

# EFFICIENCY EVALUATION OF INTERNAL COMMUNICATION CHANNELS USED IN PTT EXPLORATION AND PRODUCTION PUBLIC COMPANY LIMITED

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## Abstract

*The objective of this research was to analyze different channels used in PTT Exploration and Production Public Company Limited to communicate with their employees based on the current internal communication strategy. The analysis focused on the efficiency of traditional communication channels in comparison with digital channels including social media in terms of its achievement of satisfaction and engagement with employees. Also, this research identified the different media mix including social media on how they play an increasing role in company. One hundred respondents who were PTTEP employees, aged between 25-60 years old, who have at least 2-3 years of working experience from different employment categories; Management, Professional Officer, Technical Officer and Staff were asked to participate in experiment and interview method. Results show that employees realize the importance role of new method of communication used by company. They mentioned that the day-to-day communication between company and employees occurs regularly through corporate email and intranet system. Employees at all levels have their own preferred choice of channels for getting the information if it is related to working issues. Moreover, employees were satisfied with the internal communication process that is conducted by various channels. They agreed that social media is the online communications that can be easily created, edited and shared between company and employees or among teams of employees working together.*

**Keywords:** Internal communication, Communication channels, Engagement, Satisfaction, Employees

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## INTRODUCTION

Internal communication is one of the vital key elements that encourages employee engagement and increases job satisfaction, which boosts the organization's growth in return. It also helps organizations gain profit, productivity, and proficiency in performing their citizenship behavior. Once the employees are engaged and feel that they have deep and meaningful connections with the organization, they will dedicate themselves to their job responsibilities and absorb their roles along with their positions (Men & Hung-Baesecke, 2015). According to Danaher and Rossiter (2011)'s study, we are now in the digital age, and that is why we have to face various choices of media channels through which organizations use to send their information to all stakeholders. These include, most recently and significantly, the internet and social media channels such as the company's website, intranet, e-mail, blogs, or social pages like Facebook and Instagram. Internet and the use of e-mail have not only become an everyday part of life in the homes, but they also have an important role in the workplace.

Alshammari (2015) specified that there are a large number of studies that have explored on various factors that promote employee engagement including leadership, communication climate, supervisor relationship, work environment, and job characteristics. However, another factor to be considered is how organizations select the internal communication channels and whether the selected channels have an effect on employee engagement.

### Importance of Internal Communication

In essence, internal communication is far more than individuals talking to one another. It can improve the effectiveness of the organization. Undoubtedly, good understanding comes from correct information received; thus, the more information people have, the more quickly they get it. Good collaboration leads to the business success because the better connections employees have with others in the organization, the more work the organization gets done, and the better jobs individuals do. The employees' satisfactions

increase when they have a progress on their work. The better jobs they do, the better they feel about their jobs and about the organization. In addition, internal communication keeps everyone informed of what is going on in the organization. No one gets any unpleasant surprises, and everyone has the chance to deal with changes, good news, and bad news together. It also supports organization to find out solutions to its problems by providing a channel for everyone's ideas and opinions to be shared. Even though solutions can come from any unexpected directions, it is only possible if they can be heard (Johnson & Frank, 1997).

Moreover, internal communication helps to promote fairness and equity within the organization. Equality should be emphasized because if workers have equal access to information, it is not likely for them to feel that some have more privileges, or that they are being ignored or overlooked. It eventually should lead to everyone feeling as a part of a concept of equality, all of whom are treated similarly. It creates an environment of openness within the organization. If everyone feels they can access to whatever information they need or want, and can talk to anyone in the organization about anything, it actually encourages good relationship among people and also helps to promote trust and respect at the same time (Rabinowitz, 2010).

### Positioning Social Media within Organizational Communication

As suggested by Badea (2014), we must first acknowledge and utilize certain aspects of social media in order to involve the employee communication engagement. Some specialists in the field believe that social media represent a group of internet-based applications which rely on ideological and technological principles of Web 2.0 that we are familiar with nowadays. Social media allow the creation and exchange of user-generated content and also enable the transition from the web in which one reads or writes. The social media can also be considered as the tools to challenge communicators to use them to stimulate employee

engagement, provide relevant information, and find the insights and problems from employees. This can help to change the professionals' role from the mere dissemination of information to encouraging information exchange, eliminating the notion of control, and carefully listening to the other parties in the conversation. Consequently, the managers' straightforward communication roles will be transformed into those of a communication facilitator (Berger, 2008).

Badea (2014) also mentioned that the issue of positioning social media within the communication strategy is being raised. Many specialists place the use of the new media within the public relations context. The reason is that using new media for public relations aims primarily to transmit information in order to facilitate communication and mutual understanding among various institutions and various audience types. The new breakthroughs and technical applications lead to higher chance of creating new opportunities for public relations experts. Therefore, the modern communication techniques can reach to increasingly larger numbers of audiences in a much faster way (Costea, 2012).

