The relationship of internal marketing orientation and customer satisfaction has been searched and found out that there is a positive correlation between the factors (Lings & Greenley, 2005). On the other hand, according to Kotler et al., (2009, p. 773), the main problem with internal marketing is that the nature of employment relationship is different to consumer
relationship. An average adult spends one third of his/her day in work and develops complicated psychological, emotional and rational string to the organization he/she is working. Therefore, employment relationships are more complicated than customer relationships. Still it does not mean in internal marketing one could not utilize modified tools taken from external marketing (Spitzer & Swidler, 2003; Kotler et al., 2009, p. 773).

Åberg, (2000, p. 95) views IC as a tool which is used to interpret significances of different factors or actions in an organization. IC is not only an instrument to transport information from managers to employees but it gives the whole organization a chance to reflect unclear issues of an organization and thus creates a sense of community. IC is seen similar as communication between individual in organization context. (Åberg, 2006, pp. 85-87.)

One of the most known Finnish organizational communication researchers Wiio O. A., (1977a) argued that organizational communication enables proper leadership behavior, motivation and productivity. Organizational communication is an interfacing variable which cannot be compared to other organizational variables. Interfacing variable means internal communication connects two variables (e.g. people and machines) in different contingencies so that they can function together in a coordinated way (Wiio O. A., 1977 via Wiio O. A., 1977a, p. 7). Wiio’s O. A., (1977) theory about organizational communication and leadership has been developed and supplemented with the idea of symmetrical communication. Symmetrical internal communication enables collaboration between employees and leaders rather than one-way top-down communication. Symmetrical communication favors understanding, collaboration responsiveness and creation of long-term relationships (Grunig, Grunig, & Dozier 2002 via Men, 2014).

Frank & Brownell’s (1989, pp. 5-6. via Welch & Jackson, 2007) view is seen in many definitions of internal communication. Internal communication has been rather neglected research topic for the past years and therefore many researchers lean on only few sources of the topic (Welch & Jackson, 2007). The main idea is communication transactions between individuals and groups which can design and redesign organizations. Also the day-to-day activities are mentioned in the definition.
Argenti (1996) sees employee communication as a part of corporate communication which includes both external and internal communication. Companies have become more interested in keeping their employees happy. That is why they have had to start to think internal communication more deeply. In addition to informing employees about new regulations and changing values, managers also need to boost employees’ morale after downsizing and reengineering (Argenti, 1996).

For Juholin, (1999, p. 13) IC is flow of information and interaction between individuals of organization. On one hand internal communication is about transmitting information within organization, on second hand it is about sharing experiences and creating sense of community. IC affects also to organization’s brand image which for one’s part affects to success of the company. Therefore, IC is seen important management tool. IC is also essential part of knowledge management and motivating people in working community. Communication is part of every activity among people and it affects to individuals’ level of affection towards their company. Working satisfaction, efficiency, and a level of communication seem to be depended on each other. (Juholin, 1999, pp. 13-19.)

Internal communication can be also called integrated internal communications. In that case, the focus is on channels and technological means by which the internal process may be facilitated (Spence, 1994 via Kalla, 2005). Kalla, (2005) searched the multidisciplinary nature of IC and argued that integrated approach to IC is beneficial when evaluating knowledge sharing in organization. Multidisciplinary nature means in this context dividing IC into business, management, corporate, and organizational communication categories. The findings of the study are that IC should not be seen only as a function of corporate communication because nowadays in a complex business world it is not sufficient. Communication professionals need to have more diverse skills and understand that internal communication has an influential role in a culture and environment of the company. In the other words, communication professionals should understand the multidisciplinary side of internal communication and enhance all the sides of it (Kalla, 2005).

All the researchers’ definitions mentioned above, have some similarities with the Frank & Brownell’s (1989, pp. 5-6. via Welch & Jackson, 2007) definition. Argenti,
(1996) saw the IC transactions merely informative but also saw the possibility to affect to people’s morale via communication. Juholin, (1999, pp. 13-19) and Åberg, (2000, p. 95) highlighted more that IC can create sense of community while trasmitting information and that IC is much more than what happens in official communication channels. Marketing scholars saw employees as internal customers which should be taken care of as well as external ones. If employees have a negative view on the company, it will affect also to the external communication (Kotler et al. 2009, p. 771). The latest research supplements IC with multidisciplinary view which connect internal communication with e.g. knowledge sharing (Kalla, 2005). Even though all the researcher have somewhat different view on the IC, they all highlight the importance of both informative communication and communication which can create a sense of community and therefore motivate employees to work towards company’s goals. Hence, one could argue that all the researchers see IC as an important strategic tool for companies. In the next sub-chapter channels of IC are viewed since they are the enabling the transportation of messages within an organization.

2.2 Channels of internal communication

Channels or mediums as McLuhan, (2001, p. 7) calls them, are crucial in communication. Channels influence to the interpretation process of the receiver. It makes a difference whether information is shared by using an email or one-on-one conversation. Media or channels can determine how the information is filtered decoded and received. E.g. firing someone via loudspeaker would be considered as a violation of business protocol but via face-to-face conversation is acceptable. (Pritchard, 2004, p.4). Organizations usually have many channels for their internal communication. On the table 2, Åberg, (2000, p. 173) divides internal communication channels into four different categories depending whether they are immediate channels, distant channels, direct intercommunication or forwarded communication.
Table 2: Channels of internal communication (Åberg, 2000, p. 174)

<table>
<thead>
<tr>
<th></th>
<th>Immediate channels</th>
<th>Distant channels</th>
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<tbody>
<tr>
<td>Direct communication</td>
<td>The immediate superior&lt;br&gt;Other superiors&lt;br&gt;Meetings within the department&lt;br&gt;Innovative spaces within the company&lt;br&gt;Colleagues</td>
<td>Briefings&lt;br&gt;Co-operative bodies&lt;br&gt;Meetings and negotiation situations&lt;br&gt;Direct communication from the top management&lt;br&gt;Colleagues in different units</td>
</tr>
<tr>
<td>Forwardsed communication</td>
<td>Notice board of the unit&lt;br&gt;Circular letter of the unit&lt;br&gt;The factory journals&lt;br&gt;Communication via internet</td>
<td>The notice boards&lt;br&gt;Circular letters&lt;br&gt;Quick release&lt;br&gt;Personnel journal&lt;br&gt;Customer journal&lt;br&gt;CEO's review&lt;br&gt;Annual report&lt;br&gt;Databases in internet&lt;br&gt;Video news&lt;br&gt;Inner radio&lt;br&gt;Communication via internet&lt;br&gt;Communication of trade unions&lt;br&gt;Media</td>
</tr>
</tbody>
</table>

Immediate channels in direct intercommunication are represented by immediate superior, other superiors, and colleagues. Immediate channels can be different types of meetings, negotiations, special spaces reserved for innovations, and direct communication from top management. Superior-subordinate -network is the basis of all internal communication. Meetings are for operative issues. Spaces reserved for innovation are physical places where employees can generate ideas of anything that comes into their mind. When the organization is big and geographically dispersed, top management has especially important role in communication. Forms of communication can be e.g. regular meetings with employees or interview hour organized by top management. Forwardsed communication in immediate channels can be e.g. notice board or a monthly journal for employees from which individuals get information concerning directly one’s work and informative issues. Novadays most information is in electronic form since many have access to internet. (Åberg, 2000, pp. 174-175.)

Direct communication in distant channels distribute information within the whole organization. The target group for the communication is therefore wider than single
department or individual within the department. Distant channels are usually small mass media and online media. Briefings are held when there are big announcement which concern everyone in the organization. In the briefings there is possibility for interaction between management and subordinates. Co-operative bodies communicate mainly collective labor agreements and wage. In forwarded communication in distant channels the means are similar to mass media but the message is transmitted to more restricted audience. Within the organization forwarded small mass media can be e.g. quick release, personnel and customer journal and annual report. In working community, big announcements should be told first to the employees and only after to stakeholders outside the company. Mass media has begun to react faster to latest news than before which means increasing need for communication channels that reach as much people at the same time as possible within the organization. Therefore, small mass media is beneficial to organization. (Åberg, 2000, pp. 176-179.)

