

2024

Employee Communication Impact Study

A study of employees & Chief Communication
Officers at large American companies





Imprint

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PUBLIC RELATIONS**

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Overview of the Study

Purpose of the study

Over the past decade, employees have emerged as one of the most critical audiences for companies and are now understood to be as important as customers because of their increasing impact on company performance and reputation.

Despite the importance of managing corporate reputation and image through strategic communications, many companies fail to prioritize internal communications with the same level of importance given to external audiences like customers, investors, and regulators. This oversight creates a significant risk.

To better understand the impact and importance of effective communication among employees, a two-part study was conducted that looks at the role internal communication from two perspectives – employees and those responsible for communicating with them.

This report presents the detailed findings from this research effort.

Study objectives

The workplace has experienced the most changes since the introduction of the personal computer in the early 1980s.

These changes include more than the shift to remote and hybrid work. New generations entering the workforce, a growing talent shortage, introduction of artificial intelligence (AI), increased employee activism and the need to remain competitive in increasing challenging environments is likely having an even greater impact.

The challenge facing many communicators is determining how these changes impact the way their companies operate and specifically how they manage and leverage internal communication, ensuring employees are strategically aligned with business objectives.

The objective of this study is to understand the challenges faced by Chief Communication Officers (CCOs) in meeting the communication needs of their companies and their employees and clarifying the areas where employee communication can be enhanced to meet these needs.

Research Method

CCO Discussions

Research method - Chief Communication Officers

- 20 individual in-depth interviews conducted with Chief Communication Officers of large U.S.-based companies.
- Respondents were invited to participate by Fred Cook, Director of the Center for Public Relations at the USC Annenberg School for Communication and Journalism.
- Interviews were based on a discussion guide and were conducted by video conference from July 16 to August 5, 2024.
- All interviews conducted by Dr. David Michaelson, Research Fellow at USC Annenberg with the assistance of Grayson Wolff, Research Fellow.

Large companies participating in Chief Communication Officer interviews



Topics for Chief Communication Officers

- What is the primary role of internal communication?
- Is internal communication a strategic function?
- What is the best way to meet the challenges of internal communications?
- What are the limits to internal communication?
- How will internal communication change over the next several years?
- What is the greatest opportunity for internal communication?



Research Method

Employee Study

Research method - employees

- A survey was conducted among a sample of 1,007 adults 18 years of age and older in the U.S. who are employed full-time or part-time at large companies. Large companies are defined as those having 5,000 or more employees. This survey was administered from July 16 to July 23, 2024.
- Quotas were established by the number of employees of various companies (5,000 to 9,999; 10,000 to 24,999; and 25,000 or more) to ensure the universe of large companies was accurately represented in the data.

- Respondents for this survey were selected from among those who have volunteered to participate in online surveys and polls. All sample surveys and polls may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.
- Interviewing and tabulation of data was conducted by Big Village Insights (formerly Opinion Research Corporation) using their Caravan platform.

Question areas for employees

- What is the overall level of job satisfaction among employees at large companies?
- How familiar are employees with their company and its goals?
- Do employees get enough information from their employers?
- How do employees stay connected with their companies and its initiatives?
- Do employees trust the information they receive at work?
- What are the factors that influence job satisfaction and employee likelihood to stay in their jobs?

Reading notes

- Throughout the report, CCO refers to Chief Communication Officer.
- Large companies are defined as those with 5,000 or more employees.
- Industry classifications are based on the North American Industry Classification (NAIC) system from the U.S. Census Bureau.
- “White-collar” employees are defined as those working in professional, technical, clerical, and sales positions. “Blue-collar” employees are defined as service, skilled, semi-skilled, and farm workers.
- Hybrid workers are defined as those who work both onsite and remote/at home. Remote workers work only remote or from home.



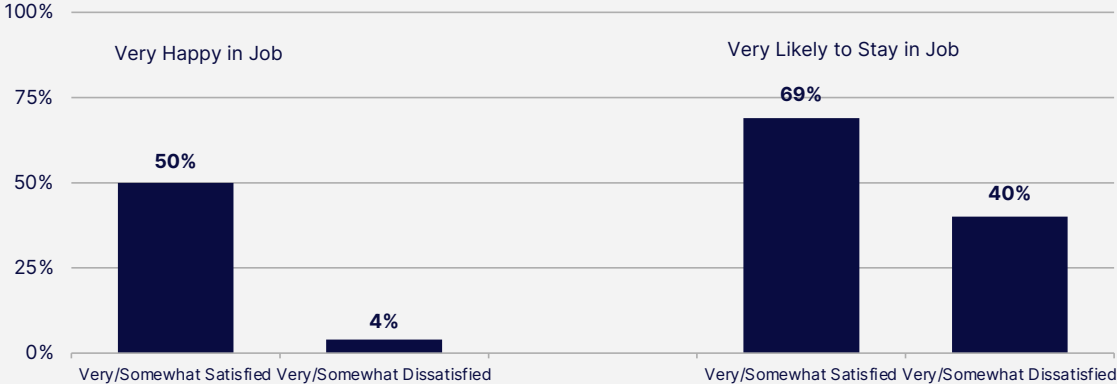
Key Findings and Implications From the Research

Top insights from the study

1. **The objective of effective internal communication remains unchanged:** Creating and distributing messages that reach and motivate employees regardless of where and how they work. But there is opportunity for improvement.
2. **Internal communication has evolved into a strategic tool that is central to meeting business goals:** It is more than simply providing news and information.
3. **Internal communication is no longer limited to employees:** It is highly intertwined with external communication and news about the organization that impacts brands and corporate reputations.
4. **Middle managers and immediate supervisors are critical links in internal communication:** They have a major impact that determines the success or failure of internal communication programs.
5. **The future will require rethinking how the internal communication function is organized and how messages are delivered:** The impact of external news sources and artificial intelligence are strongly affecting how Chief Communication Officers are looking at how to best communicate with employees.

Internal communication has significant impact on employee retention and happiness

Very Happy in current job and Very Likely to stay in current position by attitude toward internal communications



Even when communications are effective, challenges remain

In contrast to a decade ago, many of the Chief Communication Officers we interviewed now place a higher priority on internal communication than external. While many companies have recognized that internal communication is a strategic business tool, companies are working to implement more effective programs.

Based on our conversations, CCOs are not seeking to radically overhaul how they execute internal communication. They are looking to make enhancements to keep pace with the major changes taking place in their world. The bottom line is that the basic definition of internal communications remains the same. But the function itself has grown in size, importance, and complexity. Today, it is an essential element of achieving a company's business goals. Managed properly, internal communication can improve morale, increase productivity, build culture, and retain valuable employees.

The challenges facing CCOs are particularly acute because of the level of trust and reliance employees ascribe to their immediate supervisors in delivering the company's news and information they need. While supervisors are an essential link for communicating critical information to employees, there is also the risk that if not trained properly, success in achieving communications goals can be hampered.

Four key priorities for the future of internal communication

To address these issues, we organized these areas of priority into four categories that each organization must address if they want to maximize the effectiveness of their internal communications now and in the future.

Speed

Because employees are likely to receive company news and information from outside sources before they hear it from their employer, speed is critical. To proactively communicate to their employees, companies must have systems in place for speedy content creation, rapid management approvals, and timely distribution.

Flexibility

Today, many members of an organization's workforce may work from home or another remote location, which means internal communicators must utilize multiple channels to reach their entire population — regardless of where they are working. Depending on the nature of the information, they may also be required to tailor the content to individual circumstances. The same bespoke approach applies to training. This level of personalization requires a flexible mindset and specialized tools.

Transparency

Employee trust can be lost quickly if they believe a company is not being candid with them. Workers are most likely to trust the news and information they receive from their immediate supervisor, which makes that person a critical link in the process. Companies must ensure those supervisors are trained to communicate effectively and are armed with timely, accurate information they can share when changes are made, or questions are asked. Hearing a message that is consistent with what management is saying will reinforce credibility.

Feedback

Internal communications must be two-way. Understanding employee views on both business and societal issues is essential in making executive decisions. Every initiative needs a built-in feedback mechanism to measure employee response and determine the appropriate action. Ongoing employee research will provide a preview of potential future issues. Senior management must play an active role in that communication loop for people to feel they are being heard.