Bordeianu (2012) also provides the interesting information of social media role in public relations that these online public relations may be defined as the meeting point of communication between an organization such as companies or public agencies and its online readers such as network users or stakeholders. It can be said that the internet is a support function which is naturally integrated into the strategic communication planning of organizations. Therefore, the purpose of communication is to address not only the consuming mass and potential or existing customers, but also a large and diversified mass of audiences: employees, shareholders, partners, channels, analysts, investors, suppliers, public administrators, non-profit organizations (social political engagement), geographical community, and mass-media (online and offline) (Costea, 2012).

Badea (2014) mentioned that the social media should be placed alongside with public relations within the integrated organizational communication elements. A study revealed that around 50 percent of companies

worldwide use social media for internal communication process. Many authors and practitioners support the importance of these communication channels in the process of genuine and informal interaction between employees. Anyway, Badea (2014) also explained that it is precisely why public relations specialists will consider using both old and new media equally. The reason is that it depends on the objectives proposed and means (financial or technical competence) available. Apart from the numerous advantages of social media channels, it's possible to face unexpected challenges at the same time. Therefore, it is important to have good preparation of online messages because it should involve a much more elaborated and applied creative work than traditional media (Costea, 2012).

Social media strategy consists of target audience, goals, content strategies or communication pillars, suitable channels, tools, and competitors. These are the same elements as the communication one (Badea, 2014). The social media strategy can be determined by the marketing department together with the sales department and also the team building of professionals from the company communication department along with the collaboration of the communication agency so that they can make sure that social media are integrated into the communication strategy and are not an independent element. Moreover, the implementation and results of social media strategy should be monitored frequently by the top management of organizations because these channels are not just a means of communication but also one of important channels to connect with customers (Badea, 2014).

### **PTTEP Corporate Communication**

To create awareness as well as create an understanding and attachment to the company, PTTEP must communicate effectively to reflect its identity in a clear, continuous, and consistent manner, conforming to the requirements of each stakeholder group. The corporate communication of PTTEP can be identified into two sections which are internal communication and external communication. The first one is an

internal communication, the PTTEP identity or the Corporate DNA (Brand) and Corporate Values need to be acknowledged so as to be a base for idea extensions as well as be the criteria for unified practices. This can be achieved through a two-way communication and internal communication channels to encourage personnel to reflect the corporate identity as a company with “Passion to Explore with Responsibility”.

Internal communication can be conducted via different channels such as e-mail, announcement boards, intranet, corporate communication website, posters, induction programs for new employees, training sessions, CSR programs or conference, and seminars such as Employee Town Hall, CEO meet staff, etc. Currently, PTTEP e-mail will be categorized based on different objectives that the company tries to communicate with its employees. That means the communication via e-mail will be sent out based on the focal point of each topic. The main topics of corporate e-mails are mentioned as follows: Corporate Communication News, PTTEP HR news, Knowledge Management Team, PTTEP Employee Relations, Facility Management News and CEO Message. Moreover, PTTEP always develops the social media channels to communicate with employees in order to tighten the employee relations and getting more coordination and engagement from employees such as using Facebook page, Instagram, or specific website for PTTEP clubs such as PTTEP Music Club or PTTEP CSR Volunteers (PTTEP Corporate DNA, 2013).

The way of working together in PTTEP is conducted definitely based on the core values. These values will become “Corporate Culture” once people in an organization repeatedly and continuously perform the same actions for a period of time. PTTEP’s core values are designed to encourage both appropriate competence ‘Kon Keng’ and virtuousness ‘Kon Dee’ in PTTEP people. “EP SPIRIT” behaviors are the main core values of PTTEP staff that need to be followed in order to support PTTEP’s strength and sustainability (EP Spirit in action, 2015). The elements of EP SPIRIT are following; Explorer, Passion, Synergy, Performance

Excellence, Innovation, Responsibility for Society, Integrity & Ethics and Trust & Respect.

According to external communication, the company must create awareness as well as understanding of its identity among external stakeholders both domestic and overseas. The message conveyed, be it operating results or project achievements, should clearly reflect the PTTEP identity, with information varying according to diversified stakeholder groups. PTTEP establish the guidelines for communicating with external stakeholders by separating them into three sections as follows.

The first one is the large and small investors, the company should communicate its vision, strategic direction, investment expansion, capabilities, and the international standards employed, as well as innovations and technologies conducive to achievements of the company. The second one is the government agencies, the public, scholars and mass media, the communication with these stakeholder groups should emphasize the demonstration of energy security as well as economic stability. The last one is the local communities, in which the communication with local communities in operational areas should be informed of benefits gained from energy exploration. The communication with external stakeholders can be carried out through multiple channels, such as TV and radio advertising, printed materials, online media, company activities, events, and exhibitions (PTTEP Corporate Communication, 2013).

