Internal communication strategies of startup in shaping a productive organizational communication climate

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ABSTRACT

XYZ company has successfully ranked among the top fifteen start-ups with the best DEI (Diversity, Equity, Inclusion) reputation in Indonesia, as recognized by CakeResume. This achievement was made possible through the company's strategic use of internal communication to cultivate a positive organizational communication climate. This study aims to provide a deeper understanding of effective internal communication strategies for shaping the organizational communication climate. The research is qualitative and descriptive, employing a case study method within a post-positivistic paradigm. Data was collected through interviews with individuals actively involved in managing internal communication at XYZ company. The findings reveal that a structured, culture-centered internal communication strategy is a key factor in XYZ company's success in creating an inclusive communication climate that supports diversity and ensures equality in the workplace. XYZ company's internal communication strategy reflects the organizational culture through leadership behavior, the Idea Box program, internal bonding activities, training sessions, self-development content, town hall events, and regular evaluations via internal surveys. XYZ company's internal communication strategy plays a significant role in shaping an inclusive organizational communication climate. Inclusive leadership, employee potential development, and open communication serve as the main pillars in fostering a work environment that is both adaptive and responsive to dynamic changes.

Keywords: Internal communication; organizational climate; organizational culture; organizational communication; communication strategy

Strategi komunikasi internal pada startup dalam membangun ilkim komunikasi organisasi yang produktif

ABSTRAK

Perusahaan *XYZ berhasil menempatkan diri di antara lima belas start-up teratas dengan reputasi DEI (Diversity, Equity, Inclusion) terbaik di Indonesia, sebagaimana diakui oleh CakeResume. Prestasi ini dicapai melalui pemanfaatan komunikasi internal yang strategis untuk membangun iklim komunikasi organisasi yang positif. Penelitian ini bertujuan untuk memberikan pemahaman yang lebih mendalam tentang strategi komunikasi internal yang efektif dalam membentuk iklim komunikasi organisasi. Penelitian ini bersifat kualitatif deskriptif dan menggunakan metode studi kasus dalam paradigma post-positivistik. Data dikumpulkan melalui wawancara dengan individu yang terlibat secara aktif dalam pengelolaan komunikasi internal di perusahaan XYZ company. Hasil penelitian menunjukkan bahwa strategi komunikasi internal yang terstruktur dan berpusat pada budaya organisasi adalah faktor kunci dalam keberhasilan perusahaan XYZ menciptakan iklim komunikasi yang inklusif, mendukung keberagaman, dan menjamin kesetaraan di tempat kerja. Strategi komunikasi internal perusahaan XYZ mencerminkan budaya organisasi melalui perilaku kepemimpinan, program Idea Box, kegiatan bonding internal, sesi pelatihan, konten pengembangan diri, acara town hall, serta evaluasi berkala melalui survei internal. Strategi komunikasi internal perusahaan XYZ berperan signifikan dalam membentuk iklim komunikasi organisasi yang inklusif. Kepemimpinan yang inklusif, pengembangan potensi karyawan, dan komunikasi terbuka menjadi pilar utama dalam menciptakan lingkungan kerja yang adaptif dan responsif terhadap perubahan yang dinamis.*

***Kata-kata kunci**: Komunikasi internal; iklim organisasi; budaya organisasi; komunikasi organisasi; strategi komunikasi*

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INTRODUCTION

One of the most significant roles in an organization's success is played by its human resources and employees, who are responsible for managing and ensuring the continuity of the organization's operations. The presence and performance of employees are even factors for evaluation when determining top organizations in various award events. For instance, the HR Asia Best Companies to Work for in Asia Awards (2025) is an award program that acknowledges companies recognized by their employees as the best places to work across Asia. This award includes organizations from all over Asia and is given to companies that practice exemplary human resources management, reflected in high levels of employee engagement and an outstanding work culture. This recognition suggests that a positive organizational environment is an investment in employee satisfaction, which, in turn, becomes an investment in the organization's success.

Like the "sow and reap" principle, employee satisfaction and comfort with an organization's work environment result from the organizational culture cultivated by its founders. Organizational culture is shaped by various systems and patterns (Abbasi & Zamani-Miandashti, 2013; Abualrub & Nasrallah, 2017; Aldhafeeri, 2024; An et al.,

2011; Banaszak-Holl et al., 2015; Aldhafeeri, 2024). Organizational culture begins with how leaders in the organization behave; the better the work patterns implemented, the more comfortable the work atmosphere that is formed. A report published in November 2021 by Mercer Marsh Benefit (MMB), a human resources consulting firm, indicated that most employees in Indonesia rated highly companies with organizational cultures that provide good workplace support and flexible work options (Purnama, 2022). These differences in culture evidently affect employee satisfaction levels, which, in turn, influence work motivation. Every organization needs to make improvements as a form of organizational change from the present to the future (Gusmarani & Rajiyem, 2022).