As other studies have demonstrated*, major changes in the workplace — including the shift to remote work, the rise of employee activism and the power of social media — have impacted almost every company's culture. If not addressed, those cultural challenges can affect long-term financial performance. A company that invests in a nimble internal communications function, working in partnership with its employees, will adapt more easily to the changes ahead of them, than a company that does not.

*<https://annenbergl.usc.edu/research/center-public-relations/center-public-relations-research>





Detailed Findings

1. The objective of effective internal communication remains unchanged: Creating and distributing messages that reach and motivate employees regardless of where and how they work. But there is opportunity for improvement.

What is the objective of internal communication?

The primary objective of internal communication is to understand and clarify the goals of the company's leadership and develop messages that communicate those goals.

“[We need to] realize it’s really always been about the basics when it comes to communicating with employees.”

- CCO industrial

“The primary purpose is essentially to ensure that our employees understand and believe in the company’s strategy and direction, so they know how to do their jobs well and feel good doing it.”

- CCO technology

“[It’s] going back to the basics, ... it is making sure that people are informed and aware of what’s going on.”

- CCO entertainment

“The primary role of internal communications is to create a sense of ‘I belong at this company,’ ‘this company has my back,’ ‘this company cares about me and my ideas,’ and ‘I feel good to be here.’”

- CCO retail

How is this achieved?

Those objectives are met by effectively scaling consistent message delivery to achieve impact.

But there are challenges meeting these goals.

“... you have to reach diverse audiences like that, at scale, which we do.”

-CCO services

“The conundrum of internal comms is that it’s at its best when it’s one on one and yet is only worth doing if you can do it at scale.”

-CCO industrial

“[W]e’re trying to be consistent.”

-CCO consumer products

“We need the tools to scale more quickly.”

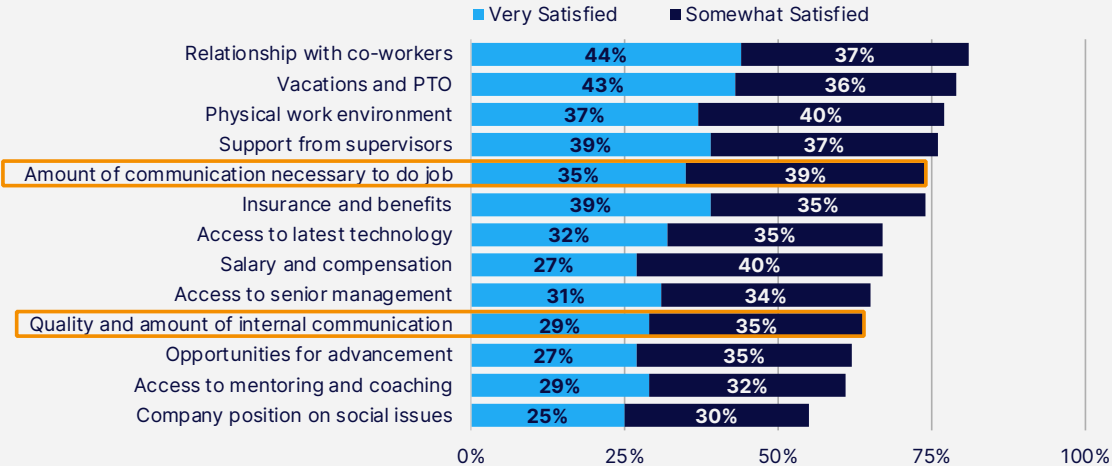
-CCO financial services

“We have a very hard time being consistent.”

-CCO consumer products

Only about a third of employees have a high level of satisfaction with the communication they get at work

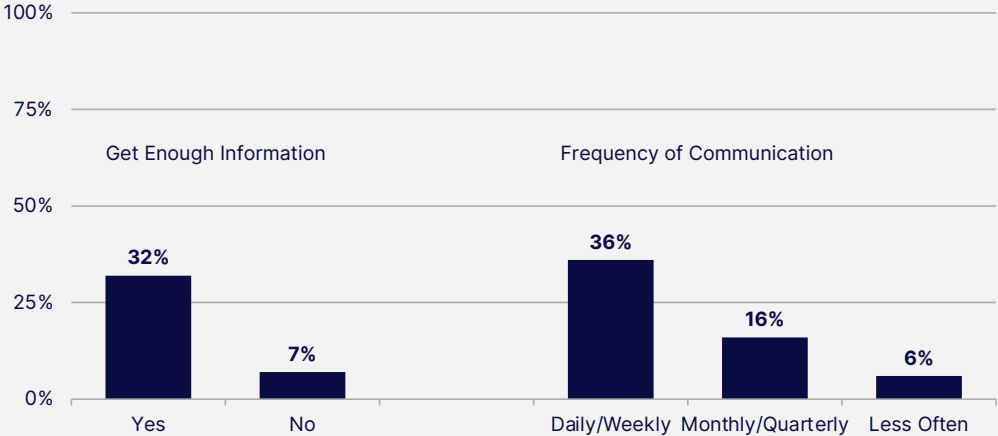
Satisfaction with aspects of job: Those who are Very Satisfied or Somewhat Satisfied



Relevance of various challenges of employee communication. Above are different aspects of your job or position. Please indicate how satisfied you are with each of these areas of that job.

Quality and frequency of internal communication matters reveal enough information is frequently provided

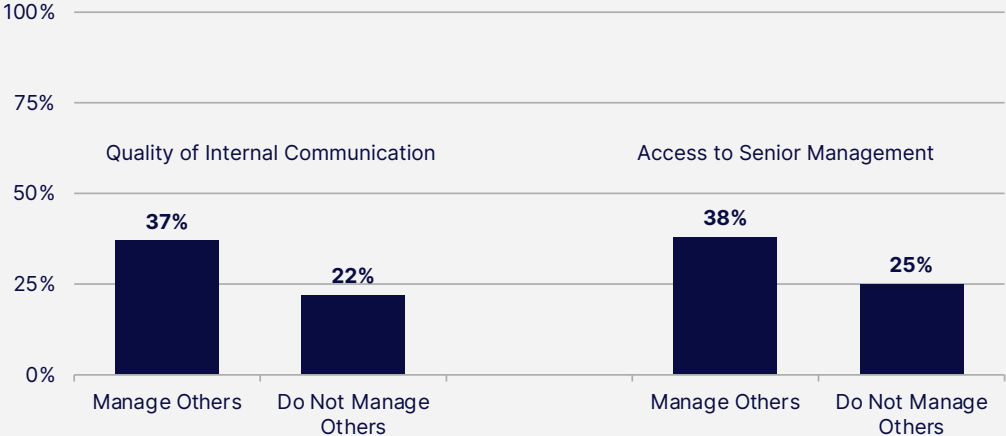
Satisfaction with quality & amount of internal communication by volume and frequency of communication



Relevance of various challenges of employee communication. Above are different aspects of your job or position. Please indicate how satisfied you are with each of these areas of that job.

Managers are more satisfied with internal communication than those they supervise

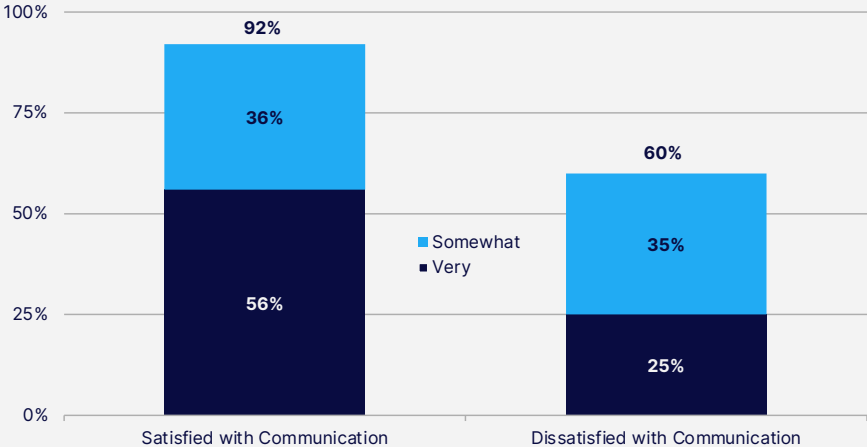
Very Satisfied with aspects of job: Managers vs. Non-managers



Relevance of various challenges of employee communication. Above are different aspects of your job or position. Please indicate how satisfied you are with each of these areas of that job.