### **Efficiency VS Effectiveness**

The operational definitions of these two words- efficiency and effectiveness - can be described in order to highlight the difference between them. Efficiency focuses on the process and it can be said that the importance is to pay attention to the means of doing things in the best possible manner with the least waste of time and effort. Meanwhile, effectiveness focuses on the achievement of the goal or purpose; producing the intended or expected results. That is why effectiveness encourages initiative or innovation as it requires people to think and to find the different ways they can

meet the desired goal. In the workplace, efficiency can be referred to the period of time required for completing a task. That means that efficient employees and managers should complete tasks in a short period of time by using the least amount of resources possible. The good strategies should be applied in order to save more time during each process. On the other hand, effectiveness in the workplace refers to the importance of the results received from the actions of employees and managers. It can be implied that employees and managers who demonstrate effectiveness in the workplace help to produce better results. As we can see that most of companies try to measure effectiveness often by conducting performance reviews. In fact, the effectiveness of a workforce has an enormous impact on the quality of a company's product or service and that can lead to a company's reputation and customer satisfaction accordingly.

## RESEARCH OBJECTIVES

This research aims to analyze different channels used in PTT Exploration and Production Public Company Limited (PTTEP) to communicate with their employees based on the current internal communication strategy. The analysis focuses on the efficiency of traditional communication channels in comparison with digital channels including social media in terms of its achievement of satisfaction and engagement with employees. This study examines how employees of a privately owned construction company communicate and exchange information internally. The challenges faced, the exact strategies employed to achieve effective internal communication, as well as the role it plays in accomplishing goals and objectives of the organization are particularly focused on. Apart from that, this research will identify the different media mix including social media on how they play an increasing role in company and define which the best channels are for each group of employees.

## RESEARCH QUESTIONS AND HYPOTHESIS

In order to respond directly to the research objectives, the research questions are composed of

three main points as follows. These questions will help to explore the internal communication and information exchange process within PTTEP Company and then examine how these contribute to satisfaction and engagement of employees based on different types of communication channels.

- What is the relative efficiency of various communication channels used by the company to communicate with employees?
- Could the utilization of multiple channels help to increase employees' satisfaction and engagement?
- How can the social media be integrated in the media mix to increase the efficiency internal communication?

Hypothesis 1: Using a multiple channel strategy encourages more employees' satisfaction and engagement.

Hypothesis 2: Media mix (including social media) help to increase the internal communication efficiency.

## METHODOLOGY

This research was conducted by using the mixed method approach. Both quantitative and qualitative approaches were performed throughout the experiment and the in-depth interview in order to enhance and validate the research. PTTEP Company represented as the case study of this research in order to find out the current situation of internal communication organized by well-known organizations in Thailand. The experiment will be conducted to support the objectives of this research to identify the efficiency of communication channels used in PTTEP along with the effectiveness of media mix strategy within internal communication context. Also, the in-depth interview which allowed open-ended responses was conducted to different levels of PTTEP employees.

## Research Sample and Sampling Method

By following and controlling the obvious objectives of this research, the samples had been selected only from current PTTEP employees. The total of 100 participants were asked to participate in the experiment process and 20 of them were asked and studied through in-depth interview. A purposive sample was drawn

from all position classifications in PTTEP. The employment classifications could be categorized as management, professional officer, technical officer, and staff. Initially, employees from each category were randomly chosen. Selected employees were sent an email telling them the nature of the study and asking them to participate. If they agreed, the confirmation for experiment and interview appointment was arranged. The objective of both methods is to identify the efficiency of communication channels used in PTTEP including the media mix strategy and also indicate the engagement and satisfaction level of employees towards the internal communication. The rationale behind choosing employees at different levels and sections was because of the chance of getting various employee aspects and also their different opinions that would lead to their level of satisfaction and engagement towards internal communication.

### Experiment Process

The process of this experiment started with generating and sending the communication of company activities regarding “Internal Petroleum Technology Conference 2016 (IPTC)” to participants via different channels for each group. However, this activity was published on PTTEP intranet as usual. The researcher divided the representatives into 2 groups. Each group was composed of 50 persons who were randomly selected but at least included all position classifications which are management, professional officer, technical officer, and staff.

- The control group received activity details via corporate e-mails and printed brochures only as with daily communication from PTTEP. All of them received the same information. After that, in the next day, they were all required to answer the questionnaire provided.