Pace and Faules (2013) explain that the organizational communication climate is comprised of organizational perceptions or elements that influence internal communication. When the organizational communication climate is perceived as positive, employee commitment to the organization increases. As investigated by Hakanen and Peters, positive employee perceptions of the organizational communication climate contribute positively to employee engagement (Priambodo et al., 2019).

Based on CakeResume (2024) list, it released a list of the 15 best DEI-ranked start-ups in Indonesia, based on employee

reviews of the organization's fair and inclusive communication climate. One of the fifteen start-ups ranked for best DEI (Diversity, Equity, Inclusion) in Indonesia is XYZ company, a start-up that has been established for more than ten years. CakeResume's research indicates that XYZ company employees, on average, give a rating above 4 out of 5. Furthermore, a few years ago, XYZ company conducted an internal survey showing that 90% of employees at XYZ company were willing to recommend it as a workplace because of the appreciation and satisfaction it provides to its employees. Based on this data, XYZ company appears to have succeeded in creating an organizational communication climate that makes over 1,000 employees comfortable and loyal. This achievement is undeniably due to the hard work of the organization's internal communication team in continually reinforcing its organizational culture. Internal communication plays a vital role in large companies where effective and positive interactions among employees are essential (Sukmaningrum et al., 2023).

Moreover, XYZ company has not previously received recognition for its work environment and has recently undergone acquisition and merger processes over the past few years. In 2020, XYZ company merged with an Indonesian technology agency company with 20 years of experience providing Magento solutions. Subsequently, in 2021, XYZ company acquired a platform that integrates Commerce, Content, and Community. Then, in 2022, XYZ company also acquired a tech-based retail company providing various digital products and services. Mergers and acquisitions present challenges for any organization, as they involve uniting or even rebuilding the organizational culture from scratch when two distinct cultures converge. Organizational culture is a critical factor in achieving long-term goals and creating competitive advantage, which requires time to build (Lazarova, 2020).

The first step in overseeing, developing, and implementing organizational culture is to establish structured organizational communication. Organizational communication involves managing and delivering messages from the organization to stakeholders effectively, consistently, and purposefully. Organizational communication serves as a means to communicate the organization's vision, mission, and essential information to all internal stakeholders needed to achieve common goals (Morissan, 2020). In this context, internal organizational communication is the right tool to communicate the organization's direction so that all employees work in alignment. Organizations also need to be committed to reduce the stressful conditions that occur in Work Stressors in the work of their employees

(Choirisa, 2023).

XYZ company has a PC3 department (People & Culture and Corporate Communication) as the primary instrument for executing internal communication. As the name suggests, this department focuses on human resources, organizational culture, and all internal communications at XYZ company. Specifically, the People & Culture division is responsible for instilling the organizational culture through activities and messages that enhance employee well-being at XYZ company. Meanwhile, the main responsibility of the Corporate Communication division is to communicate messages to all employees, including management, and to incorporate organizational culture into these messages.

All actions taken by XYZ company are guided by three company values: Begin, which means that XYZ company is a forward-thinking company that is continuously willing to innovate and take initiative in accepting future challenges to achieve common goals; Connect, which indicates that XYZ company acts as a knowledgeable figure who serves by listening to understand and communicating clearly; Deliver, which conveys that XYZ company is reliable and accountable for every decision and action, resolving issues promptly by maximizing available resources.

These three company values reflect the foundational principles that guide the behavior of all elements within XYZ company, which, in turn, are manifested in the organizational communication climate. The organizational culture of XYZ company is further disseminated through internal communication into several strategies to create a positive organizational communication climate.

Previous studies serve to enrich the current research topic, providing analysis and comparative insights to ongoing research. This study encompasses eight previous journal articles that explore the relationship between organizational communication, internal communication, organizational culture, and organizational communication climate.