Nowadays, new media channels are becoming more popular than traditional channels introduced above. Computer-mediated exchange and shared electronical resources can encourage employees to participate to the IC process more actively than traditional channels (Beirne & Cromack, 2009). Hennig-Thurau, et al. (2010) define new media as websites and other digital communication and information channels with active users. They can be used in real time and long afterwards despite the spatial location. New media or social media is usually connected with external communication and creation of awareness among customers but it can also be used in the IC as an effective tool (Lipiäinen, Karjaluoto, & Nevalainen, 2013; Järvinen, Tollinen, Karjaluoto, & Jayawardhena, 2012). New media channel is e.g. intranet which has answered to a pressure to digitalize and integrate internal communication (Neill & Richard, 2011). Intranet facilitates information fast within the organization and can help measuring performance and supporting managers’ strategic decision making. Intranet uses the same technology as the internet but it’s not public, one needs password in order to access that. That way it also keeps confidential issues within the company (Denton, 2006). Despite the intranet and other digital communication channels, e-mail is still the most used new media channel. E-mail is cheap, easy and quick to use but using email can lead to information overload via technology based channels (Hewitt, 2006).
2.3 Contingency theory and internal communication planning

The focus of this subchapter is to show how contingency factors or variables can affect to IC planning as well as to the whole organization. In the paragraph the main idea of contingency theory is gone through, and different system variables which affect to the activities of organization are undergone. The second paragraph combines the IC with contingency theory and shows which kinds of factors should be considered when planning IC policy. The third paragraph analyzes further one of the contingency variable, tacit knowledge which is significant in this research. The paragraph opens the concepts of explicit and tacit knowledge and shortly introduces the concept of knowledge management. At the end of this chapter the concepts and theories are pulled together, and the theoretical framework is formed.

2.3.1 Contingency theory

Contingency theory is one of the major lens to view organizations. Van de Ven & Delbecq (1974) were one of the first scientists which moved away from the traditional management approaches: process, quantitative, behavioral, and systems approaches by introducing task-contingent model of work unit structure and contingency theory (Luthans & Stewart, 1977). Van de Ven & Delbecq (1974) and other early scientists argued that the “best” structure for the organization is dependend upon the environment in which the organization acts (Williams, Ashill, & Naumann, 2017).

The fundamentals of contingency theory are to understand how environment affects to the organizational design and managing organization. It can be argued that contingency theory has focus on situational nature of management (Luthans & Stewart, 1978). The opposite school the “universals” believe that certain factors determine the performance of any organization. Still both schools believe that it is possibe to find factors that have impact on the organization’s performance at least in some level (Child, 1974).

In a figure 2, Luthans & Stewart (1977) introduces an idea of primary, secondary and tertiary system variables. Primary variables: management, environmental and
resource are the “building blocks” of an organization. Environmental variable is divided into external and internal factors. External factors, e.g., federal legislation are considered to be given from outside the organization and therefore management does not have direct impact on it. Internal factors, such as top management policy, are also factors management does not have direct impact but are in control of formal organization. Resource variables are tangible and intangible factors over which management has direct control and it can use to change organization in preferred way. Management variables are concepts that are expressed in policies, practices and procedures used by management to operate existing resources to define and achieve organization targets (Luthans & Stewart, 1977).

Secondary system variables result from the interaction of primary system variables. Luthans & Stewart (1977) determine three secondary system variables: situational, performance criteria, and organizational. Situational variables exist in interaction of environmental variables and resources. Situational variable describes the given organization system in which management must interact and operate. Organizational variables, the interaction of resources and management, can be for example organizational structure. Organizational structure is set of formalized social relationships existing between members. These relationships have been developed by management to accomplish the organizational goals. Performance criteria measures achievement of organizational goals. One of the biggest tasks for the top-
management is to analyze the relevant environmental variables to determine the continuing viability of the organization’s performance criteria and associated goals. The objective is to define which changes must be made in allocation of resources in order to achieve the set goals (Luthans & Stewart, 1977).

The tertiary system variable is established from secondary variables and therefore also from the primary system variables. The tertiary system variable is named in figure 2 as *system performance*. It represents the performance output of the organization measured by relevant performance criteria variables. What is distinctive in this model is that it emphasizes the important link between theory and practice since objectives are subset of organizational performance variables (Kast & Rosenzweig, 1974, p. 507; Luthans & Stewart, 1977).

### 2.3.2 Internal communication planning

According to Wiio O. A., (1978, pp. 17-23.) there is no one right way to arrange internal communication in organizations. As explained in previous sub-chapter, there are different variables that affect to the management and organizational design (Luthans & Stewart, 1977). The factors also affect how the internal communication planning should be arranged. One way to organize an internal communication in a company is by using a framework analysis illustrated in figure 3. The purpose of the analysis is to find internal and external factors which have to be taken into a consideration when planning communication. This model uses similar blocks as the model of system variables but the representation differs.
These factors can be divided into environmental factors and factors within organization. Employee is always depended on the environment. Environmental factor is divided into operational environment and value environment. (Rhenman, 1972, pp. 26-44.) Operational environment means stakeholders with which organization has exchange. Operational environment can be divided into segmentations. Typical segmentations are e.g. customers, suppliers, banks and media. Value environment puts expectations and valuations to the organization. Via external communication different operational actors communicate their expectations towards organization. Depending on actors, expectations differ to each other. Others than operational actors can also have different expectations towards an organization. Those actors can be e.g. big audience and competitors. (Åberg, 1997, pp. 180-181.)

Environmental factors can also be divided into restrictions and environmental factors on which can be affect. Restrictions are factors that on which organization can not affect directly. However, these factors affect on organization’s actions and communication. Restrictions are for example contracts, law, purchasing power etc. Environmental factors that can be affected on are behavior of customers or

Structural factors in the company mean dimensions between departments and organization. The most important effect of departments is the formation of dialects. Two separate departments can use different concepts while communicating which can cause problems. (Möller & Åberg, 1982, p. 18; Åberg, 1997, pp. 182-183.) Organizational dimensions add the probability of disruption in communication. Communication between superior and subordinate is always somewhat unbalanced. When communication is from top to bottom the nature of communication is usually norms, commands and instructions. When the communication is from bottom to top, the feedback of the processes are transmitted. The expectations are different and therefore attunement as well. If the message goes through many individuals the more they become distorted. (Åberg, 1997, pp. 182-183.)

Controlling factors are managing techniques used in organization. They can be also personal leadership qualities of superiors. Organizations objectives are tried to reach in different management techniques. Managing techniques are e.g. planning, coordination, and auditing techniques. Manager affects to the use of communication channels. As mentioned before, manager type of superior most likely uses different communication channels than leader type of superior (Åberg, 1997, p. 184).

Organizations act through individuals. That is why qualities of employees, their cooperation skills and attitudes towards organization and communication are important. Some even argue that human resources are the most important when planning the IC policy (Juholin, 2017, p. 88). Individual factors can be divided into psychophysical and competence factors and relationships between people. Psychological factors are underlying attitudes and values, physical factors define the limits of individual’s communication e.g. muteness and deafness. Competence factors affect how individual use different communication channels. Knowledge and experience help employees to understand messages and how they handle communication channels. Relationship factors are to seen in working communities. Unofficial organization established through individual relationships is important matter that affects to organizational atmosphere. For internal communication
planning, it is important to know whether norms of unofficial organization are allowing or prohibitive to official norms. (Åberg, 1997, pp. 184-185.)

Other resources (technical and economic) naturally affect to the performance of organization. They also affect how much organization can invest in internal communication. When planning internal communication, the existing communication channels have major impact on it. Those channels are the resources organization has for communication at that moment. (Åberg, 1997, pp. 185-186.)

2.4 Tacit knowledge as internal contingency factor

Knowledge is part of the individual factor according to the frame work analysis. Knowledge has been a major factor of economic growth since innovations are new knowledge. Today the meaning of knowledge has not decreased, vice versa. Companies know the human capital can create a competitive advantage and therefore, the knowledge is tried to increase and manage as a strategic tool. This new world where the strategic importance is given to R&D and formation of human capital, is called knowledge economy (Foray, 2006, p. 9; Wang & Chen, 2013). In this sub-chapter the concept of knowledge is shortly defined, after which managing the explicit knowledge and tacit knowledge is gone through.

2.4.1 Knowledge

Knowledge is a state in which a person is in cognitive contact with reality (Zagzebski, 2008, p. 92). As an idea knowledge may sound easily understandable but, defining it has caused problems for decades. The knowledge is difficult to define except in terms of its objects. It is understood in the situation without being definable (Kreiner, 2002). Among the researchers, knowledge is usually divided into explicit and tacit knowledge. Explicit knowledge is easily codified and transferred by conventional mechanisms such as documents (Kreiner, 2002; Foos, Schum, & Rothenberg, 2006). Tacit knowledge is antithesis of explicit knowledge, it’s subjective, experiential and hard to formalize. Belief, perspective, and ideas are examples of tacit knowledge (Foos, Schum, & Rothenberg, 2006; Nonaka, Toyama, & Nagata, 2000). Polany (1966, p. via Foos, Schum, & Rothenberg, 2006)
summoned the idea of tacit knowledge by stating that “we know more than we can tell”. Since tacit knowledge is difficult to formalize, the learning occurs usually via participation (Nonaka & Takeuchi, 1995 via Foos, Schum, & Rothenberg, 2006). It is not possible to use one kind of knowledge without another and therefore some researchers criticize the artificial division of explicit and tacit knowledge (Nonaka & Takeuchi, 1995 via Sanzognia, Guzmana, & Busch, 2017).