- The experiment group not only received the same e-mails and printed brochures as the first group did, but they also had the special channels for receiving the activity information which was a social media channel through Line application. This group was required to do the questionnaire twice. Firstly, they were

asked to do the questionnaire after they received the information via corporate e-mails and printed brochures same as the first group. Secondly, they were all invited to join the Line group so that everyone would be in the same community and easy to control. After receiving the information via Line, they were all asked to do the questionnaire again.

### Interview Process

The total number of participants for doing the interview was equal to 20 persons: 10 from control group and another 10 from experiment group. An in-depth interview was used to provide employees insights regarding their opinions, satisfaction, and level of engagement towards internal communication. Therefore, interview was conducted individually under the estimated control time of a one-hour discussion. The process for this interview is that the direct communication (face-to-face) was used, and the interview took place in a meeting room. Each person was questioned for approximately 60 minutes while being audio recorded to keep all information during the discussion. After that, the data collected from the interview was transcribed for analysis.

Refer to the questions during the interview, this research was performed by using the planned and structured questions in order to measure four dimensions of internal communication as following. The first section aimed to evaluate the rapidity and efficiency of each channel that employees used to perceive information. The second section indicated the level of understanding of employees toward each channel when they have received any information. The third section explored the opinion of employees’ perceived satisfaction and goodwill to have engagement with the company and the last section identified the role of media mix strategy used by the company.

### Measurement of the Variables

The experiment of this study was conducted based on a random assignment. The participants were randomly assigned to different treatment groups. That means all participants have the same chance of being

in a given condition. Random assignment neutralized factors other than the independent and dependent variables, making it possible to directly infer causes and effects (Ross & Morrison, 2014).

The validity threat used for this study was the testing which was managed by the pre-test and post-test score (Ross & Morrison, 2014).

- Pre-test: The experiment group was asked to do the questionnaire first based on the information that they received via corporate mails and printed materials before receiving the information via Line application. The test scores were recorded.

- Post-test: Both groups were required to do the questionnaire after receiving the information via different channels.

The measurement was conducted through the questionnaire. Two sets of questionnaires were created for each of the group after they received information. The first two parts of the questionnaire were the same for each group, but the third part was applied to experiment group only.

1. The first part related to information of activity which consisted of general questions to measure the comprehension and memorization of employees. The measurement of this part would be conducted by the test score from both pre-test and post-test process.

2. The second part related to activity communication and participation, in which the questions were asked to measure employees' attitudes towards activity and their tendency to participate. Therefore, questions were needed to be answered in 5 point Likert scales.

3. For the experiment group, the additional part was asked regarding activity communication via social media in order to achieve attitude and opinion of employees towards social media channels as an internal communication tool. Therefore, questions are needed to be answered in 5-point Likert scales.

For the in-depth interview, the interviews were deliberately formal for management level and informal for officer and staff levels. The participants were asked to discuss about the internal communication in PTTEP. The measurement explored in four dimensions of

internal communication as follow: the rapidity and efficiency of each channels, the level of understanding of employees towards each channel, the level of satisfaction and engagement of employees, and the current role of media mix strategy used by the company including social media. The participants were encouraged to discuss their initial reactions, their expectations, and their thoughts.

## FINDINGS

To begin with the demographic profile of the sample, the total of 100 participants for the experiment of this study could be summarized as following. For gender distribution, female population of the two groups are accounted for more than half of the total respondents—with control group at 27 or 54% and experiment group at 29 or 58%. Male population is 23 or 46% for control group and 21 or 42% for experiment group. Comparing age of participants, the most responses received are between 36-45 years old for control group, which accounts for 23 participants or 46% and 25-35 years old for experiment group with 24 or 48% of total participants. According to the working position of participants for this experiment, the most responses received are staff level for both groups, which accounts for 20 participants or 40% of total participants for control group and 18 participants or 36% of total participants for experiment group.

### Test score of part1- Information of IPTC activity

The result of part 1 indicates that both two groups have done the questionnaire and received the same level of testing score. The highest score performed by control group is 8 as same as experiment group. Also, the lowest score of both groups is the same at 6. In general, the mean value of testing score is not much different; 6.94 for control group and 6.90 for experiment group. This can be implied that the information provided by corporate mail and newsletter didn't have effect on employees perception and memorization.

Comparing between the pre-test and post-test result of experiment group, the score received is

exactly different. Employees can perform better when joining additional channel (Line) to receive information as the testing score is higher; the changing of the mean value from 6.90 to be 8.12. In addition, when asking

about the channels used for IPTC communication, the response rate changed from corporate mail and newsletter to be Line with percentage of 56% as seen from Table 1 and 2 below.