Organizational culture represents a set of values, beliefs, and norms that collectively shape behavior, actions, and decision-making within an organization. The role of organizational culture in fostering effective communication, enhancing employee performance, and creating a harmonious work environment has been a focal point in numerous studies. Research on organizational culture plays a crucial role in understanding how companies can facilitate the achievement of common goals through the development of a positive communication climate and job satisfaction.

A relevant study by Wardhani et al. (2022) at PT. Darya-Varia Laboratoria Tbk. focuses

on internal communication strategies aimed at millennial employees to build commitment. The study found that the company does not have specific internal communication strategies for millennials but instead emphasizes unity as the foundation of its organizational culture. The company's success was perceived to rely on the unity of all its members, with the hope that all employees would internalize these values.

Furthermore, ineffective communication within organizations can lead to work stress, low motivation, and challenges in problem-solving (Sari, 2020). This study highlights the importance of efficient organizational communication in improving performance. Organizational culture presents greater challenges in companies comprising employees from different generational backgrounds, as revealed in research by Kasih (2023). The study examines how differences in perspectives between Generations X, Y, and Z in the government workplace can lead to communication gaps. While there are differences between generations, the findings suggest that these can be overcome through a process of assimilation and adaptation, supported by a strong organizational culture that fosters cross-generational cohesion.

Further research by Kasih (2023) and Neill et al. (2019) underscores the importance of communication climate in creating an inclusive

and participatory environment, enabling employees to respond better to change. This study found that a participatory communication climate can strengthen employee identification with the organization, making them more open to change. It suggests that an organizational culture emphasizing openness and collaboration can enhance employees' commitment to company goals.

In an international context, Cherian et al. (2021) found that corporate culture across organizations in the United Arab Emirates significantly impacts employees' attitudes, performance, productivity, and behavior. Organizations with a strong organizational culture were able to improve individual performance and drive organizational growth. These findings align with studies showing that organizational culture can serve as a foundation for creating shared values among employees from diverse backgrounds.

Rudianto (2019) add another critical dimension to the discussion of organizational culture: social support. Their study showed that social support plays an essential role in moderating the relationship between organizational communication and work stress. Employees who feel supported by their colleagues and superiors tend to experience lower levels of stress and can more easily adapt to the organizational culture.

These studies collectively suggest that organizational culture plays a crucial role in creating a harmonious and productive work environment. A culture that supports open and collaborative communication can help companies overcome challenges faced by employees from different generations, boost performance, and strengthen their commitment to the organization. Therefore, organizations must actively develop and sustain an inclusive and participative culture that enables employees from all backgrounds to work together toward common goals.

Pace and Faules (2013) state that organizational communication is the process of exchanging and understanding messages across various parts of an organization. Organizational communica-tion refers to the collective perceptions and attitudes of employees about their work environment, which influence motivation, satisfaction, and overall performance (Mardia & Peranginangin, 2024). To ensure that all organizational processes run smoothly and avoid misunderstandings, it is crucial that organizational communication is managed effectively. This communication serves as a bridge for building interactions between colleagues and facilitating communication from leaders to employees and vice versa. Organizational communication is important for company management, as it increases

operational efficiency and drives the overall development of the company (Ji, 2024).

Organizational communication functions as a tool for interaction and plays a critical role in controlling individual behavior within the organization. On a broader level, organizational communica-tion also serves as a means of conveying the organization's vision, mission, and essential information to all members (Morissan, 2020). Therefore, the success of achieving organizational goals largely depends on how effectively organizational communication facilitates the giving and receiving of information.

Moreover, internal communication within an organization is needed for organization. It refers to the exchange of messages, information, and data among employees and units within an organization. Ewing et al., (2019) and Wardani et al. (2017) define internal communication as the exchange of ideas between administrators and the specific organizational structures, as well as horizontal and vertical exchanges within the company that support operations and management.

The pattern of internal communication directly impacts an organization's internal functions, and a strong understanding of its dynamics is crucial for achieving overall organizational success. When internal communication patterns align with the

organization's objectives and needs, they can maximize organizational performance, optimize resource utilization, and facilitate more efficient goal achievement. By implementing internal communication as the main means of forming a positive communication climate, XYZ Company implements several strategies such as internal bonding, training, and idea boxes. Researchers refer to the concept of organizational communication climate according to Pace and Faules (2013) to explain XYZ company's strategy and the state of the organizational communication climate in the company. The focus of this study is to further identify the internal communication strategies that have been implemented by XYZ Company which in turn has brought them into the top fifteen startups with the best DEI (Diversity, Equity, Inclusion) reputation in Indonesia. This study further aims to explain the internal communication strategies implemented by XYZ company.