Familiarity with company goals, objectives, and vision is linked to satisfaction with communications

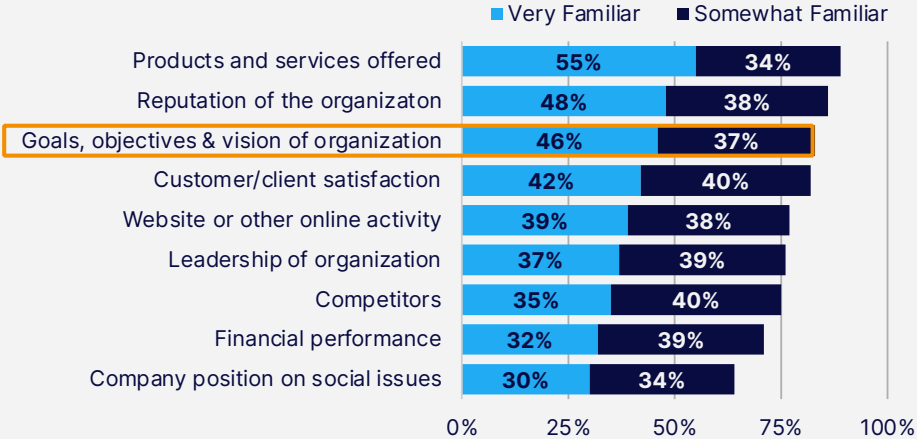
Familiarity with goals, objectives, and vision for organization by level of satisfaction toward current company communications



Relevance of various challenges of employee communication. Above are different aspects of your job or position. Please indicate how satisfied you are with each of these areas of that job.

There is an opportunity to strengthen employee understanding of company reputation, goals, and vision

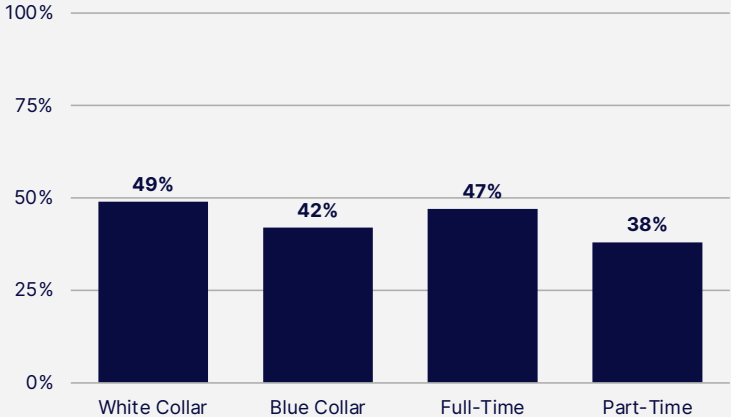
Familiarity with aspects of company: Those who are Very Familiar or Somewhat Familiar



Relevance of various challenges of employee communication. How familiar are you with each of the following at your company or organization?

Employment status impacts familiarity with company goals, objectives and vision

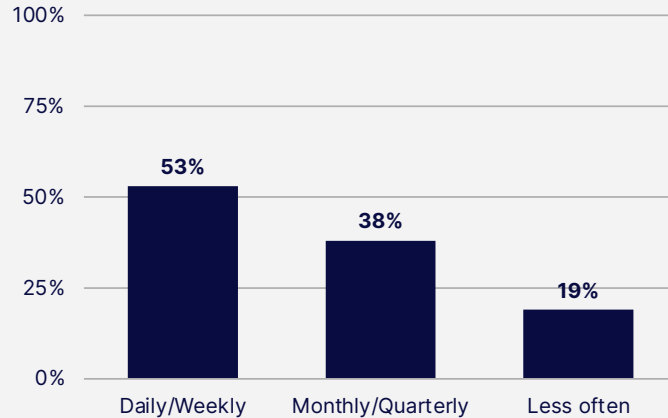
Very Familiar with goals, objectives, and vision by type of employment



Relevance of various challenges of employee communication. How familiar are you with each of the following at your company or organization?

Frequency of communication has a significant impact on familiarity with a company's goals, objectives, and vision

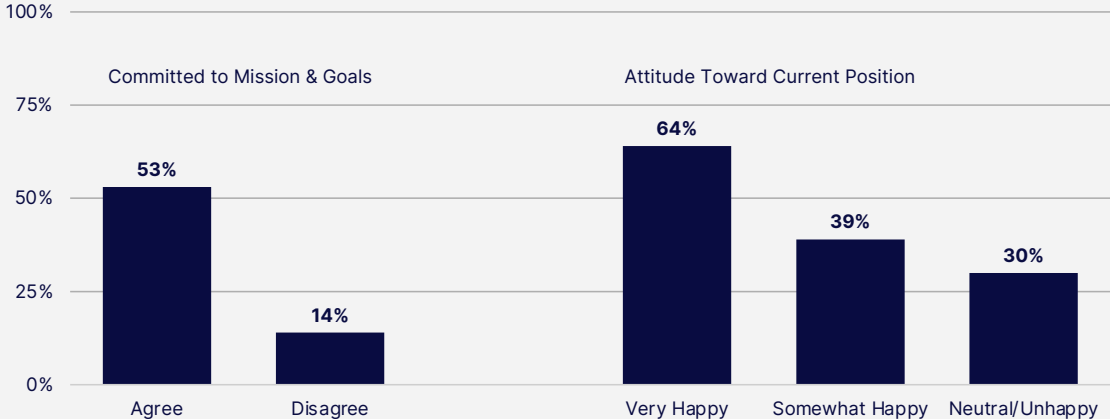
Very Familiar with goals, objectives, and vision by frequency of communication



Relevance of various challenges of employee communication. How familiar are you with each of the following at your company or organization?

Familiarity with company goals drives commitment and attitude towards job

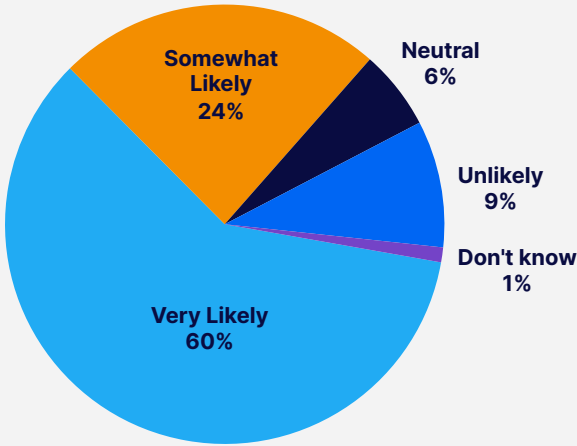
Very Familiar with goals, objectives, and vision by commitment to mission and attitude toward job



Relevance of various challenges of employee communication. How familiar are you with each of the following at your company or organization?

Company loyalty is less than optimal

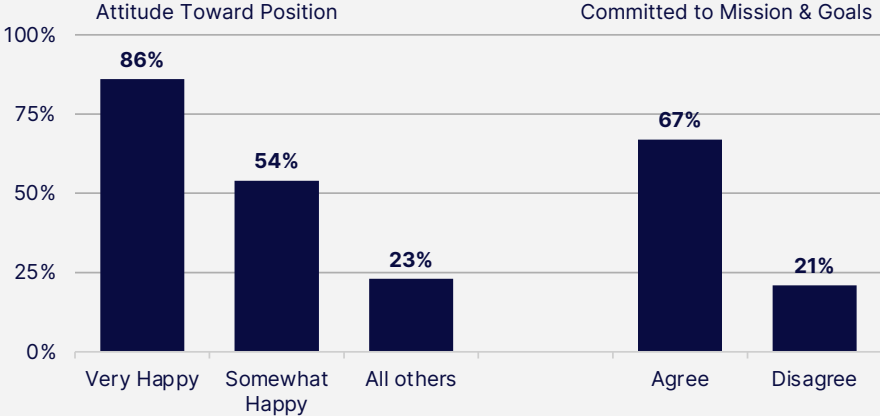
Likelihood of staying at current job



Relevance of various challenges of employee communication. How likely are you to stay at your current job for the next 12 months?