Table 1: Pre-test and Post-test score of experiment group

Score	Pre-test		Post-test	
	amount	%	amount	%
6	15	30	2	4
7	25	50	11	22
8	10	20	21	42
9	0	0	11	22
10	0	0	5	10
11	0	0	0	0
Total	50	100	50	100

Test	Minimum	Maximum	Mean
Pre-test	6	8	6.90
Post-test	6	10	8.12

Table 2: IPTC communication channels

Channels	Pre-test		Post-test	
	amount	%	amount	%
Corporate mail	29	58	16	32
Newsletter	13	26	6	12
Intranet	8	16	0	0
Line	0	0	28	56
Website	0	0	0	0
Total	50	100	50	100
Total	50	100	50	100



Test score of part 2-IPTC communication and participation

Refer to the second part, the questionnaire mainly focus on attitude and opinion of respondents from both groups towards IPTC communication and participation. The measurement of this part is conducted by using a five-point Likert scales attitude measurement from “Strongly Disagree” to “Strongly Agree”. The measurement from questionnaire shows that employees emphasize on the frequency of communication regarding company’s activity. It can be done through different channels provided. Employees at all levels didn’t feel that corporate communication via email is boring and they agree at high level that PTTEP can use multiple channels including new method such as website or social media in order to communicate effectively with

employees. When asked about participation, all of them will join IPTC activity this time with 70% of employees who will share this information to their colleagues.

The statistical analysis can be applied in order to measure whether the position level of each employee have relationship with their attitude towards IPTC communication and participation or not. To begin with, Table 3 explains that chi square analysis is applied to find out the relationship existing between position level and how they think about IPTC communication. The analysis shows that there are no relationship with position level of employees whether they agree or not when asked that PTTEP should frequently communicate with employees regarding IPTC program. Chi-Square test values 2.618 and Sig. (2-tailed) is equal to 0.855 which is higher than  $\alpha$  at 0.05.

Table 3: Chi-Square Test (Position level VS IPTC communication)

		1. PTTEP should frequently communicate with employees regarding IPTC program					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
position	Management	0	0	0	7	6	13
	Professional officer	0	0	0	9	10	19
	Technical officer	0	0	0	12	18	30
	Staff	0	0	1	15	22	38
Total		0	0	1	43	56	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.618 <sup>a</sup>	6	.855
Likelihood Ratio	2.910	6	.820
Linear-by-Linear Association	.277	1	.599
N of Valid Cases	100		

Table 4 explains that chi square analysis is applied to find out the relationship existing between position level and their awareness after received corporate mail. The analysis shows that there are no relationship with position level of employees whether

they agree or not when asked that you always read completely corporate news or information received via e-mail. Chi-Square test values 11.556 and Sig. (2-tailed) is equal to 0.73 which is higher than  $\alpha$  at 0.05.

Table 4: Chi-Square Test (Position level VS corporate mail awareness)

		2. You always read completely corporate news or information received via e-mail					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
position	Management	0	0	0	12	1	13
	Professional officer	0	0	4	14	1	19
	Technical officer	0	0	10	17	3	30
	Staff	0	0	17	20	1	38
Total		0	0	31	63	6	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.556 <sup>a</sup>	6	.073
Likelihood Ratio	15.238	6	.018
Linear-by-Linear Association	8.324	1	.004
N of Valid Cases	100		

Table 5 explains that chi square analysis is applied to find out the relationship existing between position level and their attitude towards corporate communication via email. The analysis shows that there are relationship with position level of employees when asked that corporate

communication via e-mail is boring e-mail. The result shows that employees at staff level have different opinion and they might ignore when asked about corporate mail. Chi-Square test values 27.197 and Sig. (2-tailed) is equal to 0.000 which is lower than  $\alpha$  at 0.05.

Table 5: Chi-Square Test (Position level VS corporate mail attitude)

		3. Corporate communication via e-mail is boring					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
position	Management	3	10	0	0	0	13
	Professional officer	3	16	0	0	0	19
	Technical officer	7	23	0	0	0	30
	Staff	6	18	14	0	0	38
Total		19	67	14	0	0	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.197 <sup>a</sup>	6	.000
Likelihood Ratio	31.599	6	.000
Linear-by-Linear Association	7.723	1	.005
N of Valid Cases	100		

Table 6 explains that chi square analysis is applied to find out the relationship existing between position level and their attitude towards multi channels communication. The analysis shows that there are no relationship with position level of employees whether

they agree or not when asked that it would be good if PTTEP can create more channels to provide information. Chi-Square test values 6.564 and Sig. (2-tailed) is equal to 0.087 which is higher than  $\alpha$  at 0.05.