RESEARCH METHOD

This research applies a post-positivist paradigm, which views the world as ordered by laws or theories that need to be verified and refined for better understanding. By adopting a post-positivist paradigm based on research objectives, this study aims to understand social reality as something complex, meaningful, and involving interactive relationships among phenomena in the process of forming the organizational communication climate. The study employs a descriptive qualitative approach, with results obtained from questions posed to informants. Researchers uses case study from Yin (2018).

In descriptive qualitative research, theory is seen as a tool for interpreting and confirming data. The interpreted and confirmed data subsequently provide a foundation for the formulation of new general conclusions. Case study is used to investigate and explain how internal communication strategies shape the organizational communication climate at XYZ company. Through the case study approach, the researcher aims to gain a deep and detailed understanding of the research object. XYZ company has agreed to participate in this research with one condition: the identity of the company must be anonymized.

As a measure to maintain appropriate confidentiality and build trust with XYZ company, the researcher is committed to using anonymity in this research process when referring to the identity of the company and the informants involved. The informants interviewed are three employees from XYZ company, as presented in Table 1.

This research was conducted in several steps, encompassing three essential steps.

Table 1 List of Informants

No	Initial	Job Role	Age	Education
1	RH	Head of department Corporate Communications	31	Bachelor's degree in Mass Communications from Nanyang Technological University, Singapore
				Master's in Media and Communications from Lund University, Sweden.
2	RF	Assistant Internal Communication Manager	34	Bachelor degree at Management Universitas Padjadjaran, Bandung.
3	LI	People Development, OD & Talent Manager	37	Bachelor's degree in Psychology from Universitas Muhammadiyah Surakarta
				Master's in Applied Human Resources from Universitas Indonesia.

Source: Research Result, 2024

The first step involved observing the internal activities of the company through live reports or content on the official Instagram account of XYZ company, which is uploaded and managed by the employer branding team. The second step included semi-structured interviews with three informants from the People, Culture, and Corporate Communications teams of XYZ company, conducted face-to-face. The purpose of these interviews was to gain a deeper understanding of the important aspects related to the internal communication strategies of XYZ company in shaping the organizational communication climate.

In the third step, the collected data were processed through detailed coding of the interview transcripts. The research also conducted interviews with key informants to test data consistency and identify patterns that could be related to the theories in the study. The selected key informant is an expert in the field of organizational communication, namely DS, who serves as the Senior Employer Branding of XYZ company. In the fourth step, all collected data will be analyzed in depth using pattern matching techniques, referring to the concept of organizational communication climate according to Pace and Faules (2013). The gathered data will be discussed in detail in narrative form before entering the conclusion-drawing process.

RESULTS AND DISCUSSION

This study was conducted to identify the internal communication strategies implemented by XYZ company in shaping its organizational communication climate, which ultimately positioned it among the top fifteen startups in Indonesia with the best DEI (Diversity, Equity, and Inclusion) reputation, according to CakeResume (2024). This process is explained using the concept of organizational

communication climate by Pace and Faules (2013), who outline six factors that can serve as strategies to influence organizational communication climate: trust, shared decision-making, honesty, openness in downward communication, active listening in upward communication, and focus on high-performance goals. The study also incorporates concepts of organizational communication, organizational culture, and internal communication.

For over a decade, XYZ company has upheld an organizational culture that serves as a guiding principle for its actions, both internally and externally. All three informants stated that XYZ company's organizational culture is reflected in its three core company values: Begin, Connect, and Deliver. Each of these values has its own subvalues and distinct meanings.

Informant one (RH) stated that in XYZ company, leaders serve as role models who actualize the organizational culture through their actions. It indicates that leaders are a crucial factor in determining employee loyalty. Recognizing the importance of leadership roles, XYZ company fosters closeness from the top to the bottom of the organizational structure by integrating the values of organizational culture into every aspect of leadership and ongoing interactions.

The first pillar, *Begin*, refers to the spirit of initiating innovation, taking initiative, and being prepared for change to achieve common goals. RH explained that, in line with the definition of the word *Begin*, this company value embodies the spirit of initiating something new. The informant mentioned that this value has several subvalues, one of which is "we take initiative to challenge the status quo," meaning that XYZ company actively analyzes what should be maintained or changed in its business operations. Additionally, another cultural value, "we work together to achieve our goals," emphasizes the importance of collaboration. The leaders of XYZ company encourage a culture of daring to innovate and promote employee initiatives by regularly conducting brainstorming sessions. These sessions provide employees with opportunities to engage in decision-making processes and contribute their new ideas. Parallelly, the majority of informants emphasized that brainstorming sessions also serve as opportunities for leaders to build trust by involving employees as decision-makers. This highlights the significance of innovation in achieving expected outcomes and enhancing team performance (Hutasoit et al., 2022).