Commitment to company mission and goals drives retention

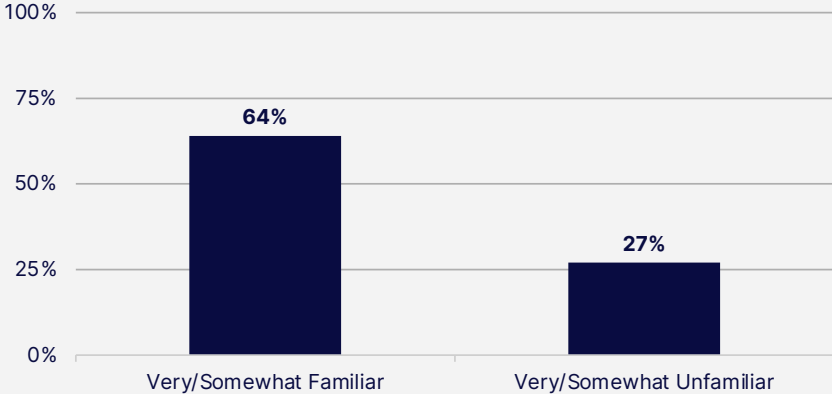
Very Likely to stay at current job by attitude toward current position and commitment to mission & goals



Relevance of various challenges of employee communication. How likely are you to stay at your current job for the next 12 months?

Familiarity with goals and objectives also impacts retention

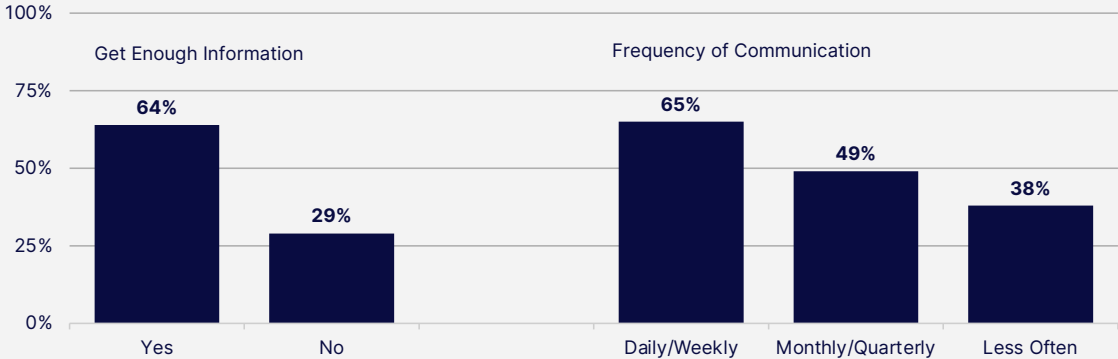
Very Likely to stay at current job by familiarity with goals, vision, and objectives of company



Relevance of various challenges of employee communication. How likely are you to stay at your current job for the next 12 months?

Volume and frequency of communication have a significant impact on likelihood of staying at a job

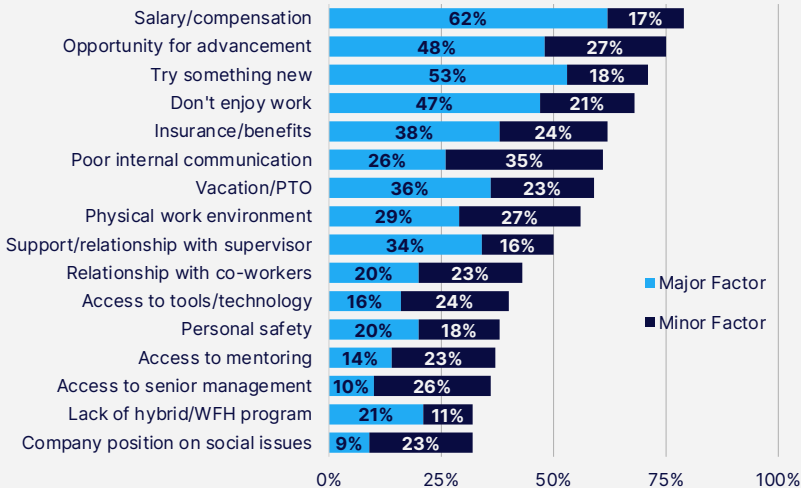
Very Likely to stay at current job by volume and frequency of communication



Relevance of various challenges of employee communication. How likely are you to stay at your current job for the next 12 months?

Internal communication contributes to employee loyalty

Factors for those unlikely to stay in jobs: Those who say Major Factors or Minor Factors



Relevance of various challenges of employee communication. How much of a factor are each of the following in why you are unlikely to stay in your current job?

2. Internal communication has evolved into a strategic tool that is central to meeting business goals: It is more than simply providing news and information.

Internal communication is a strategic business function

- Internal communication is more than company news and announcements about benefits.
- It has become a critical strategic function that is essential in building corporate culture and driving business outcomes.
- Internal communication is a leader-driven function, particularly in times of change.

*“... it’s all got to be in the name of ...
furthering our strategic objectives.”*

-CCO technology

*“[Internal communication] helps make
[employees] better advocates for the
company and helps enhance our reputation.”*

-CCO technology

*“The number one job of a leader ... is to
be a communicator.”*

-CCO financial services

*“[T]he role [of internal communication]
is ... critical and pivotal because ... it’s ...
the front line to ensure that there is this
alignment and synergy with the company’s
strategic direction and priorities.”*

-CCO consumer products, and industrial

*“Our culture is a very big part of our
offering to shareholders. It’s what drives
results. It is our culture that we believe
separates us from the others.”*

-CCO consumer products

Engaged employees drive business results

Internal communication is an essential element in the branding and identity process for companies. It builds employee loyalty and commitment to the company and has the potential to influence the bottom line.

“[The objective is to] ... align [employees] with strategy, make sure that they’re clear on the why behind what they’re doing, and then turn them into champions for the company and for the brands.”

-CCO consumer products

“... you’ll have ... more engaged employees, more retention, better alignment to the business, thus, driving business results.”

-CCO retail

“[W]hen we’re able to... get everyone... aligned and excited. We do see, I think, financial bottom line results.”

-CCO consumer products

“[T]he more our employee base understands the intersection of purpose and what we believe in as a company, and how all of our business lines operate, ... the stronger we are ... [I]t empowers our employee base to grow and thrive so we can retain people.”

-CCO financial services

Internal communication has the ability to create strong employee connections

Internal communication is also a critical tool used to create emotional connections and pride in a company.

“... the job of internal comms is to enhance that interest and understanding, and when appropriate, transform it into a sense of pride.”

-CCO industrial

“[Internal communication is] very much about keeping each other connected and underscoring the promise that our clients ... get the benefit of the entire organization.”

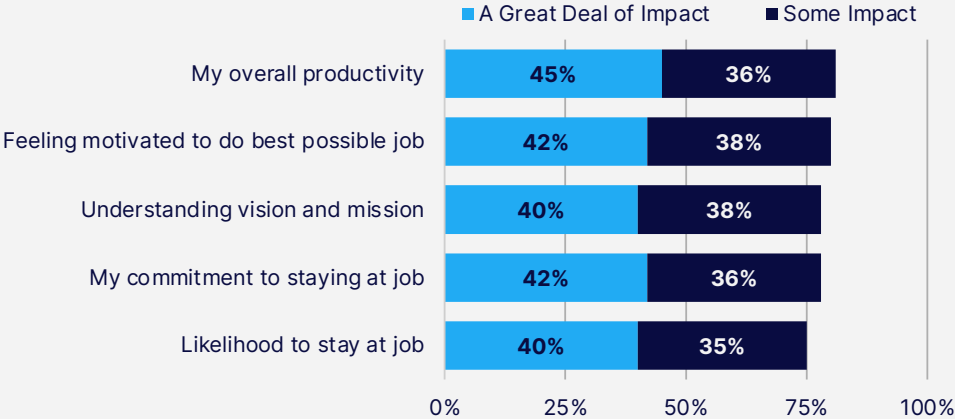
-CCO entertainment

“[W]e’re trying to connect ... employees a bit more to the mothership, to feel kind of the amazing impact that you can have with a company that has ... size and scale ... [and] really is driven by a common set of values.”