2.4.2 Managing knowledge in organization

Organizational knowledge is a strategic source of a company (Ibidunni Ayodotun, Ogunnaie Olaleke, & Abiodun Joachim, 2017). Knowledge management (KM) is management of knowledge which is used to promote and support organizational changes and harness that strategic source into a competitive advantage (Scovetta & Vincent, 2013 via Bultrini, McCallum, Newman, Sempéré, & Julien, 2016). KM does not include only organization’s internal information assets, but it also emphasizes access to the external information (Bultrini, et al., 2016). Since KM enables better strategic moves, it can lead the organization to have greater than average long-term returns (Harlow, 2008).

KM addresses both explicit knowledge as well as tacit knowledge management. However, when discussing KM, explicit knowledge management is primary regarded. In explicit knowledge management the knowledge is seen as objective facts free from individual’s subjectivity. The knowledge is possible to separate from its possessors and codified. Explicit knowledge is more easily managed than tacit knowledge (Addis, 2016). The separation between explicit and tacit knowledge management can be difficult. Some researchers argue that explicit knowledge cannot exist without tacit knowledge, since explicit knowledge must rely on being tacitly understood (Polanyi, 1966 via Addis, 2016). Employees are often unaware of their tacit knowledge or incapable to express it. Companies have to make sure that transferring tacit knowledge among the organization is possible so that they do not lose valuable information due to turnover of employees (Gubbins, Corrigan, Garavan, O’ Connor, & Leahy, 2012). Since knowledge is a critical competitive tool that can support adaptation and enhance performance, KM is important capability of competition (Haldin-Herrgard, 2000).
2.5 Summary of the theory and theoretical framework

Since we are living in a knowledge economy, companies need to think and plan how to create, maintain, and increase the knowledge within their organization. Well managed knowledge can provide a competitive advantage and it is therefore crucial in this high competitive world (Foray, 2006, p. 9). Internal communication policy can help companies to forward the information within the company in the most efficient way and therefore be an important strategic tool also for knowledge management (O’Sullivan, 2007).

As stated in previous sub-chapters, there are many different definitions for internal communication. What is the common factor, is that all the definitions highlight internal communication to be a process which exists in every interaction between human beings. It both forwards the information and creates the sense of community (Åberg, 2006, pp. 85-87.) When planning internal communication the external and internal factors should be taken into account. As contingency theory suggests, there is no universally right way to plan communication because it needs to fit to the specific needs of organization (Juholin, 1999, p. 52; Åberg, 1997, p. 179). In this research the external factor which is given to the company is the growth. Because of the common background almost all the employees have, there are tacit knowledge accumulated during the years that has never been documented. When the company was smaller, the tacit knowledge was easier to handle and transfer to the one(s) that needed it. Now with more than hundred employees, the amount of tacit knowledge has swollen and the people possessing it are not able to transfer it all to people which would need it. The company culture has not changed early enough so that the knowledge would have started to documented. The growth has affected the amount of tacit knowledge as well as transferability. The figure 4 represents the theoretical framework of this research. It combines the basic idea of framework analysis with the influence of tacit knowledge.
The concept of this framework is simple. The main idea of the framework is to find out how growth as an external factor affect on the internal variable, tacit knowledge and how the IC policy can be created in this situation. Tacit knowledge of employees is part of internal factors. As mentioned before the external factor, growth, affects the amount and transferability of tacit knowledge which affects to the policy. The main objective of the policy is to make sure all the right people possess the right information which is connected to the idea of knowledge management. When planning the IC policy, we need to identify and record the tacit knowledge in order to plan its transfer among the organization. Knowledge management and internal communication policy are therefore connected.
3 RESEARCH DESIGN

In this chapter the research design of the study is reviewed. First, the philosophy of the research is gone through shortly. That will reveal the worldview of the researcher (Guba & Lincoln, 1994, p. 107). Research philosophy tells about researcher’s beliefs and ontological and epistemological orientations and therefore has direct impact on the research and its methodological approaches (Hirsjärvi et al., 1997, p. 117). The research philosophy in this study is critical realism. The second sub-chapter is about the research methodology. Methodology means the way researcher collects the data and analyzes it (Hirsjärvi et al., 1997, p. 170). The research is made using case study and semi-structured interviews and inclusive observations as methodology and it is qualitative and abductive.

3.1 Research philosophy

A Researcher has to clear out philosophical basis of the study because every study is based on hidden assumptions on world, people, and data collection. Ontological and epistemological questions are the central when defining the philosophical view. (Hirsjärvi et al., 1997, pp. 117-118.) Ontological questions ask what is the form and nature of reality and what is one can know about reality. Epistemological questions find out the relationship between researcher and knowledge. When ontological and epistemological questions are answered, it is easy to understand the methodological basis of the research. Methodological question means how researcher can find out whatever one believes can be known. (Guba & Lincoln, 1994, p. 108). In this research methodology is addressed in the next sub-chapter.

Critical realism was chosen for this study for philosophical basis. The main tenets of this approach are that reality exist independently to our knowledge and social factors. Since every person has their own perception of reality, it makes little sense to argue that reality is exactly how we interpret it. Critical realists also argue that there are unobservable features of social life that need to be revealed in order to plausible explain the existence of social phenomena. (Pearce & Frauley, 2007, pp. 4-5.) The reality is not created in minds of human observers but observations or knowledge cannot present the exact reality. In a nutshell, reality is observable and independent
from people’s consciousness but knowledge is socially constructed (Johnson & Duberley, 2000, p. 149).

3.2 Research methodology

This study design is a case study made with semi-structured interviews. A case study means that researcher aims to examine one or at the most few cases which are selected to the research. A case study can also be functional e.g. process or structural quality of an organization (Koskinen et al., 2005, p. 154). The main idea of a case study is the ability of individuals to interpret phenomena of reality and give them different significances. Researcher is interested in these significances. A case study exist in a present time and it occurs in real situations which researcher cannot arrange artificially. (Syrjälä, Ahonen, Syrjäläinen, & Saari, 1994, pp. 11-13.) Typical case study editorializes the procedures of an organization and the focus is only in which researcher is interested. Other factors are rather context of the study (Koskinen et al. 2005, p. 156). In this study the internal communication policy is on the focus and the growth is the context of the research which affects the study.

Interviews have historically been the main research method for qualitative research since one can modify the data collection to match the need of the research (Hirsjärvi et al., 1997, p. 192). Semi-structured interview allows the interviewee to have more liberties than in structured interview. Interviewer has certain questions, but interviewee can use his/her own words while answering and sometimes interviewer may even deviate from the order of the questions (Koskinen et al. 2005, p. 104). Semi-structured interview as a method does not prescribe the number of interviews or how deep into details the research will go. Instead, it proceeds with chosen themes and therefore release the research from the interviewer’s point of views. Semi-structured interview takes into account that interpretations of individuals and the given meanings for different factors are the key to understand the main issues of the research (Hirsjärvi & Hurme, 2008, p. 48). In this research the focus is on the different channel of internal communication of Aava Mobile Oy.

This research is qualitative. The basis of the qualitative research is to describe the reality. When doing qualitative research, one needs to take into a consideration that
reality cannot be shattered into pieces arbitrary since actions follow one another and it is possible to find multidimensional relations between the factors. Therefore, qualitative research pursues to examine the reality in a holistic way (Hirsjärvi et al. 1997, p. 152). Qualitative research analyzes individual cases. One needs to try to avoid endless fragmentation of observation units since every unit is somewhat different to each other. If simplifying is not made, it is difficult to create theory which would combine all the factors with all the specialties (Koskinen et al. 2005, p. 31; Alasuutari, 2012, p. 43).

Qualitative research also means that case is seen from the values point of view the researcher has. Values modify the way we see and interpret the existing world. It is not possible to do research objectively because what we know and the holder of the knowledge (researcher) are tied together (Hirsjärvi et al. 1997, p. 153). Qualitative research methodology gives researcher a possibility to view the topic from the fresh point of view and concentrate on describing the phenomenon not so much achieving numerical research data (Koskinen et al. 2005, p. 24).

As mentioned before, this research is abductive. Abduction means reasoning that moves forward from observation to its possible explanations (Aliseda, 2007 via Awuzie & McDermott, 2017). This approach enables researcher to go back and forth between the theory and empirical data so that developing new theory is possible (Dubois & Gadde, 2002). In this research the data is analyzed using the existing theory and the themes arisen are a mix of the dialogue between the theory and empirical data.