Regarding the first pillar, informant three (LI) mentioned the concept of "learning weeks" as one of the efforts to bridge the gap between leaders and their team members. During these sessions, leaders share their experiences and

insights with their teams. Informant three (LI) also explained that they occasionally hold learning weeks with a cross-functional system, allowing different divisions to gain new perspectives.

The second pillar, *Connect*, emphasizes the importance of interpersonal relationships through active listening and clear communication. Moreover, previous research has shown that high levels of work-related stress are often caused by a lack of direction from supervisors, which directly impacts the quality of performance and employee motivation (Sari, 2020).

Moreover, the company value *Connect* emphasizes collaboration between individuals and teams within XYZ company. Supporting this value, one of its subvalues is "we serve others by managing our well-being," reflecting XYZ company's belief that to give their best, individuals must first prioritize their health. In this regard, employees are encouraged to develop habits that maintain a balanced physical and mental well-being. Additionally, XYZ company firmly believes that employee health is a valuable asset that must be preserved.

To foster good connections, informant two (RF) mentioned that the leaders at XYZ company routinely hold one-on-one sessions. In these sessions, both supervisors and employees can engage in more open conversations, leading to a deeper personal understanding of each other, which in turn can foster trust. Therefore, one-on-one sessions are not only a tool for establishing interpersonal relationships but also an important strategy for strengthening employees' trust in their leaders.

The final pillar at XYZ company is *Deliver*, which highlights responsibility and the ability to resolve problems quickly and efficiently. It refers to how the company executes its objectives to achieve optimal results. The subvalues "We dare to take risks" and "Accountable to deliver our excellence" encourage employees not only to work hard but also to work smart. Through this culture, employees are expected to take bold steps and solve problems with a sustainable mindset, ensuring the company's long-term stability. This pillar is directly reflected by the CEO of XYZ company. Informant one (RH) noted that when the company encounters issues or setbacks, the CEO promptly explains the situation and apologizes during the Company-Wide Town Hall sessions. As the highest-ranking leader, by not attempting to hide or downplay mistakes, their actions exemplify a courageous sense of responsibility. RF stated that the Deliver company value also plays a significant role in fostering a company-wide culture of collaboration. One example is in communicating Objectives and Key Results (OKRs) to all employees. By establishing a

shared understanding, this message serves as the starting point for employees to comprehend and begin mapping out how to achieve the company's goals. RF emphasized that if this information is not communicated effectively and evenly, it could create an information gap that may lead to fragmentation within the company. The organizational culture of XYZ company is clearly defined and consistently implemented to guide work practices and employee interactions toward achieving shared goals. This culture is reflected in the company's three core values*: Begin, Connect,* and *Deliver*.

Furthermore, informant two (RF), a member of the Internal Communications division, introduced the idea box program to facilitate an inclusive environment. The idea box serves as a platform for employees at XYZ Company to share their ideas or suggestions, which are then communicated to the relevant parties for follow-up. This program aligns with one of the factors influencing the organizational communication climate as outlined by Pace and Faules (2013), emphasizing that organizational communication involves honesty and openness, allowing employees to express their thoughts, including ideas and critiques, without hesitation.

Informant one (RH) stressed that the purpose of the idea box is to ensure that employees at XYZ Company have a safe space to voice their opinions and aspirations. The idea box program

is grounded in the understanding that for honest attitudes and open communication to flourish, employees must first feel secure.

Employees at XYZ Company can access the idea box through the intranet. Informant one (RH) elaborated on the function of the intranet as a key medium for organizational communication at XYZ Company. Effective communication media is very important for organizations to convey commitments (Wibowo et al., 2023). He explained that the intranet serves as a central information hub where employees can learn about targets, vision, mission, and the latest business updates. Moreover, informant two (RF) added that there are numerous materials and modules related to skill development available on the intranet. Not only business-related, but employees can also gain new knowledge and insights by accessing the intranet.