-CCO consumer products

Internal communication impacts virtually every key area of employee relations

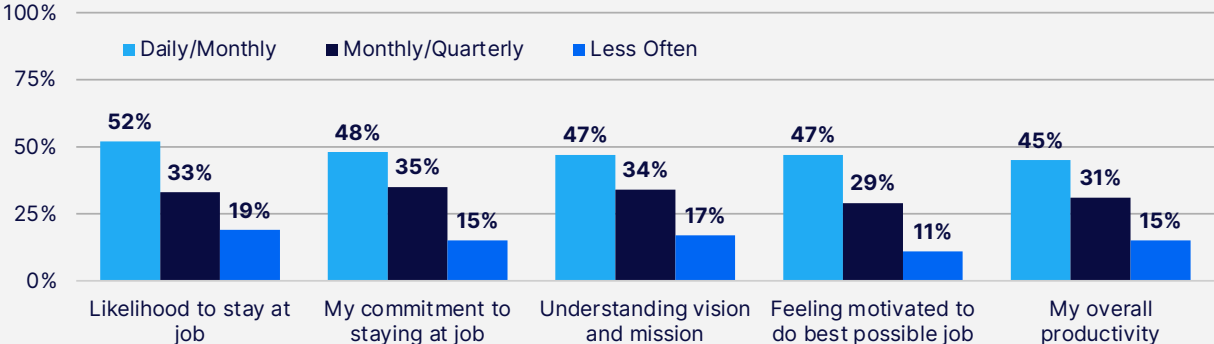
Areas of impact from communication: Those who say A Great Deal of Impact or Some Impact



Relevance of various challenges of employee communication. Above are a series of statements about communication you might receive from your employer. How much of an impact does communication from your employer have in each of the following areas?

Frequency of communication has strong influence on employee attitude

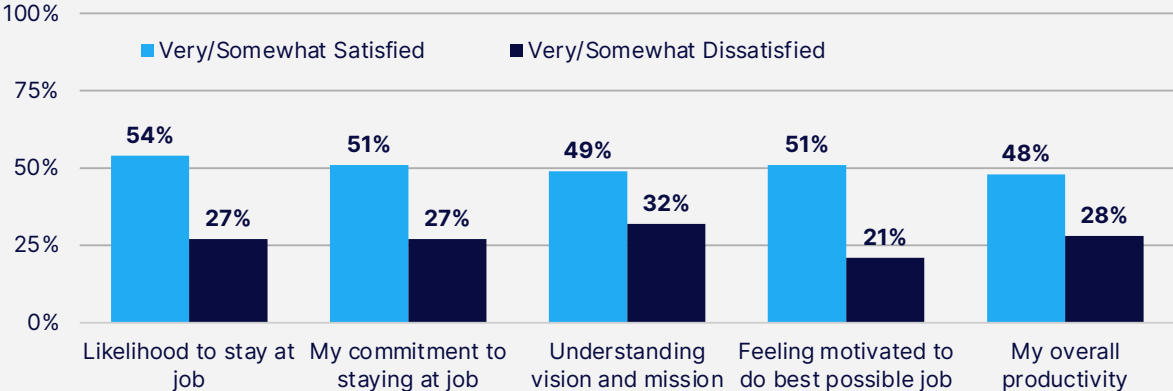
Areas of impact from communications: Those who say A Great Deal of Impact by frequency of communication



Relevance of various challenges of employee communication. Above are a series of statements about communication you might receive from your employer. How much of an impact does communication from your employer have in each of the following areas?

Satisfaction with communication also impacts employee attitude

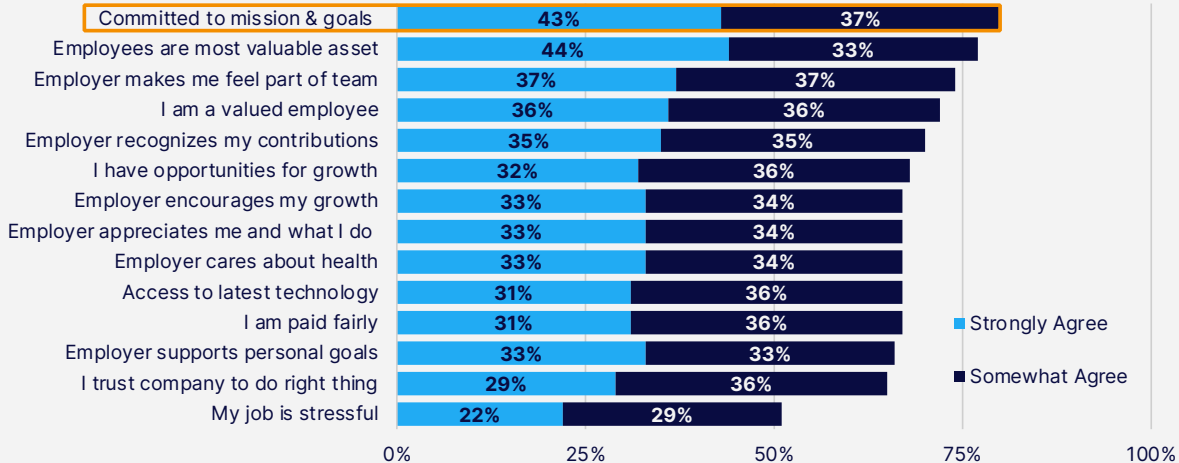
Areas of impact from communications: Those who say A Great Deal of Impact by attitude toward communication



Relevance of various challenges of employee communication. Above are a series of statements about communication you might receive from your employer. How much of an impact does communication from your employer have in each of the following areas?

Internal communication has an opportunity to increase its impact

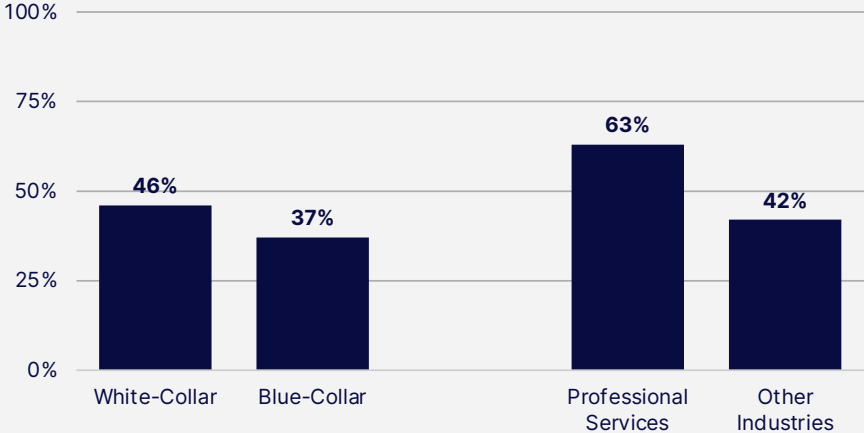
Agreement with statement about work: Those who Strongly Agree or Somewhat Agree



Relevance of various challenges of employee communication. Above are a series of statements about communication you might receive from your employer. How much of an impact does communication from your employer have in each of the following areas?

Employee commitment to mission and goals is related to type of employment

Committed to mission & goals:
Those who Strongly Agree by type of job and industry



Relevance of various challenges of employee communication. Above are a series of statements about working at your current place of employment. After you read each statement, please indicate how much you agree or disagree with the statement.



3. Internal communication is no longer limited to employees: It is highly intertwined with external communication and news about the organization that impacts brands and corporate reputations.

The wall between internal and external communication no longer exists

External communication and news from outside sources have become significant factors that impact how internal communication is received.

“What happens in the outside world bleeds back into the building.”