Table 6: Chi-Square Test (Position level VS multi channels attitude)

		4. It would be good if PTTEP can create more channels to provide information					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
position	Management	0	0	0	2	11	13
	Professional officer	0	0	0	2	17	19
	Technical officer	0	0	0	4	26	30
	Staff	0	0	0	13	25	38
Total		0	0	0	21	79	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.564 <sup>a</sup>	3	.087
Likelihood Ratio	6.458	3	.091
Linear-by-Linear Association	3.945	1	.047
N of Valid Cases	100		

Table 7 explains that chi square analysis is applied to find out the relationship existing between position level and their attitude towards IPTC participation. The analysis shows that there are relationship with position level of employees whether they agree or not when

asked that you decide to join IPTC activity this time. The result shows that employees at staff level agree at high level to join this activity. Chi-Square test values 10.629 and Sig. (2-tailed) is equal to 0.014 which is lower than  $\alpha$  at 0.05.

Table 7: Chi-Square Test (Position level VS IPTC participation)

		5. You decide to join IPTC activity this time					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
position	Management	0	0	0	12	1	13
	Professional officer	0	0	0	9	10	19
	Technical officer	0	0	0	25	5	30
	Staff	0	0	0	28	10	38
Total		0	0	0	74	26	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.629 <sup>a</sup>	3	.014
Likelihood Ratio	10.438	3	.015
Linear-by-Linear Association	.002	1	.969
N of Valid Cases	100		

Table 8 explains that chi square analysis is applied to find out the relationship existing between position level and their attitude towards IPTC information sharing. The analysis shows that there are relationship with position level of employees whether they agree or not

when asked that you will share this IPTC activity to your friend. The result shows that employees at staff level agree at high level to share IPTC information to others. Chi-Square test values 25.055 and Sig. (2-tailed) is equal to 0.000 which is lower than  $\alpha$  at 0.05.

Table 8: Chi-Square Test (Position level VS IPTC information sharing)

		6. You will share this IPTC activity to your friend					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
position	Management	0	0	0	12	1	13
	Professional officer	0	0	5	14	0	19
	Technical officer	0	0	7	22	1	30
	Staff	0	0	18	12	8	38
Total		0	0	30	60	10	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.055a	6	.000
Likelihood Ratio	30.320	6	.000
Linear-by-Linear Association	1.788	1	.181
N of Valid Cases	100		

Test score of part 3-IPTC with social media (Experiment group only)

Part 3 pay attention to the role of social media towards internal communication. The questionnaire was conducted for experiment group in order to measure employees’ attitude after joining line group and received information via this channel. The result shows that all employees have the positive attitude for communication

via social media such as Line application because it can help to encourage more awareness and they accept on 100% that social media is the effective way to promote PTTEP activity to colleagues or even the outsiders. Table 9 shows that the majority of respondents agree to this point by 78% or 39 which is quite high meanwhile 11 respondents strongly agree to this question which is accounted for 22%.

Table 9: Social media is the effective way to promote PTTEP activity

Range	Experiment Group	
	amount	%
Strongly Agree	11	22
Agree	39	78
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	50	100

## Result of Interview

Employees from each category were randomly chosen from experiment group; 10 participants from experiment group and 10 participants from control group. The data summary of interviewees resulted in different numbers of employees in different categories, gender, age and working experience. A total of 20 interviews were conducted, nearly half of participants are working as technical officer with a percentage of 40%. Female participants presented more than half of the whole participants which is equal to 60%. Also, the most presented age group of participants is at 25-35 with a percentage of 65%. Talking about working experience, the majority of participants have at least 6-10 years working at PTTEP with a percentage of 40%.

In summary, the result of interview can be identified as following. The first aspect is related to rapidity and efficiency of each channel, employees at all levels recognized that the corporate email and intranet system are the common used channels of PTTEP providing all information regarding company policies, updates, or changes on a daily basis. However, employees at all levels have their own preferred choice of channels for getting the information if it is related to working issues; for example secretary will prefer to use email for communication with internal and external section meanwhile technical officer will prefer to use the meeting for discussion and sharing among team members regarding specific tasks assigned. The second section is related to level of understanding, employees mentioned that they can understand the messages from company through various kinds of channels and they always feel "in the loop" regarding company changes, updates or new things from the day to day communication. Coming to the third section, it mainly focus on employee satisfaction towards internal communication, both managers and lower staff agree that they have received sufficient information from company because of the available channels provided to them on a daily basis so that they can be up to date and keep on track if something happened. The last section is concerned with the role of media mix including social media for

internal communication, employees at all levels agree that the efficiency internal communication can be increased by using media mix strategy because multi channels can give them more choices and open more opportunities for getting more information and staying connect together between company and employees. Also, they agree that social media becomes one of the most effective way to communicate within organization because it perform as a tool for increasing attention and interaction from employees and it can be reached anytime and anywhere at their convenience.