The idea box program at XYZ Company is one of the strategies employed to create an inclusive and communicative work environment. Key informant (DS) noted that through the idea box, XYZ Company cultivates the habit of sharing ideas as a natural part of the work routine, alleviating any fear associated with expressing thoughts. This program not only creates a space for employees to voice their ideas and suggestions but also fosters honesty, psychological safety, and active participation in

the decision-making process. Consequently, the idea box program has the potential to enhance employee engagement, improve the quality of internal communication, and strengthen a positive and productive work climate.

On another note, informant three (LI), from the People Development division, mentioned that one of the efforts to build an organizational culture is through internal bonding activities. Each internal bonding activity at XYZ Company has a different theme tailored to meet the needs of participating employees, one of which is a sports activity. At the end of 2023, XYZ Company organized a sports festival featuring various events, including a futsal tournament, an E-Sport tournament, and a group pound-fit session. This activity garnered significant interest from employees, with around three hundred participants taking part.

Informant two (RH) added that the internal bonding theme of the sports festival embodies the value of "we serve others by managing our well-being," encouraging individuals to be supportive towards others. This activity indirectly invites employees to embody company values through enjoyable activities, gradually instilling the desired attitudes. Informant three (LI) also stated that engagement was a key reason for choosing sports as the theme for internal bonding, as it fosters equitable interaction among participants. In this regard,

internal communication plays a vital role in managing emotional aspects (Trihastuti, 2019) by building connections among employees during internal bonding activities.

These internal bonding activities align with one of the factors influencing the organizational communication climate, as outlined by Pace and Faules (2013), whereby employees at all levels are accustomed to engaging in communication and collaboration. This strategy also indirectly trains employees in collaboration during decision-making processes within their work scope.

Regularly held internal bonding activities at XYZ Company represent an effective strategy for fostering an inclusive and collaborative work environment. By adopting a gamification approach, the company promotes open communication and stimulates interaction among individuals and teams. This not only strengthens relationships among employees but also enhances organizational culture, creating a healthy and productive communication climate.

In another case, based on the interview results, all informants unanimously agreed that the growth of the company must go hand in hand with the development of its human resources. The three informants believe that the success of XYZ Company is inextricably linked to the contributions and capabilities of its employees.

First, last year (2023), XYZ company held

a two-day learning expo, as stated by informant three (LI). The event aimed to train employees' skills through various discussion topics. The learning expo not only involved employees of XYZ company as participants but also featured them as speakers. Training sessions were conducted by high-performing employees who were selected for their expertise in the relevant fields and topics discussed. Through the learning expo, employees of XYZ company could learn while also contributing by sharing their knowledge and insights, fostering mutual growth.

Informant one (RH) mentioned that the training and workshops are designed to enhance employees' skills, which are currently inadequate if XYZ company aims to exceed its targets. Therefore, XYZ company conducts training and workshops by selecting topics that are targeted and can effectively assist employees in achieving the necessary competencies.

The training and workshop activities align with one of the factors that shape the organizational communication climate, as noted by Pace and Faules (2013), where all employees, regardless of their level, are encouraged to work with high productivity and quality. This strategy indirectly motivates employees to continuously learn and improve their skills, allowing them to keep pace with advancements. The training and workshop programs at XYZ company serve as a primary strategy for enhancing employees' knowledge, skills, and capabilities to face the challenges of the dynamic technology industry. The active participation of employees in these activities, both as participants and speakers, creates a collaborative and contributive learning environment. This strategy not only enhances employee performance competency but also strengthens communication and overall productivity at XYZ company.

Second, from the perspective of Internal Communication, informant two (RF) stated that the company's values and their derivatives serve as the primary guidelines in creating the monthly content plan. Thus, the produced content is not only informative but also reflects the identity and core values of the company. The self-development content aligns with one of the factors that shape the organizational communication climate according to Pace and Faules (2013), where all employees, regardless of their level, are encouraged to focus on personal development to foster high productivity and quality of work.

The Learning Corner is an educational content segment that shares tips and learning resources for both personal and professional development. This content covers a variety of topics relevant to employees' needs in the modern era, such as intergenerational collaboration, forward-thinking mindsets, and

proactive attitudes. The Learning Corner serves as a source of inspiration and motivation for employees to continue growing and adapting to changes in the professional world.

Learningpedia is a content initiative that provides recommendations from XYZ company employees for their peers. Some of the topics featured in Learningpedia include recommendations for books by Indonesian authors, podcasts for self-development, and suggestions for suitable sports activities for employees. With an engaging approach, the internal communications team strives to make the messages delivered through Learningpedia more appealing and easily understandable, encouraging employees to apply the recommendations provided.