-CCO retail

“... your employees are ... reading and absorbing a lot of information on the outside world.”

-CCO financial services

“... [W]hen I started out the wall between internal and external ...was titanium ... [Today] there’s no difference between internal and external.”

-CCO industrial

“... [W]hat you say internally has the risk of going up externally.”

-CCO consumer products

The line between personal and employee communications has blurred

- Work and personal lives have intertwined.
- This has created opportunities to reach employees not only where they work but where they live.

“People’s personal lives and their work lives are now very much intertwined.”

-CCO services

“[You need] the right channel at the right time.”

-CCO financial services

“... we are public and they’re on social media ... [so] that we’re able to use other channels to influence ...”

-CCO consumer products

One size does not fit all in internal communication

Internal communication also needs to consider employees' diversity of ideas, backgrounds, geographies, and channels used to get information.

“... [I]t's a very, very diverse employee base, and it's hard to reach some of these employees. ... [S]ome are at their desks, some have computers, others are factory workers ... [W]e have to think about different ways to reach these employees.”

-CCO consumer products

“...it's an interesting mosaic... [We're] spread out across 23 states, you also have a lot of diversity even when you think about employees who might work in [places like] Houston, or LA or Chicago.”

-CCO industrial

“... [Y]ou can't make any assumptions about any demographic anymore.”

-CCO consumer products

Internal news and information is no longer limited to company channels

Communicators must assume everything they communicate will become public.

“... anything internal is external.”

-CCO consumer products

“...if you're gonna go with anything ... externally, you need to go to your employees first.”

-CCO retail

“All internal communications to widespread tens of thousands of employees are external communications ... CEOs writing letters thinking that it's just only to their employees are gone.”

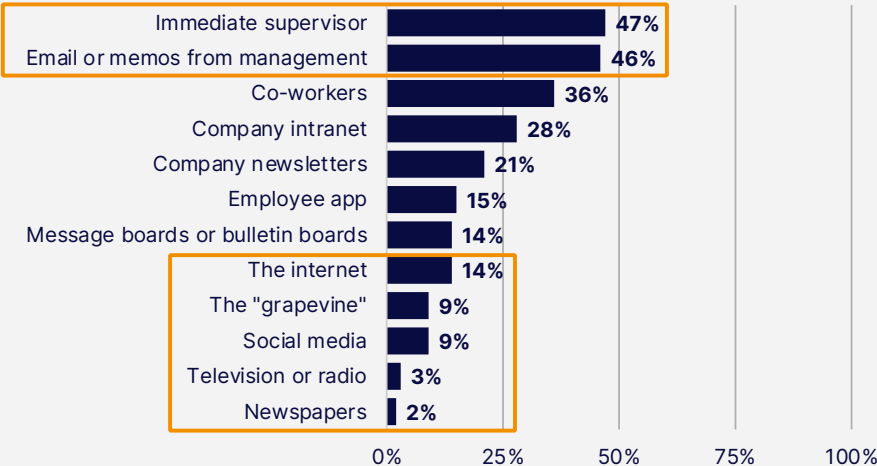
-CCO industrial

“You have to anticipate that [all your internal communication] is going to end up outside.”

-CCO consumer products

Employees get information from a variety of sources, both internal and external

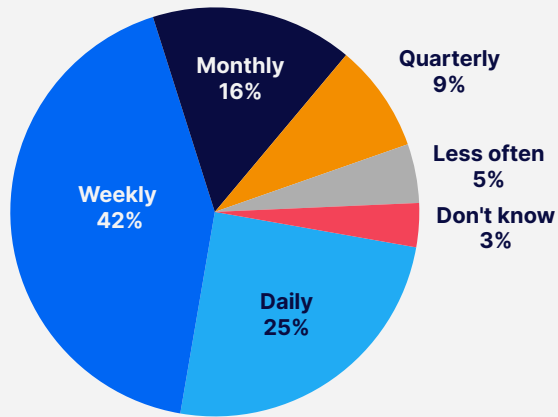
Source of most information about company



Relevance of various challenges of employee communication. Where do you get most of your information about your company or employer?

Employees at large companies typically get news and information from their companies frequently

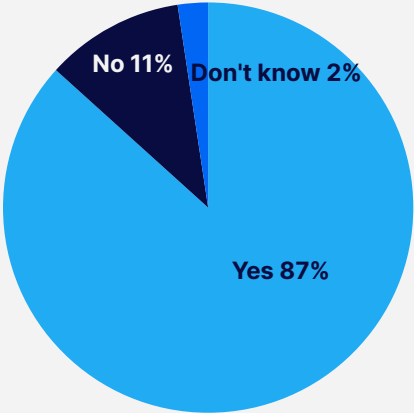
Frequency of getting of news & information about company



Relevance of various challenges of employee communication. In addition to any information you may get directly from your immediate supervisor or co-workers, how often does your employer share news and other information about the company?

Most employees get enough information to do their jobs effectively

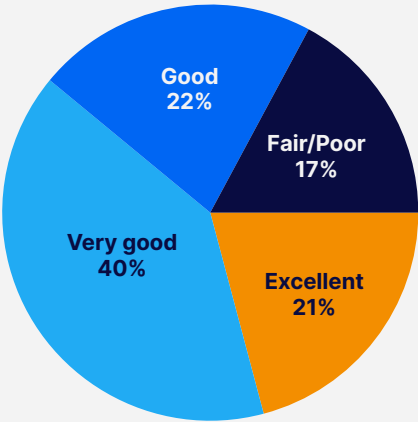
Information received to do job effectively



Relevance of various challenges of employee communication. Overall, do you get enough information from your employer to do your job effectively?

There is a gap between perceptions of quality and quantity of information

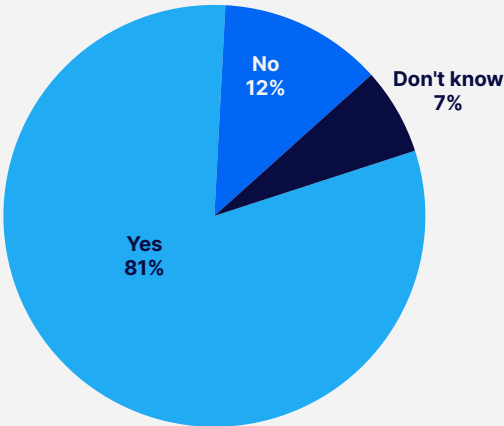
Quality of news & information from employer



Relevance of various challenges of employee communication. Overall, how do you rate the quality of news and information you get from your employer?

Timing is an important factor in communicating with employees

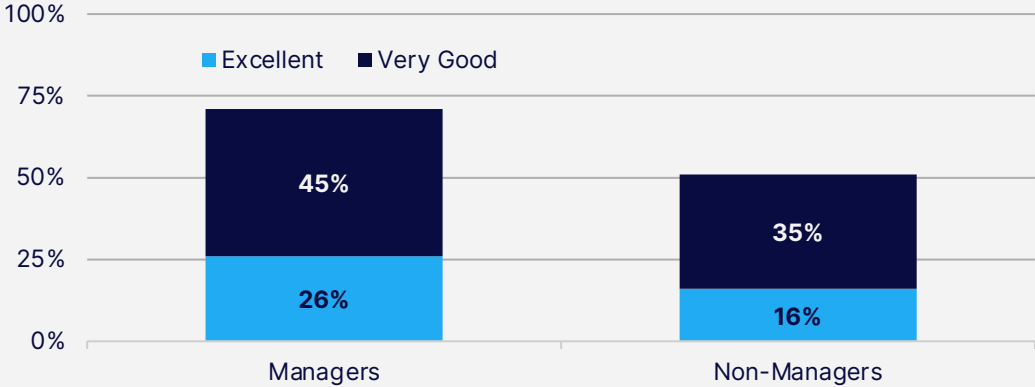
Employees have a right not to respond after business hours



Relevance of various challenges of employee communication. Should employees such as yourself have the right NOT to respond to requests or messages from your employer after business hours?

Perceptions of the quality of information received varies considerably by level

Quality of news & information from employer: Managers vs. Non-Managers



Relevance of various challenges of employee communication. Overall, how do you rate the quality of news and information you get from your employer?