## DISCUSSION

### Understanding communication channel choices

As described by Snyder and Lee-Partridge (2013), organizations nowadays provide a wide range of information through large numbers of communication channels. The communication channel choices range from the traditional communication with no technology such as face-to-face communication to traditional communication with technologies such as telephone and e-mail. Currently, contemporary communications always come with technologies, such as intranet, website or blogs. That is why the knowledge sharing among organizations can be improved by using these new technologies that can lead to the increasing efficiency of organizational communication.

Result from this research shows that PTTEP employees realize the importance role of new method of communication used by company. When asking about the process of receiving company information, they mention that the day-to-day communication between company and employees occurs regularly through corporate email and intranet system. This finding aligns with Lipinen, Karjaluoto and Nevalainen's study in 2014, despite the variety of new social tools available for use in internal communication, e-mail remains the most commonly used channel in today's organizations. It is a very popular, cheap, easy and quick way to communicate and distribute information to other. The result indicate that PTTEP employees have the good attitude toward email communication

because of its simplicity and also they can be up to date with all information regarding company policies, updates, or changes via corporate mail so that they can be connected anytime.

Talking about intranet system, the result is in agreement with Sedej and Justinek's study in 2014 that this channel is main internal information-sharing channel. Employees revealed that the intranet carries news, announcements and information concerning both company issues and employees relations. Also, the study found that the intranet is basically an internal database which every employees can access, with different permissions for various staff. All information provided at intranet site are there to stay so that all employees can use as their reference if needed.

Effective internal communication depends on suitable messages delivered in forms that are acceptable and functional to employees (Welch & Jackson, 2007). This is supported by the result of this study that employees at all levels have their own preferred choice of channels for getting the information if it is related to working issues. That is why the result of each employment categories is different because each specific task require different channel to accomplish. Most of employees mentioned that they will use the appropriate channels for working with others in order to complete each tasks as expected. Talking about secretary and administration position, they prefer to use email for communicating with related persons because it is simple to use and also help to reach large numbers of people in a few minutes for both internal and external section. Also, the direct communication such as face-to-face and telephone call will be used in case that they want to receive the response immediately. This result is in agreement with Men's study in 2014 that face-to-face communication allows non-verbal communication and immediate feedback or response of both upward and downward communication. This channel also reflects the willingness of the management to listen to employees. When employees feel that management is willing to listen, communicate, provide feedback, and care about their development, they would

have a more positive attitude toward their companies and have a sense of control over their work performance.

On the other hand, since their works are quite technical and concerned with specific data, the technical and professional officers normally use the meeting as a tool of communication among colleagues because it opens more interaction and participation for discussing or brainstorming the idea if needed in case of working conflicts or problems. As described by Uusi-Rauva and Nurkka (2010), meetings can be used as a good venue for discussion among organizations members and it represents an effective way of delivering information and receiving ideas or feedback as well.

### **The utilization of multi-channels strategy**

The result from this study supports the hypothesis regarding the benefits of using multiple channels for internal communication. According to Coelho, Easingwood and Arnaldo's study in 2003, the utilization of multiple channels is increasing permanently for organizational communication. There are several benefits that become important factors for companies to encourage using of multiple channels; it includes company growth and productivity, an extended target audiences coverage and improved satisfaction of the employees and company's members. Also, company can do for a cost reduction by using low cost channels instead of high cost channels. From the findings, it indicates that PTTEP employees are currently satisfied with the internal communication process that is conducted by various channels. The measurement from questionnaire explored their opinions that PTTEP should frequently communicate with employees regarding company's information no matter what channels they are using. In addition, the percentage distribution explained by questionnaire from both control and experiment group shows that the majority of respondents strongly agree that PTTEP should have the additional channels for communicating with employees such as official website, social media or community.

Furthermore, research has shown that all participants from interview acknowledged the various benefits of multi-channels strategy. As described by Dura's study in 2014, multi-channel communications refers to the process of using available technology and channels for communicating with all target audiences and this is the way to ensure that important information is presented with all target audiences. Also, this strategy is increasing the ability to react to information across multiple channels. As explained by employees, multi-channel communication provides more choices for employees to learn and acknowledge the information that can lead to better understanding. The amount of choices can open more chance to truly reach and engage employees anytime and anywhere.

According to the study conducted by Lihra and Graf (2007), the businesses with a multi-channel strategy can perform better at accommodating consumer channel preferences than businesses that focus only on a single channel. Normally, employees prefer to have the personalized and relevant communications that capture enough their attention because of their busy schedule. It can be said that company should find the way to send the right message at the right time via the right channel in order to gain more interaction of employees. After interviewed, the reason provided by employees is that the multi channels can give them more choices as employees expected to choose the way they receive information at their convenience. Also, this strategy opens more opportunities for getting more information and it helps to open up multiple paths for employees to connect with company efficiently. It's quite sure that if the information is well received, employees will understand the right point and they can follow what company wants. That can lead to the successful communication and convey to business objectives actually.