### 3.3 Data collection process and analysis

The research consists both primary and secondary data. The primary data is “new” data collected specifically for the study (Saunders, Lewis, & Thornhill, 2016, p. 316). In this research the interviews and the questionnaires were the primary data. The interview was semi-structured group interview which means the interview goes forward relatively freely within the “frames” that predefined themes form (Tuomi & Sarajärvi, 2009, p. 75). Observation was done by having participant-as- observer role which means that while researcher was doing the study, she was also part of the
organization as an employee. Observations were primary observations which signifies that researcher herself noted what happened and what was said. (Saunders et al., 2016, pp. 360-362.) The secondary data can be collection of raw data published summaries and are supporting the primary data in this research (Saunders et al., 2016, p. 316). For this research secondary data was employee satisfaction survey made by an external service provider. The survey consist questions about the general happiness towards the employer as well as communication within the organization.

The interview(s) lasted in average from 30 minutes to one hour. The time was restricted because the interviews were made during the work and therefore they were tried to keep as compact and efficient as possible. Before the first face to-face interview some background, data was collected by a questionnaire. The questions were open, so the interviewees were able to answer freely to the questions. The time to answer to the questions were three weeks and it was answered by a Chief Operating Officer (COO), Chief Financial Officer (CFO) and Quality Manager of the company. The interview was made in Finnish so that interviewees could express themselves as freely as possible. Another questionnaire (appendix1) was made to employees that had begun their career within the last six months. There were six questions most of them being multiple choice questions. The employees had one week to reply to the questionnaire after which the results were analyzed.

The interviewees were experts which means that they had knowledge of the situation in the organization which the interviewer does not have. The main objective for the expert interviews is to gain factual knowledge about the current situation of the situation (Kolb, 2008). In this research the expert of familiarization package was HR Manager, expert for intranet was considered for the technical point of view IT Manager and for conference practices Quality Manager.

The first face-to-face interview was a group interview in which three of Aava Mobile Oy’s employees were interviewed at the same time. The topic of the interview was first shortly mentioned in a conference call done by email but the interview itself was made face-to-face. This interview was also made in Finnish since the interviewees were all Finnish speaking. The interview was recorded with the permission of interviewees to save the time and to allow deeper analyzing after the interview. The
interview was transcribed by the author. In this research only, the parts that are used for data analysis, quotations or paraphrases are translated in English from the interviews that were made in Finnish.

The basis of the schedule of empiricism was the timeline, presented in figure 5. The purpose of the timeline was to audit that the research is proceeding constantly and that there would not be lack of time at the end of the process. Also, the timeline helped structure the different stages of the research in more concrete way. According to the timeline at the end of May 2018 all the empiricism would be gathered and analyzed so that during June the theory and empiricism could be combined, and the final conclusions could be done.

![Figure 5: The planned timeline of the research](image)

The timeline is not too detailed, but it gives an idea what kind of issues were handled in which state of the research. The deadline for the research was in August so the first version had to be ready already in July. In the three first months the theory was formed after which the goal was to move to empiricism. June and July were left for combining the theory and empiricism together and going through the research. This timeline is only directional. In the chapter 5, the actualized timeline is gone through.

As mentioned before, this research uses abductive approach as a methodology. To be coherent with the approach, in the research the theory and collected data are built on each other as a layer. The theory and in interviews are complementing each other and that is why the analysis is going back and forward between theory and empiricism (Tavory & Timmermans, 2014, p. 21). The research is still theory driven since the concepts of the research are brought from the existing theories (Tuomi & Sarajärvi, 2009, p. 117). The interviews were written down so that all the words, pauses and sentences were marked but different speech styles or sounds were not acknowledged...
since the perceptions of the interviewees of the topic were only essential. (Hirsjärvi, Remes, & Sajavaara, 2007, pp. 216-217.)

The primary data were analyzed by using thematizing. Thematizing is about finding the most essential issues from the collected data. The researcher goes through the data multiple time and tries to find hidden meanings between the lines (Moilanen & Räihä, 2001, p. 55). The interviews were grouped according to the main themes that stood out from the data. The main themes in the interviews were developing intranet, common coffee break and familiarizing package. Intranet is a platform which can only be used by the members of Aava Mobile’s organization. It contains e.g. employee contact information as well as latest news relating Aava Mobile. Common coffee break is quarterly held meeting with all the personnel of headquarters, whereas familiarization package includes all the information the new employee of Aava Mobile receives when s/he starts working for the company. When going deeper into data, the integrative themes in each subject were the need of strengthening the use of internal communication in general, increasing the bidirectional communication, and revealing as well as utilizing the tacit knowledge. Thematizing was helpful since it helped to do further analyzes later on in the research. (Moilanen & Räihä, 2001, pp. 54-55.)
4 DEVELOPING INTERNAL COMMUNICATION

In this chapter the reader is introduced to the initial state of the researched company, Aava Mobile Oy. First the effects of growth are gone through, after which the research moves to describe the current shape of the internal communication in Aava Mobile. Also, the objectives of the development and this research are viewed and the means to reach those goals. Finally, implementation describes, how the development process has proceeded in practice and lastly the summary of the empiricism is written with suggestions for the future.

4.1 Aava Mobile Oy

Aava Mobile Oy is a Finnish information technology company selling tablets and point of sales solutions (PoS) for semi-professional and professional markets. The company does the software and hardware design and development, sales marketing and supply chain management of mobile devices, IT services, point of sales solutions, accessories. It was founded in 2009. The headquarters is in Oulu, Finland but the company has subsidiaries in Germany, and France as well as sales offices in Austria, United States, and Canada. Aava Mobile also licenses technology platforms and customizes products for customers in telecommunication industry (Aava Mobile Oy, 2017(a)). One can attach different types of accessories to the tablet e.g. payment terminal or access card reader which means the products are highly adaptable. The contract manufactories are located in Asia and Europe, but Aava Mobile Oy is in charge of designing and verifying the products. Figure 6 presents the distribution of the sales in Aava Mobile.
Most of the tablets are sold to United States, Germany and Japan. The rest of the products are sold to other countries. The products of the company are branded in most cases to the customer’s name. In other words, the buyers use their own name on the products. Because of the trade secrets Aava Mobile is not allowed to reveal its customers to public and confidential relationships with customers are the foundation of the business (Pesonen, 2016; Aava Mobile Oy, 2016).

During the last few years, Aava Mobile Oy has focused on development of product-based business and acquisition of new clients. The company has managed to establish significant customer relationships which has helped company to grow its net revenue and increase profitability. These customer relationships enable also the future growth (Aava Mobile Oy, 2017(a)). Table 3 shows some key figures of Aava Mobile which reveal the speed of the growth. One possibility to measure growth is to see the growth of total net revenue and calculate if it exceeds 20 % annually three years a row (Kiljunen & Rikama, 2011). When examining the total net revenue and its growth (table 3) Aava Mobile meets the requirements which means it is a growth enterprise (Aava Mobile Oy, 2017(a)).
Table 3: Key figures of Aava Mobile (adapted from Aava Mobile Oy, 2017(a))

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In €k unless otherwise stated, IFRS</strong></td>
<td><strong>EUR</strong></td>
<td><strong>EUR</strong></td>
<td><strong>EUR</strong></td>
</tr>
<tr>
<td>Total net revenue</td>
<td>24 259</td>
<td>33 462</td>
<td>41 360</td>
</tr>
<tr>
<td>Growth Y/Y (%)</td>
<td>432%</td>
<td>40%</td>
<td>25%</td>
</tr>
<tr>
<td>Total head count</td>
<td>78</td>
<td>84</td>
<td>103</td>
</tr>
<tr>
<td>Profit</td>
<td>4000</td>
<td>900</td>
<td>2500</td>
</tr>
</tbody>
</table>

When a company is growing rapidly, internal communication becomes a crucial success factor (Sanchez, 1999). Managing company is always managing change and growth is one form of change. The bigger the growth the more challenging it is to manage (Burns & Dewhurst, 1996 via Sliburyte, 2004). In Aava Mobile’s case the company has to go through some structural changes (from flat organizational structure towards more systematic structure) which also affects to the internal communication. When the company was smaller, face-to-face communication was more common and the amount of information was smaller. Now the growing company with the international subsidiaries is not able to continue communicating the way it did at the beginning. The growth is a major factor that has forced Aava Mobile to start developing its processes, including internal communication.

4.2 The initial state of the research

Aava Mobile has several channels for its internal communication. Those are email, intranet, common coffee breaks, employee satisfaction surveys and project communication. The company also takes suggestions from employees of improvements it could do to enhance the working conditions (Aava Mobile Oy, 2017). E-mail is the most used channel it being easy and fast. However, receiving dozens of e-mails a day has made it difficult for employees to find information fast and efficiently. Common coffee breaks are irregularly held meetings with employees, arranged by management where the situation of the company and projects etc. are discussed in more unofficial matter. The goal of the Common coffee break is to inform internally the main issues of the company. Besides the information side, with common coffee breaks management tries to engage employees to have a dialogue with all the departments and management level of the company. It is also a way to show employees are heard. Intranet includes employee titles, and contact
information, announcements from HR (Aava Mobile Oy, 2017). In a following subchapter the objectives of the development process are further opened and the means to meet those goals are introduced.