4. Middle managers and immediate supervisors are critical links in internal communication: They have a major impact that determines the success or failure of internal communication programs.

Supervisors are a critical link in the internal communication chain

Effective internal communication cascades from senior leaders to immediate supervisors who are the primary source of information for most employees.

“... we communicate through supervisors ... We feel very passionately about them being ready [and] able to connect ... But we don't stop there ...Is the frontline supervisor super important? Yes. Do we think about them playing a key role in internal communications? Yes. Do we work very hard to equip them and engage them in a way that they can be effective? Yes.”

-CCO retail

“... if they're a good leader, and they have good trust amongst their employees, then they can communicate a lot of those things with them and in a manner ... which will be most effective for the teams.”

-CCO services

“Internal communication will become even more important... ...The goal is always going to be to make sure that we're always arming our leaders with important information that they need to know so they can manage more effectively.”

-CCO consumer products

Supervisors are a strength as well as a weakness in internal communication

- Supervisors have the greatest potential to ensure the goals of internal communication are met.
- These same supervisors are also one of the weakest links in the delivery of these communications.

“We think about what information people [are] getting from their manager? What information are they getting from the company directly? What information are they getting from their functional leader? And then what information are they getting from the CEO? Think of it as a holistic sort of universe.”

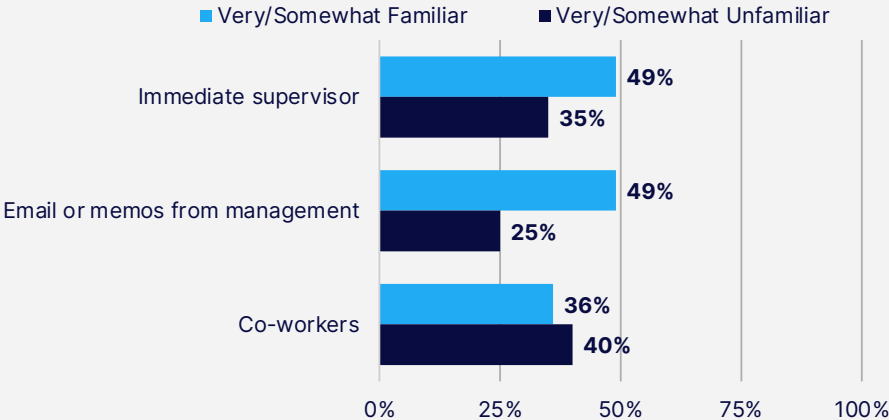
-CCO retail

“[Y]ou’ll hear internal communicators saying the cascade is broken, ... because you have ... immediate supervisors in an unhealthy culture ... called the frozen middle. ... By the time you get to the bottom of very large organizations no one even knows what the strategy is, how they fit into it, or what role they play...”

-CCO industrial

Immediate supervisors are an essential element in messaging employees

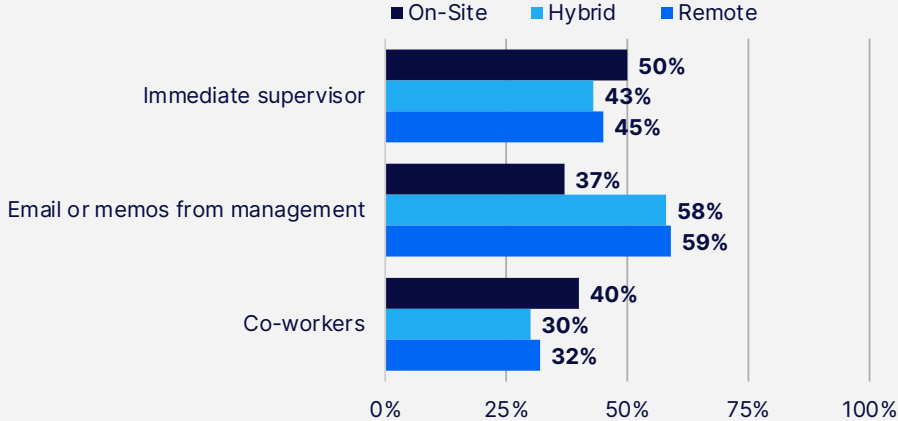
Source of most information about company by familiarity with company goals, objectives, & vision



Relevance of various challenges of employee communication. Where do you get most of your information about your company or employer?

Work location influences how employees get most of their information about their company

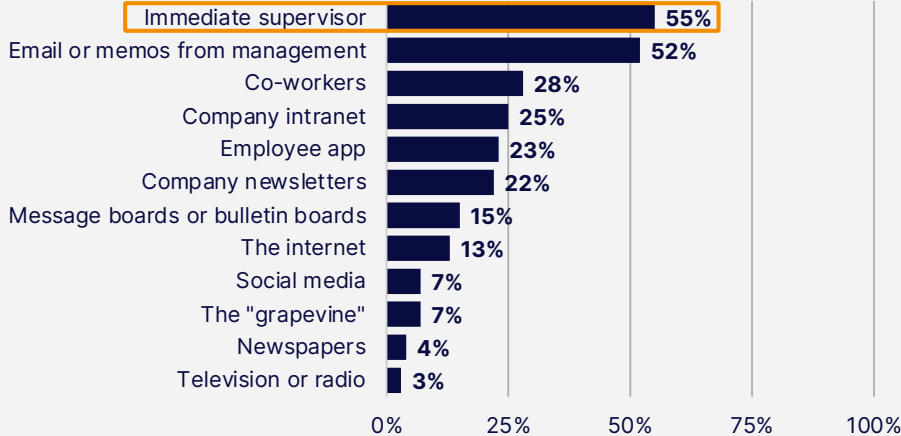
Source of most information about company by familiarity with company goals, objectives, & vision



Relevance of various challenges of employee communication. Where do you get most of your information about your company or employer?

Employees are most likely to prefer getting news from their immediate supervisor

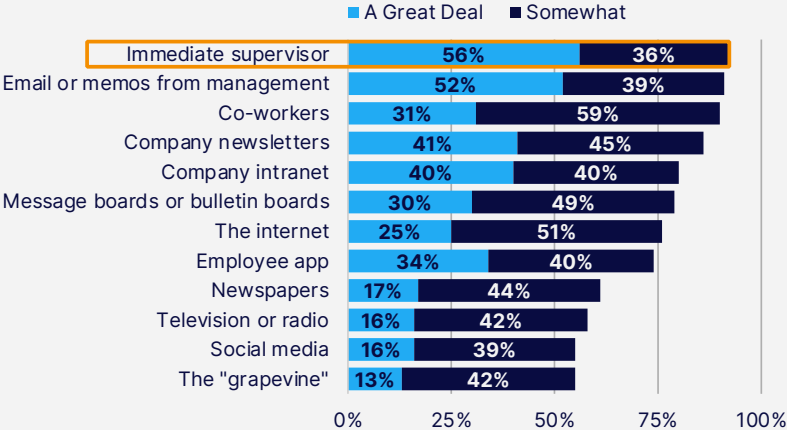
Preferred way to get information about company



Relevance of various challenges of employee communication. And, which of the following are your preferred ways to get information about your company and your job?

Immediate supervisors are also the most trusted source of information

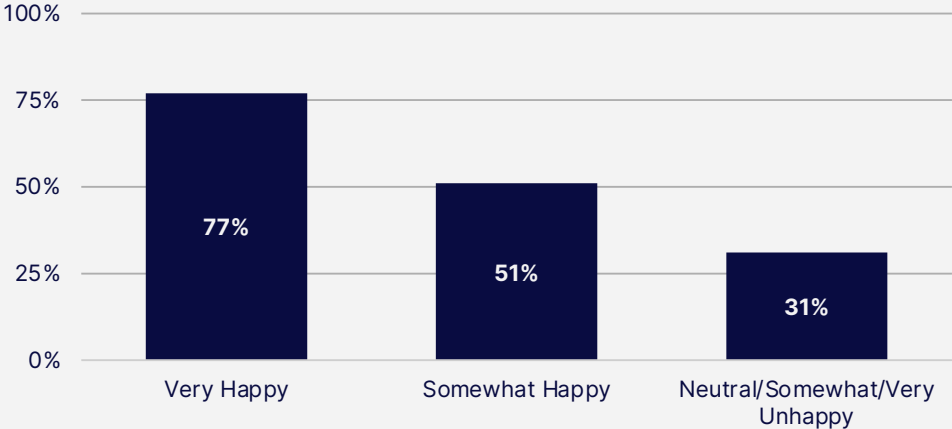
Trust in source of information about company: Those who say a great deal or somewhat



Relevance of various challenges of employee communication. Overall, how much do you trust each of the following sources of information about your employer?