The role of social media for internal communication

The second hypothesis of this study is supported by both experiment and interview methods. The increasing usage of new media especially digital and social media is now playing an important role for

internal communication. The result from this research indicates that the test score performed by experiment group is different between pre-test and post-test result. The second measurement was done after they have received the information regarding IPTC activity via additional channel (Line application). Comparing with the post-test score, the respondents can perform better after joining line group as the average score is higher than pre-test; the highest score of pre-test is equal to 8 meanwhile the highest score of post-test is at 10. The score of pre-test and post-test of experiment group is exactly different that reflect the changing of the mean value from 6.90 to be 8.12. Respondents gained more score after joining line group because they can select the correct answers when asking for more detailed information of IPTC activity which required more awareness and understanding from employees to select the best answer.

This finding aligns with the study of Sedej and Justinek in 2014, some organizations already acknowledge the value of social media and are taking advantage of its benefits. By using social media of all kinds, company can increase a way to establish a two-way communication with employees. Also, social media are becoming a popular method of not only communicating with employees, but also facilitating the circulation of information and knowledge within the company. After the measurement of social media usage was conducted through the questionnaire, the result indicate that all employees from experiment group agree at high level that receiving IPTC information via line group can help them to learn more about IPTC activity. It could come from the notification via social media channel to push their attention and awareness for the information provided.

In addition, the research of Lee conducted in 2016 is align with the findings. Social media is considered as a medium within the work environment that can facilitate employee engagement and also it creates relationship among employees. The result from interview shows that employees agree that social media is the online communications that can be



easily created, edited and shared between company and employees or among teams of employees working together. They mentioned that employees highly value the new method of communication as a tool for collaboration especially for social media. Like other forms of engagement, social media helps employees feel connected to each other and the company. Moreover, the questionnaire result also confirmed employees' opinion as they accepted at one hundred percent that social media is the effective way to promote PTTEP activity to colleagues or even the outsiders. This finding is support by Mergel's study in 2013, social media nowadays can be accessed easily at any time of our convenience. It is the tool of communication that gives employees the chance to interact with each other at any period of the day, meaning that when an issue arises, it can be quickly resolved through social networking. Also, social media is the effective way to interact with all related persons of company within a short period of time.

### **LIMITATIONS**

The sampling selection is of non-probability with respondents randomly selected from different department and different employment categories. The result of this study is limited to 100 samples conducted from both control and experiment groups. The wider range of age and gender distribution from findings can reflect the high value of standard deviation that indicates the data points tend to be spread out over a wider range of values when conducting the statistical analysis of this study. Results cannot be generalized and inference to a larger group of PTTEP employees cannot be assumed. In addition, the responses from each department can be different based on the culture and regulation of each department that some employees need to follow. Moreover, the method of internal communication can be differentiated based on the topic or subject to be communicated by company. If the topic is concerned directly to employees themselves such as year-end performance, training application or benefits changed or added etc., the engagement rate may be different

from the academic, serious or unrelated topic. Also, social media cannot be used to communicate those topics because of some limitation and regulation of company.

### **DIRECTIONS FOR FUTURE RESEARCH**

For future research, it is recommended that the study of demographic information of respondents should be expanded to uncover any possible information that may affect the way company communicates with employees. The sample size can be increased in order to represent the whole population of PTTEP Company. There may have been an inclination in the direction of answers from respondents since all of them are PTTEP employees and they are in the same industry and similar in nature. Therefore, a research studying different internal communication context is recommended; it might be some comparison between the same categorization of business industry. The suggestion is to include more organizations to get a larger sample population for more representative results and also increase the various aspects towards internal communication. Moreover, the research methodology may include the quantitative method such as the online survey in order to gain more specific information based on attitudes, opinions, behaviors, and other defined variables, and then generalize results from a larger sample population.

### **PRACTICAL IMPLICATIONS**

For the effective internal communication, it is important to determine if internal communication has an effect on employee engagement levels. Upon examining the factors of communication and engagement we found that a relationship does exist. The results indicated that organizations could utilize internal communication to improve employee engagement. This study has provided data supporting the existence of a relationship and may provide useful information on how organizations can improve the employee experience and in turn perhaps support their own success. Moreover, it is essential for company to recognize the current status of internal communication process.

The evaluation of internal communication in terms of employees' engagement and satisfaction should be conducted regularly through many methods such as survey, questionnaire or interview. The fundamental reason to conduct the evaluation is to gather employee feedback, so that company can prioritize improvements

on which to focus. In addition, the information availability and coverage should be considered; company need to make sure that the important information is being transferred to all levels of employees because of the difference of position level, working location or accessibility of information.

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