For the research the employee satisfaction survey made in 2016, was also used as a reference for the current state of the internal communication. 65 out of 80 replied to the survey and few of the questions handled the communication within the organization. At the end of the survey, employees could also add suggestions how to improve employee satisfaction and from the answers internal communication was brought out as well. According to the survey 50% of the employees found the communication within the company satisfactory. That means other 50% thinks the communication works only sometimes or never well.

“Aava’s organization structure is basically flat but the communication within the organization is nonexisting or very little and decision making is focused on few people.” (External Service Provider, 2016)

“..Information is not flowing as it should be and things are decided by someone who does not know about everything regarding to the issues→ again misunderstandings and waste of time..” (External Service Provider, 2016)

To the open questions employees clearly stated that there were dissatisfaction already in 2016 when the survey was made. Now when the company has grown to consist more than hundred employees, the internal communication needs to be arranged in more systematic way so that the efficiency does not decrease.

4.3 Objectives and means to meet the goal

In this sub-chapter the objectives and means to meet the goal are further introduced. During the first and the second interview the objectives of this research were cleared out and the means to reach the objectives were agreed. Interviews were done with IT Manager, HR Manager and Quality Manager. The management agreed that the company wanted to avoid the possible future problems the lack of systematic internal communication policy may cause and proactively create one that would be organized but flexible enough for company’s needs. In a recent past, the company had created
process flowcharts and now wanted to add internal communication as a part of it. The next step for Aava Mobile was to make sure that all the sectors of the company were organized. In practice, Aava Mobile wanted to search internal communication and create an internal communication policy which would include developing intranet, conference practices, especially Common Coffee Break, and a familiarization package for new employees. The objective was to find out the biggest development areas the managers think there are in internal communication and especially in the three channels mentioned above. The second group meeting was held in May, as a purpose to create an Action plan and start the implementation process. The Action plan is illustrated on table 4.

Table 4: Action plan

<table>
<thead>
<tr>
<th>Intranet</th>
<th>Short-term objectives</th>
<th>Indicator</th>
<th>Person(s) in charge</th>
<th>Timetable</th>
<th>Action plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Investigating the possibilities of interactiverness</td>
<td>Platform provider’s and IT manager’s suggestions</td>
<td>The platform provider, IT Manager, Researcher</td>
<td>1. 9.5-8.6.2018 2. 1-30.6.2018</td>
<td>Finding out the possibilities for interactiverness by contacting Platform provider and asking them an offer from improvement of Intranet</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Common Coffee Break</th>
<th>Short-term objectives</th>
<th>Indicator</th>
<th>Person(s) in charge</th>
<th>Timetable</th>
<th>Action plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create more formalized conference practices 2. Showing the financial overview 3. Regular times of meeting</td>
<td>Was the agenda made? Does it include all the objectives?</td>
<td>Quality Manager, Researcher</td>
<td>1. 1.6 agenda made</td>
<td>Creating an agenda and PowerPoint presentation which can be utilized by the managers</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Familiarization package</th>
<th>Short-term objectives</th>
<th>Indicator</th>
<th>Person(s) in charge</th>
<th>Timetable</th>
<th>Action plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify the sectors that need development</td>
<td>Feedback of familiarization training</td>
<td>HR Manager, Researcher</td>
<td>1. 11-18.6</td>
<td>Creating an inquiry for new employees and finding out the areas that need development</td>
<td></td>
</tr>
</tbody>
</table>
Table 4 summarizes the discussion of the Action plan meeting. Each internal communication channel had its own objectives the group tries to reach in the best possible way. In the meeting, people in charge for each channel were pointed out and timetable for each action was decided. In the meeting short-term objectives were decided and listed. The objectives were decided in short-term, due the time limits the research sets. Indicators were placed according to objectives. People in charge were the researcher and one of the manager depending his/her expertise. In intranet the platform provider was also set as a “person in charge” since its abilities and services puts limits to development. Timetable was strick because of the due date for the research was relatively close. In the table 4, the objective and timetable are marked with numbers so that a reader can easily find which schedule is for which goal. In the Action plan, one can also see the action which was decided to make to develop the channel. In the next paragraphs the Action plan for each channel is gone through more throughoutly.

4.3.1 Familiarization package

HR Manager was mainly interviewed for the familiarization package. She argued that even though Aava Mobile has a familiarization package, it is “a check-list” which merely consists on the “necessary” information. At the moment, the familiarization package includes e.g. employment contracts, tax cards, the internal communication policy, vision, mission, and values of the company, working environment, and working policies. The familiarization package is relatively new, it was developed in September 2017 because Aava Mobile wanted to make sure all the employees receive the same information at the beginning of their career in the company. Even though the package exists the company wants to investigate how to further develop it.

“.. We could do more this in more detailed level, to have an actual file or a concrete package which would include for example some of our systems and how to put them to use or some separate instructions or collected package from all of them (Jokikokko, Korkeakivi, & Leskinen, 2018).”
“.. What should be included to it, like what should we take into account? And which kind of it can be, should it be for example written? (Jokikokko, Korkeakivi, & Leskinen, 2018)”

From the interview, it was found out that the company wants to broaden the concept of familiarization package but is not completely sure how to do it. Uncertainty and lack of resources have caused that the familiarization package has only been updated and not developed to consist more than it does now. Aava Mobile wishes that this research will search different possibilities for more detailed and comprehensive familiarization package.

The main short-term objective was to find out how to develop the familiarization package. It was decided that the best way to see what kind of information is lacking the package is to find out what company’s employees that have begun during the last six months think about the package. Therefore, the researcher and HR Manager did an inquiry for the focus group and analyzed the answers (appendix1). By doing the inquiry, it is possible to identify the sectors that need development in familiarization package.

4.3.2 Conference practices — Common coffee break

The background of the Common Coffee Break was to have a non-formal meeting with all the employees located in headquarters. When the company began to grow, the company started to need to inform its employees in more systematic way. Employees want to have formal and official information from its employer so that they would feel noted. This has also a lot to do with the sense of transparency in a company and decreasing the amount of tacit knowledge. Also, now when Aava Mobile Oy is ISO 900:2015 certified it sets criteria for company’s procedures and it is based on e.g. strong customer focus, motivation, commitment of top management, and continuous improvement, systematic action should be spread to company’s every segment (International Organization for Standardization, 2018).

“So now we are in a phase in which we start to grow faster. Or that employees clearly miss more official information. Also, it’s a sign from an employer, it’s fairer to inform everything in a same way, in a fact-based manner. And specifically, due to this systematic development, it
would be good to have some certain information that would be gone through each time but at the same time keep it as a nice and interactive meeting. (Jokikokko, Korkeakivi, & Leskinen, 2018)"

The main objectives for the Common Coffee Break according to the interviewees are that it informs, creates an atmosphere that allows interactive communication, it brings all the departments together, and encourages people to communicate with each other. The company wants to share the latest news of the ongoing and future projects as well as in general what is the situation in the firm from the sales point of view. Economic indicators were brought out and suggested that they would give some valid content to the first part of each meeting. The second part would be more interactive with questions and answers and other discussion. The interviewees wanted to also highlight that not all Aava Mobile Oy’s actions are project-oriented, and that information should also be shared regulatory in Common Coffee Breaks.

Common Coffee Break are arranged and held by the Chief Operating Officer (COO) and according to interviewees it is natural to keep him in charge. It was argued that some kind of material for the Common Coffee Breaks would support the informative part of the conference and would be therefore desired. For the structure and the material, Aava Mobile wants help. The short-term objectives are marked in the Action plan as to create more formal conference practices, to show financial overview in each meeting as well as to have the meetings in regular manner. The official agenda is done by researcher and Quality Manager and PowerPoint layout is designed and done so that it can be utilize in the meetings.

4.3.3 Intranet

Intranet is the most challenging part of the policy, according to the interviewees. The main goal is to make it more interactive which means the platform should be modified to make it possible. Also, the content of the intranet should be agreed as well as who/which persons are responsible for creating the content. In the interview, interviewees mentioned several times that intranet is not seen attractive among the employees and the reason may be the lack of interactivity.
“...Would people see it more useful if they could also create content there or inform somehow as well. (Jokikokko, Korkeakivi, & Leskinen, 2018)”

“Would it be some kind of information channel within a team? Would that make it more attractive, so they used the channel more often. If you always had to enter the main page to find the chat forum which could have for example discussion forum of hardware team in which they could discuss... (Jokikokko, Korkeakivi, & Leskinen, 2018)”

“In my previous job, there was intranet and whenever a piece of news was published there, you were able to comment below that. The amount of comments the news received was crazy every time. It aroused debate. (Jokikokko, Korkeakivi, & Leskinen, 2018)”

The main objective for finding out the possibilities of interactivity is to allow all the employees to create content, comment and be an active part of a discussion. Now, the company culture is seen as non-motivating from the discussion point of view. Also, in the interview it was suggested that maybe Chief Executive Officer (CEO) or other manager/s could publish a blog text regularly in order to increase the content of intranet and also motivate people to enter the platform. Having a blog or other informative content in the intranet is related to an observation all the interviewees had that the company is not acting as transparently as it should.