Trust impacts employee happiness

Trust in immediate supervisor as source of information by level of happiness in current position



Relevance of various challenges of employee communication. Overall, how much do you trust each of the following sources of information about your employer?

5. The future will require rethinking how the internal communication function is organized and how messages are delivered: The impact of external news sources and artificial intelligence are strongly affecting how Chief Communication Officers are looking at how to best communicate with their employees.

The future will require more targeted communications

The future will require creating content and distribution methods that reach employees where they are most likely to engage.

“... in the future ... there will be more direct communication with our employees no matter where they live.”

-CCO consumer products

“... in the past, we would have communicated a lot mostly through email. Now there [are] going to be ... different communication channels.”

-CCO services

“There may be less distinction between internal and external comms.”

-CCO technology

“We’ll continue to test new channels. You could talk about a future where employees could customize on a portal the things that they care about most.”

-CCO industrial

Technology will have a strong impact on the future of internal communication

- Artificial intelligence (AI) and other technologies have the potential to impact internal communication in the future.
- Personalized messages and channels are the likely outcomes of AI that will influence the future of internal communication.

“I think [about] where we can ... use the technology to streamline things.”

-CCO retail

“[I]t’s using AI to better understand what’s going on in various ... places, looking at more pieces of data and using the AI to give you better insights, which then allows you to create more personalized content or relevant content.”

-CCO technology

“[We’re] thinking about [a] tool that can allow us to have two-way communication with our employees, not just one-way communication. And then things like an app for remote employees.”

-CCO retail

In spite of the benefits, CCOs are skeptical about the benefits of AI

- Despite these technological advances, internal communication remains a “human-first” function.
- Great internal communication needs to retain its human touch.

“... the human aspect of it is incredibly valuable.”

-CCO financial services

“Great internal comms has a human touch. We’re really trying to take a human-first approach.”

-CCO technology

“I think that AI is here, and it’s here to stay. And I do think that there is a role for AI. But I also think there are unintended consequences ... [L]et’s not confuse artificial intelligence with human intelligence.”

-CCO consumer/professional products

“...[It]’s still early days, we’re still tinkering with it to see what ... it can do. But, I wouldn’t say we’re in full bore on that yet. Not ... even close.”

-CCO financial services

“I would struggle to think of a product, an internal ... communications product, in which artificial intelligence would be a necessity or even an advantage.”

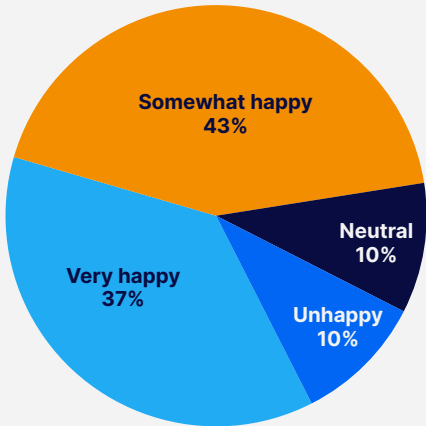
-CCO industrial

“You’re still going to need some human intervention because of context.”

-CCO industrial

Internal communication has an opportunity to impact how employees feel about their jobs

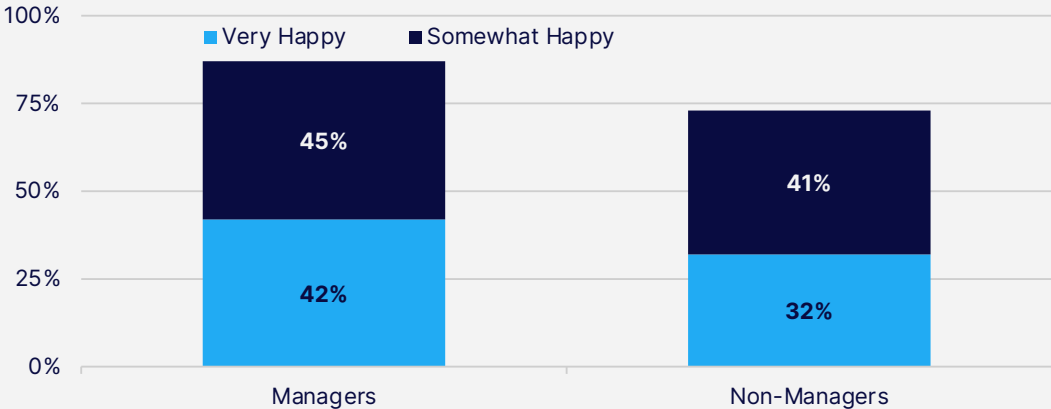
Level of happiness in current job



Relevance of various challenges of employee communication. Overall, how happy are you with your current job or position?

The future will require increased emphasis on non-managerial employees

Level of happiness in current job: Managers vs. Non-managers



Relevance of various challenges of employee communication. Overall, how happy are you with your current job or position?

Impact of effective internal communication

	Impacts
Very Happy in Current Position	Satisfaction with communication 46% higher than those dissatisfied Get enough information 34% higher than those not getting enough information Familiarity with goals/objectives/vision of company 23% higher than those unfamiliar Frequency of communication (Daily/Weekly) 22% higher than those with lower frequency
High Satisfaction with Quality and Amount of Communication	Access to senior management 39% higher than those less satisfied Getting enough information 25% higher than those not getting enough information Familiarity with goals/objectives/vision of company 25% higher than those unfamiliar Frequency of communication (Daily/Weekly) 21% higher than those with lower frequency
High Familiarity with Company Goals/Objectives/Vision	Getting enough information 29% higher than not getting enough information Frequency of communication (Daily/Weekly) 18% higher than those with lower frequency
Positive Perception of Communication Quality (excellent/very good)	Getting enough information 46% higher than not getting enough information Frequency of communication (Daily/Weekly) 33% higher than those with lower frequency
Very Likely to Stay in Job	Satisfaction with communication 29% higher than those dissatisfied Getting enough information 35% higher than those not getting enough information Familiarity with goals/objectives vision of company 37% higher than those unfamiliar Frequency of communication (Daily/Weekly) 18% higher than those with lower frequency

Internal communication is not meeting the needs of all audiences equally

	Strengths	Opportunities
Very Happy in Current Position	Men 83% very happy White-collar 41% very happy Managers 42% very happy	Women 76% very happy Blue-collar 31% very happy Non-Managers 32% very happy
High Satisfaction with Quality and Amount of Communication	Younger (under 45) 33% high satisfaction White-collar 31% high satisfaction Managers 37% high satisfaction	Older (over 45) 24% high satisfaction Blue-collar 25% high satisfaction Non-Managers 22% high satisfaction
High Familiarity with Company Goals/ Objectives /Vision	White-collar 49% high familiarity Full-time 47% high familiarity Managers 53% high familiarity	Blue-collar 42% high familiarity Part-time 38% high familiarity Non-Managers 39% high familiarity
Positive Perception of Communication Quality (excellent/very good)	Men 66% positive perception Younger (under 45) 66% positive perception White-collar 64% positive perception Managers 71% positive perception Better educated 64% positive perception	Women 55% positive perception Older (over 45) 53% positive perception Blue-collar 56% positive perception Non-Managers 51% positive perception Less educated 57% positive perception
Very Likely to Stay in Job	White-collar 63% very likely to stay Longer tenure (6 years +) 67% very likely to stay	Blue-collar 54% very likely to stay Shorter tenure (5 years or less) 52% very likely to stay

NOTE: All differences are statistically significant, blue = significantly lower



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