By sharing stories or recommendations from fellow colleagues, employees can feel a greater sense of connection and relevance to the messages, as these suggestions come from individuals who understand the context and needs of their peers. This initiative not only motivates employees to continue their development but also fosters a culture of knowledge and experience sharing. In turn, this can create a collaborative and adaptive work environment.

Moreover, workers can work from various backgrounds, especially from different origins. They work together in one company,

so this requires the organization to implement discipline, motivation, and work culture (Wenehenubun et al., 2022). The development of the current world of work requires every employee to improve the quality of their performance, which has an impact on the mindset and behavior of employees in both the government and private sectors (Nugraha & Hafiar, 2022). In this context, the Town Hall serves as an organizational communication tool that ensures all employees have the information they need to perform their tasks, make informed decisions, and carry out organizational operations efficiently (Trihastuti, 2019). To maximize the intended impact, the Internal Communication Division organizes Town Hall events in two distinct formats: a company-wide Town Hall and a mini Town Hall every two months.

The Town Hall events held by XYZ Company align with one of the factors contributing to the establishment of an organizational communication climate as outlined by Pace and Faules (2013), where all employees can listen to reports and organizational information with an open mind continuously. Key informant (DS) emphasizes that these activities stem from XYZ Company's desire to ensure that all employees have a unified understanding of the company's vision and mission. According to information from all three informants, the Town

Hall has been identified as playing a crucial role in ensuring that all employees receive the necessary information, make appropriate decisions, and perform their jobs efficiently.

Every six months, XYZ Company conducts an Employee Engagement Survey as a platform for gathering employee aspirations to analyze the factors that support employee performance and identify areas for improvement within the organization. The purpose of this survey is to understand employees' perceptions, aspirations, and state of mind, enabling the company to grasp their needs. In January 2024, the results of the Employee Engagement Survey revealed that the primary reason employees recommend XYZ Company is due to the opportunities for personal and professional development. Furthermore, informant one (RH) noted that the Employee Engagement Survey reported an engagement score of 4.64, highlighting the high level of ownership and involvement employees feel in their roles as active contributors to the company. This reflects their commitment to performing at their best and actively participating in efforts to achieve shared goals.

In addition, informant two (RF) mentioned that XYZ Company also conducts an Internal Content Engagement Survey every six months. This survey aims to evaluate the effectiveness of the content created and the platforms used by the People, Culture, & Corporate Communications team. Through the Internal Content Engagement Survey, XYZ Company seeks feedback on key messages, visuals, and the understanding gained from employee-selected sources. Informant two (LI) also indicated that, for evaluation purposes, they always distribute surveys at the end of each event to gauge employee satisfaction.

The internal surveys conducted by XYZ Company align with one of the factors contributing to the establishment of an organizational communication climate, as described by Pace and Faules (2013), where in the opinions of all employees, regardless of their level, are listened attentively. XYZ company demonstrates its commitment to improve the quality of the work environment through regular internal surveys. By prioritizing employee feedback and evaluation, the company not only identifies areas for improvement but also develops strategies to foster a positive work environment in the long run. Based on the survey results, the company can adjust its policies, development programs, and internal activities to align with employee needs and expectations, ultimately enhancing both performance and job satisfaction.