“I think that at the moment it’s like... Many may experience that there is not enough transparency or that we are not informing sufficiently. And it is partially because we haven’t realized to do that and use it. And even if we had realized to do that, people just don’t go to check it. (Jokikokko, Korkeakivi, & Leskinen, 2018)”

Interviewees believe that developed intranet could help Aava Mobile Oy to act more transparently towards its employees. The tacit knowledge possessed by only few people could become visible and more interactive version could encourage employees to visit the channel more often. As shown in the table 4 Action plan, the first short-term objective was finding out the possibilities of increasing the interactivity. The plan is to find out from the platform provider what kind of development is possible for the platform from the interactivity point of view. Also, what kind of indicator it is possible to attached to intranet is found out from the
platform provider. The suggestion from the provider and company’s IT Manager’s view it would be possible to create a development plan for intranet.

4.4 Implementation

The implementation sub-chapter familiarizes what has been searched, and how the internal communication was developed. It also describes what happened and in which order. As mentioned before, this study is a case study using semi-structured interviews and observations. The research philosophy is critical realism. In this study internal communication in Aava Mobile is the target of the case study and interviews are the main source of data. The critical realism defines that reality is not seen in objective way which has affected to the research so that the main objective is to find out the managers’ views about internal communication rather than objective facts (Johnson & Duberley, 2000, p. 149). The study is qualitative and relies on understanding the phenomenon not statistics.

4.4.1 Overview of the execution

For the researcher, the research started in 15th of January 2018 when the employment contract was initiated. The researcher had worked in the company as a financial assistant earlier but in January 2018 the job description changed to order fulfillment. The main tasks were to handle the orders and work as a “middle man” between the courier, customer and factory. During the work, it was suggested whether this research could be done. The subject was interesting, and the research was possible to make while working in the company. At the first, the research problem was not clear but during the research the goals could be identified.

As mentioned before, part of the data of this research was collected by observing. Observing can help the researcher to gain deeper information about the object. It can be said that theme interviews form the frames of the data and observing is the filling. Observing is time consuming and it should not be done without a good reason. In this research, the observing has been inclusive meaning that the researcher was part of the organization as an employee and therefore had a chance hear and see issues that helped understanding wider context. (Grönfors, 2015, pp. 147-152.)
Figure 7: Actualized timeline for the research

The Figure 7 describes the actual process of this research. With the Quality Manager the research process was started, and some deadlines were set. During the first three months the basis of the theoretical framework was done, and the focus of the research decided. Finalizing theory and theoretical framework lasted until the end of the research. During the first three months the initial and progress report were prepared to university as well as two out of three seminars were presented.

One reason for company’s interest for systemizing the internal communication is Aava Mobile’s quality management system ISO 9001:2015 standard which was gained in May. The quality management system handles the environment the company is acting in, quality management, process orientation, and risk-oriented approach (Suomen standardisoimisliitto SFS ry, 2018). For the standard, the processes have been identified and systemized processes are now more traceable. Aava Mobile wanted to get its internal communication to the same level with other processes.

Since Aava Mobile is growing, employees were occupied with the growing demand. Therefore, and because of time limits making the research required, the planning and implementation was decided to make as fast as possible. The implementation meeting with Quality Manager was hold 1.6.2018, only three days after the Action plan meeting. On the figure 7 all the meetings and planning are marked as empiricism. In the meeting it was further discussed what kind of implementation the company could utilize in future. The layout was taken from the ready-made Aava
Mobile Oy PowerPoint layouts so that it would be coterminous with other Aava Mobile Oy’s presentations (appendix 2). In every Common coffee break financial overview was wished to be showed. The final decision which key figures would be chosen made the Chief Financial Officer (CFO) of the company. The agenda itself was relatively easy to prepare. The Quality Manager and the researcher had similar views on which kind of information the presentation should illustrate and how.

The researcher also contacted the Intranet platform providing company the same day the Action plan was made 29.5.2018. The company created different options for increasing interactiveness and that was acting as a baseline when recommending development actions for Intranet. Platform provider sent a proposition about increasing interactiveness in June 8th. It included building a log in – function which would enable commenting in intranet. Also, the company suggested that keeping track on the user activity can be done, one only needs to take into account information security issues when implementing the feature. In June 2018 established GDPR aims to protect citizens of European Union from privacy and data breaches. According to GDPR personal data is any information related to a person e.g. name, email address, bank details, photos etc (EUGDPR.org, 2018). Adding the features to intranet were relatively costly and it would require 8 days to add the log in function and feature which would help keep track on users. The company decided to accept the offer, with small alterations. The IT Manager was able to create a feature which counted the number of visitors of intranet without the platform provider which meant that it was possible to remove it from the offer.

The actual implementation for familiarization package was done 11.6.2018. The researcher and HR Manager created an inquiry to survey platform called SurveyMonkey (appendix 1). The inquiry had 6 questions about familiarization to employees. The questions measured the happiness of employees towards the current package. Most questions had “yes” and “no” option with a possibility to justify the answer. The inquiry also had open answers in which an employee could suggest how the familiarization package should be done in the future. The inquiry was sent to 13 Aava Mobile Oy’s employees and summer trainees which had started their career in the company from the January 2018 to the time the inquiry was made.
The implementation faced some difficulties as well. As mentioned before, Aava Mobile Oy does has not named anyone especially responsible for communication, internal or external. The responsibility is shared with e.g. HR Manager, IT Manager and Assistant. Since the company is growing all the employees are facing increasing amount work and therefore it was difficult to find a solution for a responsible person -question. The responsibility was decided to share between HR manager, IT manager and Assistant who already does most of the internal informing with HR manager. Yet, since the communication is no one’s prior responsibility it may affect to the amount and quality of the communication.

4.4.2 Measuring the success

In the sub-chapter 4.3 the objectives of the research were presented. In this paragraph it is analyzed whether the objectives were reach and if not, what were the reasons for that. The results of this research are analyzed, and the future recommendations are suggested based on the empiricism and theory. Table 5 revises the objectives for each channel and summarizes whether targets of developments were found.

Table 5: The success rate of the objectives

<table>
<thead>
<tr>
<th>Short-term objective</th>
<th>Success rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intranet</td>
<td>1. Investigating the possibilities of interactivity</td>
</tr>
</tbody>
</table>
| Common coffee break | 1. Creating the more formalized conference practices  
2. Showing the financial overview  
3. Arrange the conference regularly | The agenda and underlay for PowerPoint presentation was created (appendix 2) with financial overview.  
A regular schedule for the conference was agreed.  
Testing the agenda 07/2018, The result was positive |
<table>
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<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Familiarization package</td>
<td>1. Identifying the sectors that need development</td>
<td>Employees that had started to work in Aava Mobile Oy during the last half a year received a questionnaire about familiarization package. The answers were analyzed and they suggestions for future were made to improve the package.</td>
</tr>
</tbody>
</table>

As mentioned in a previous sub-chapter and on the table 5, the objectives were merely to find the main issues to develop in each communication channel. That we were able to do as well as to get enough information about current situation to give suggestions for the future. For the Common Coffee Break, the agenda was made as planned and with the help of CFO the most useful financial figures were decided.

Finding the targets of development were easy for intranet and it was clear almost from the very beginning. The intranet platform provider was able to create all that was wanted from the new platform which was positive. However, the price of the upgrade was relatively high which meant we could not decide whether to accept the offer and if yes in which conditions by ourselves. The high price signified that we
needed consult the higher-level managers of the company to get the permission. The process was slow, so the decision was not made during the research. It is recommended that the upgrade would be made so that interactivity was possible. If that will be done, there should be a clear division of responsibilities between employees (HR, Assistant, IT) who updates which information to the platform. Since there is no Communication Manager in the company, the responsibilities need to be shared between many people. For the further future it is suggested that Aava Mobile appoints someone who is responsible for both internal and external communication. Especially if the company keeps growing as it is now that person would be must.

Common Coffee Break was the channel we were could develop in most concrete way. The agenda was planned and made for the COO to use. The financial numbers were decided for each meeting to show with CFO and they were added to PowerPoint presentation with other information. During the planning process of the agenda, it was decided that agenda starts with more formal information e.g. the current project and financial and ends with less formal content like questions and answers part. That decision was made so that employees concentrate in the formal part, yet the last impression would be informal. The next step for formalizing the common coffee break would be that COO would actively start using the PowerPoint and revise it regularly to fit the needs of the company. As mentioned on table 5, at the beginning of July there was a Common Coffee Break which had the planned agenda (appendix 2) as a basis of the meeting. The meeting was more structured and included both official information as well as it allowed employees participate actively into the meeting.

The number of new employees from January to June 11th was 13. From the new employees 9 out of 13 replied to the questionnaire. As mentioned before, there were six questions to answer. Most of the questions were multiple choice question and in addition the answerer could add a comment if wanted. At the end of the survey there were two open questions which asked concrete suggestions to improve the familiarization package (appendix 1). Expectedly the feedback showed that most of the employees felt like the familiarization should have covered more and been done in a better way. There were also few employees which never received any familiarization. The great need of development of is explained with the young age of
the package. The familiarization package was released not before than in September
so during the research it was not even a year old. The employees felt they would
have needed more instruction with e.g. different IT-systems Aava Mobile uses and
fringe benefits explained for those which have temporary job agreement with the
company. There were also employees that wished for “Aava-Finnish-Aava
dictionary” since they felt the project names were not explained, neither was the
customers or other policies (appendix 1). On the other words, what they needed was
clear information about internal information that are not documented in Aava
Mobile.

Since the company is getting bigger and bigger they were suggestion that all the new
employees would write a short introduction text of themselves so that everyone
would have chance to get to know the new employee. It would also ease finding the
right person to ask help for work related issues. One idea was to arrange common
lecture type of familiarization where an employee could ask from the superior(s)
anything regarding to the job and the company. Since the research was made, the
company started to develop agenda for familiarization lectures (appendix 3). Quality
Manager and HR Manager told that they have thought whether three times a year
arranged common familiarization lecture would work in a company. Letting
employees communicate with each other and superiors while familiarization process
would help to reveal the tacit knowledge which is not documented and could lead to
development from that point of view as well. The company should make sure new
employees understand everything that is said and make sure everything that should
be said is said. Hence this need is answered in the near future. As recommendations,
it should be highlighted to all the superiors that they are responsible for the
familiarization and it needs to be done.

4.5 Summary of the implementation process

It can be stated that before this research Aava Mobile’s internal communication was
not organized. Communication did exist but since there were no agreed processes it
was done case by case. The company realized that since it keeps growing, the
amount of tacit knowledge will grow and will be difficult to transfer if it is not
captured and documented. A more systematic internal communication would make
sure that all the right people have the right information and that is why the internal communication policy was decided to plan. Three main internal communication channels were chosen to this research.

The familiarization package was the newest of three channels chosen. The main problems had to do its young age as well as lack of time to develop it further. Also, before the research was made it was not clear how to develop the package. The questionnaire helped us to spot the main areas of development and therefore give the suggestions.

With the intranet the object of development was clear from the start, the question was whether it was possible to upgrade the platform in a way that it would serve the goal. The offer was gotten but the company could not to decide whether the upgrade will be implemented. The issue was the price of the upgrade which was higher than expected.

Renewing Common Coffee Break was the easiest task and we could give the most completed and concrete suggestion to it. The PowerPoint presentation was not used during the research but one meeting was based on that which gave us indication that the agenda was useful.

The objective for the whole process was to find areas of development and find concrete suggestions for Aava Mobile for the future. Figure 8 summarizes the whole process from the beginning to the end and wraps up the main issues of each channel.
Figure 8: Internal communication policy planning process

Figure 8 summarizes clearly the objectives of each communication channel. Even though each channel had objectives of its own, one major objective for developing the internal communication policy was to reveal the tacit knowledge so that it could be utilized. Developing each of the channel to be more transparent, interactive, and informative the amount of tacit knowledge should decrease at least in the selected channels. It suggested that in the future Aava Mobile analyzes the rest of the channels and does the needed development to make the internal communication more efficient in every channel.
5 CONCLUSION

In this chapter the theoretical contribution of this research is presented, and the research questions are answered. After that, the limitations and reliability as well as validity are evaluated and at the end the suggestions for further research are made.

5.1 Theoretical contribution and answers to research questions

Theoretical contribution provides a foundation for the future research by bringing the empiricism into level of theory (Corley & Schinoff, 2017). Theoretical contribution should be both scientifically and pragmatically useful to wider audience, not just to the target organization (Corley & Gioia, 2011).

This study consists three research questions, one main and two sub-questions. When the sub-questions are answered it will help answering the main question. The main research question was how systematic internal communication policies should be arranged in growth enterprise and the two sub-questions were how the growth of the company affects to the internal communication and if the success of the internal communication policy can be measured in a company.

The first sub-question considers how growth affects to the internal communication in a company. According to contingency theory growth can be considered as a one of the externally given factors. (Åberg, 1997, pp. 180-181.) Even though in theory a company can limit its growth, most likely it will not be done. Therefore, it can be considered as unchanged environment. As contingency theory suggests, company’s external and internal factors affect which is the best possible internal communication system for a company. Still, it cannot answer the question how the internal communication planning should be done if growth is a major external factor since all the small factors affecting to the company create the answer. (Juholin, 1999, p. 52; Wiio O. A., 1978, pp. 17-23.)

The observations, interviews and employee satisfaction survey painted a picture about the situation in growth company. It came out that when the company is growing, it becomes harder for the employee to know who possesses certain
information and where to receive information. Having a tacit, undocumented knowledge in a growth company makes actions more inefficient than in a smaller company where everyone knows each other and the communication is more straightforward. Internal communication tries to ensure that all the people in the organization possess the right information and that information flows within an organization. When company is growing and the company structure becomes more complex which can make it more difficult to organize an efficient internal communication system to the organization.

The second sub-question was if the success of the internal communication policy can be measured in a company. According to the internal communication theory, the purpose of the internal communication is to transfer the information and create a sense of community. According to some researchers’, employee can be considered even as an internal customer which satisfaction is depended on the internal communication (Grönroos, 1989; Juholin, 1999, p. 13; Åberg, 2000, p. 95). The empiricism supported the internal communication theories by stating that the best way to measure the communication was via satisfaction of employees. For the familiarization package, areas of development were found via asking the new employees about their satisfaction towards the current package. The Common Coffee Break was developed based on managers view as well as observations. For intranet the success could be measured via visitor count. To summarize, there are both qualitative as well as quantitative ways to measure the success of the internal communication policy.

The main research question was how systematic internal communication policies should be arranged in growth enterprise. Since the growth affects to the internal communication in inefficient way, the internal communication policy should prevent that inefficiency. All the knowledge possible should be documented and make sure the information is easily accessible for the employees that need it. Also, there should be people in charge that make sure all the information is updated and that all the new information is added to communication systems. Likewise, the new employees should be connected to the internal communication channels as fast as possible.
5.2 Limitations of the research and assessing the validity and reliability of the research

When wondering whether one can trust a research, concepts reliability and validity are often brought out. Validity tells how well the research can express the target it should be. In other words, how well the measurements used in research measure the characteristics of the phenomenon on which the research is focusing. Validity can be divided into internal and external validity, internal validity meaning how well inner logicality and consistence of interpretation and external can the interpretation be generalized outside the research. Reliability indicates the repeatability of the research. If the research is reliable, the results should not be coincidental but repeatable despite the researcher. For qualitative research validity and reliability do not fit in the best possible way. Validity has clear importance only in experimental researches. In research as such fallacies can be avoided by planning the examination situation ahead. Reliability is only important when coding and analyzing the quantitative content. (Koskinen, Alasuutari, & Peltonen, 2005, pp. 254-256.)

This research was a case study which had critical realism as a research philosophy. That means interpretations were part of socially constructed reality not objective knowledge. Validity for this kind of research is not the best possible measurement of since interpretations are compared with the research target and results are formulated from there. Reliability is not possible for this study either since the purpose of the research was to develop the target and it is depended on the time and place (Koskinen, et al., 2005, pp. 255-256.).

Instead of reliability and validity the relevance of this research is measured by using triangulation. Triangulation means looking at the same phenomenon from the many sources of data. When information is taken from many sources it can be used to strengthen and elaborate the research problem. It limits the researcher’s personal methodological biases and makes the research therefore more generalized (Denzin, 1978 via Decrop, 1999). Denzin (1978 via Decrop, 1999) identifies four triangulations: combines data sources, methods, investigators, and theories. If researcher is able to combine all those in his/her research, the study may be richer and bring more valid interpretations.
This research has combined theory, and other data sources such as interviews, observations, and questionnaires. During the research the researcher intended to use as many theoretical sources as possible, observe actively and utilize interviews and questionnaires. The theories and other data collected were supporting each other so therefore one could argue the research is relevant. The limitation of the study was that the relationship of growth and internal communication was scarcely studied. Due the lack of parallel studies, all the findings should be considered with caution.

5.3 Practical inferences and suggestions for further research

Systematic internal communication policy is useful for all companies, and Aava Mobile is not an exception. The development of internal communication policy for growth company meant revealing and documenting tacit knowledge and making sure all the employees have the same possibility to access the relevant information. From this research one cannot state what kind of internal communication policy should be in all growth enterprises, but it gives an idea what kind of features it should consist. If something can be argued is that all the growth enterprises should have some internal communication policy. In this research the development of the three channels can act as a starting point for the integrated internal communication policy of the company.