Overall, based on the strategies outlined (as presented in Figure 1), this article contributes to illustrating how, through a case study of XYZ Company, a positive organizational communication climate can be established.
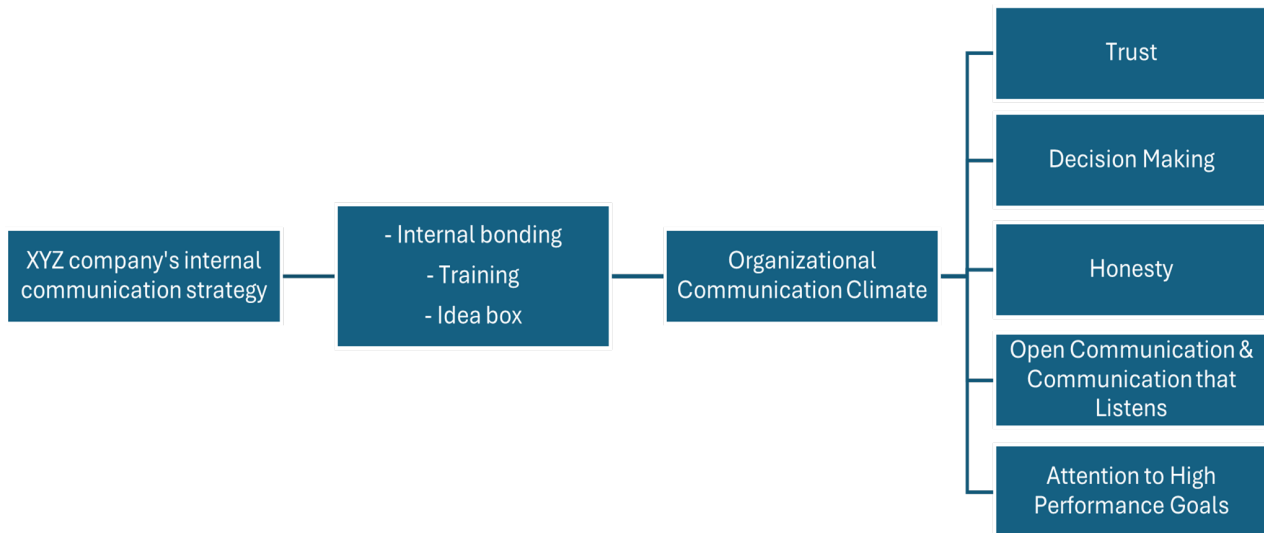
Source: Research Result, 2024

Figure 1 The Internal Communication Strategy by XYZ Company

A diagram of the internal communication strategy by XYZ company is shown in Figure 1. A positive organizational communication climate is created through the implementation of strategies that encourage honesty and transparency, allowing employees to share ideas and feedback openly. Encouraging communication and collaboration at all levels creates a supportive and inclusive environment.

CONCLUSION

The internal communication of XYZ Company benefits immensely to reinforce a proper organization communication environment. This makes it one of Indonesia's top fifteen startups for diversity, equity, and inclusion (DEI). Such an accomplishment says much of the company's commitment to orderly and culture-inspired internal communication

toward attaining inclusivity of workplaces, the accepting of diversity, and ensuring equalities. The key to Company XYZ's communication climate is supportive leadership, which provides strategic direction in addition to providing a sense of ownership. Leadership in Company XYZ are role models who exercise open communication and working together. To have open communication as a top priority is what makes employees more valued, enabled, and eager to perform to the best.

To further enhance inclusiveness, Company XYZ employs various internal communication programs like Idea Box. Through Idea Box, employees are free to share their ideas and innovations, thus fostering an environment where diverse ideas are accepted and valued. Apart from it, the company also organizes regular internal bonding activities,

which promote personal relationships among employees and help create a cordial and collaborative work atmosphere. Apart from it, the company regularly holds town hall meetings that may serve as a platform for direct communication between management and employees. Additionally, XYZ Company invests in self-development programs, including training, workshops, and mentorship programs, to promote the growth mindset among employees. This approach not only boosts individual competencies but also makes the workplace more innovative and resilient. Apart from employee growth and leadership, XYZ Company is keen on consistent evaluation of its communication strategy. The company conducts internal surveys regularly to gauge the success of the company's communications. The surveys provide valuable information on employee contentment, engagement levels, and areas of potential improvement. Based on the feedback, the company enhances its policies, optimizes development programs, and improves corporate communication in the workplace, hence improving general employee performance and satisfaction. Further, XYZ Company uses digital technology to facilitate internal communication. Technology plays an important role in supporting efficient communication and management of organizational activities (Adeliant et al., 2023). Its employees utilize collaboration

platforms to enable real-time communication, project management, and interdepartmental communication. Digital technologies improve efficiency, reduce communication gaps, and offer flexibility in remote work, as needed by the modern workplace.

Overall, XYZ Company's internal communications strategy has played a significant role in establishing a positive communications climate, increasing employee engagement, and developing an innovative and inclusive culture. Through leadership support, official communications programs, and ongoing evaluation, the company has successfully established an environment where employees are valued and encouraged. By ongoing discovery of technological innovations and applications across industries, businesses are able to advance their communications strategies and maintain a thriving organizational culture in an evolving corporate world.

Finally, future studies can explore the role of digital technologies in integrating internal communication methods. Evaluating how digital solutions can be embedded into an organization's communication system will provide more insight into best practices for improving engagement, collaboration, and productivity in a dynamic business setting.

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