During the research there were also challenges that made it more difficult to develop the internal communication policy. Expressing the effects of growth were difficult even though they were to be seen in everyday life. Also, since there wasn’t any communication professional in the company, the policy needed to keep as simple as possible so that employees which agreed to get involved did not receive too much extra responsibilities in addition to their work. The lack of communication professional was also shown in Aava Mobile during the process. Even though there was interest towards internal communication the lack of knowledge and time limited the research. If the internal communication policy is wanted to develop further, the wider impacts of growth would be interesting to search. Also, the connection of tacit knowledge and internal communication system deserves further studying.
6 REFERENCES


7 APPENDIX

Appendix 1: The structure of the interview for new employees
K2

Saitko tarpeeksi tietoa työsuhteeseen (työsoimus, verokortti, tilat) liittyvistä asioista?
Vastettu: 0 Ohitettu: 0

KOKOEN TILASTOT

<table>
<thead>
<tr>
<th>Prosenttiluku</th>
<th>Keskimääräinen tulos</th>
<th>Keskihajonta</th>
<th>Vaikuttavuus</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>1,07 (100%)</td>
<td>0,00</td>
<td>1/4</td>
</tr>
</tbody>
</table>

VASTAUSVAHTOEHDOT

<table>
<thead>
<tr>
<th>TULOS</th>
<th>VASTAUKSET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kyllä</td>
<td>1/1</td>
</tr>
<tr>
<td>Ei</td>
<td>1/1</td>
</tr>
</tbody>
</table>

Komento (3)
K3
Saitko perehdytystä järjestelmiin (Mepco, M-files, intra, Wise tms.)?

Vastattu: 9   Ohitettu: 0

![Diagram](Image)

<table>
<thead>
<tr>
<th>KOKEEN TILASTOT</th>
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<td>Prosenttisä oikein (75%)</td>
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<table>
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<th>TULOS</th>
<th>VASTAUKSET</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ KYLÄ</td>
<td>1/1</td>
<td>50,07%</td>
</tr>
<tr>
<td>✓ EI</td>
<td>1/1</td>
<td>50,07%</td>
</tr>
<tr>
<td>✗ Jos vastaat EI, miloin järjestelmän olisit tarvinnut enemmän perehdytystä ja miksi tästä perehdytystä?</td>
<td>Vastaikut</td>
<td>22,22%</td>
</tr>
</tbody>
</table>

YHTENEVÄ

9
Oletko saanut tarpeeksi tietoa työsuhde-eduista ja työhyvinvointiin liittyvistä asioista?

Vastattu: 5   Omitettu: 0

KOKEEN TILASTOT
Prezentti oikein 100%   Keskimääräinen tulokset 14/1 (100%)   Keskimääräinen 0,20   Yhteysaste 1/4

VASTAUSVAIHTOEHDOT

<table>
<thead>
<tr>
<th></th>
<th>TULOS</th>
<th>VASTAUKSET</th>
</tr>
</thead>
<tbody>
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<td>Kyllä</td>
<td>1/1</td>
<td>68,67%</td>
</tr>
<tr>
<td>Ei</td>
<td>1/1</td>
<td>32,33%</td>
</tr>
</tbody>
</table>

YHTEENSÄ

9

Kommentit (3)

Vastaikut (2)   Tietotanava

Lisää tunnistusta   Osoita tunnisteen mukaan

Näytä tällä aina vastauksia

Työsuhde-ede linkit ei toimill intrassa

15.6.2018 15:39   Näytä vastaajan vastaukset

Koska perehdyttävä ei ollut, en myöskään saanut tietoa miestä asiasta. Oli olut hyvä idä ilmi perussijant työsuhteeseen alussa

12.6.2018 17:03   Näytä vastaajan vastaukset

Kesätyöntekijässä järjest edun/työhyvinvointia edelleen huomattavasti.

11.6.2018 13:21   Näytä vastaajan vastaukset
Millaista perehdytysmateriaalia olisit kaivannut perehdytyksen tueksi?

Vastaukset (5)

<table>
<thead>
<tr>
<th>Liitä turnnistelu</th>
<th>Suodata turnnisteen mukaan</th>
<th>Hae vastauksia</th>
</tr>
</thead>
</table>

Näytetään 5 vastausta

Materiaali ok
15.6.2018 15:20

Näytä vastaajan vastaukset

Oljelmista joita käytetään olisi hyvä olla jotkin ohjeet. Adaakoiden tiedot yms. Monet asiat Autalla on tällä herkellä ni hiljaista tietoa, joka opet vasta ajan kanssa.
13.6.2018 17:23

Näytä vastaajan vastaukset

-
11.6.2018 12:56

Näytä vastaajan vastaukset

Nn. handtbook olisit hyvä olla käytössä useimpiin järjestelmiin, joka jälisi työntekijän työaikojärjestelmän tukeen.
11.6.2018 13:49

Näytä vastaajan vastaukset

Perusaidosten perehdytysmateriaali oli aivan tarpeeksi.
11.6.2018 13:48

Näytä vastaajan vastaukset

Aava-suomi sanakirja olisi olisi tarpeen. Projektilniet listattuna ja aukoljohettuna, mikä zebra???, jne.
11.6.2018 12:48

Näytä vastaajan vastaukset

Ei millään
11.6.2018 13:23

Näytä vastaajan vastaukset

Koheesivärimpi perehdytyskokonaisuus (esim joka yksittäinen filu tai esittelysessio yms.) olisi monestanneran prosessia
11.6.2018 13:21

Näytä vastaajan vastaukset

Ei tule heti mieleen.
11.6.2018 13:19

Näytä vastaajan vastaukset
Miten kehitäisetisit perehdytystä uusille työntekijöille?

Vastattu: 9   Ohitettu: 0

Vastaukset (9)

Näytetään 9 vastuusta

Uuden työntekijän esittely koko henkilökunnalle tehtävä heti, nyt uusia henkilöitä kyllä kierrietään toimistolla, mutta monet voivat olla palaverissa ja markkoilla, elävät jopa tarpeita uutta työntekijää. Lisäksi on huomattava, että uusi työntekijä kirjoittaa ensimmäisten päivien lyhyen esitteen itsestään ja mitä on tullut Aavalle tekemään + laitaa sellaisen itseään viestiiin. Ja lähetät tämän AI-jakeluulista.

16.6.2018 16:29

Perehdytysluento tai vastaava. Paikka ja aika jossa asial puhuttaisiin kunnolla läpi ja silinä samalla voisi kyseistä yms.

13.6.2018 17:23


11.6.2018 13:55

Varamallin aiemmin perehdytykseen sekä järjestelmien läpikäyntiin.

11.6.2018 13:49

En osaa sanoa. Tähänastelista työnantajilistani paras ja yksityiskohtaisin perehdytys, johon lisätyn esittelykerroks, työvälineiden esittely yms...

11.6.2018 13:48

Intranettin päivitysvä Perehdytysjärjestely, mistä voimassa henkilöt (coo, hr asioista vastaava, assistentti, jne) ja työkalut + sijainti (e. Mepoo). Ja enkä jopa tällä pohjalta olisilmä ja seuraavasta. Kalkki varmaan on jo istussa, mutta yks lensi kyseisestä paikalla olisi aluksi olit tosi ilma.

11.6.2018 13:48

En mitenkään.

11.6.2018 13:23

Selkeämät=perehdytykseen liittyvä materiaali auttaaivat

11.6.2018 13:21

Järjestelmiin koulutuksia esim. järjestelmistä ja yrityksien toimintatavoista.

11.6.2018 13:19

Näytä vastaajan vastaukset
Appendix 2: The Common coffee break agenda

AGENDA, 2017 review

- Introduction
- Financial statistics about Aava Mobile
- Ongoing businesses and projects
- Upcoming / new businesses and projects
- Current topics
- Success stories
- Q & As
- Closure
<table>
<thead>
<tr>
<th>Financial review</th>
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<tbody>
<tr>
<td>Net Sales by segments and total, EUR</td>
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<tr>
<td>EBIT by segments and total, EUR</td>
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<tr>
<td>EBIT by segments and total, %</td>
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<tr>
<td>Capital expenditure, EUR</td>
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<tr>
<td>R&amp;D costs, EUR</td>
</tr>
<tr>
<td>R&amp;D costs, % of net sales</td>
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Appendix 3: Agenda for familiarization lecture

INTERNAL TRAINING AGENDA
Schedule: November and May

9-11 (HR Manager)
Aava Company Presentation
Data Protection
Mepco
Occupational safety and health

12-13 (VP Technology)
M-Files 1 h

13-14 (IT Manager)
IT Policy
IT safety and security

14-15 (Quality Manager)
Quality
Risk management