

Analysis of Internal Business Communication In Improving Work Motivation

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Abstrak

Penelitian ini mengkaji peran komunikasi bisnis internal dalam meningkatkan motivasi karya di sebuah agensi kreatif. Tujuan utama penelitian ini adalah untuk menyelidiki bagaimana praktik komunikasi yang terbuka, kolaboratif, dan visual dapat meningkatkan motivasi kreatif di antara anggota tim. Penelitian ini menggunakan pendekatan kualitatif dengan studi kasus, melibatkan observasi, wawancara mendalam dengan staf dan manajer, serta analisis dokumen internal seperti laporan mingguan dan catatan brainstorming. Hasil penelitian menunjukkan bahwa komunikasi yang efektif, terutama melalui diskusi kolaboratif, pengakuan terhadap proses kreatif, serta penggunaan alat visual dan nonverbal, secara signifikan meningkatkan motivasi dan kreativitas tim. Peserta penelitian mengungkapkan bahwa dorongan untuk berdialog terbuka dan berbagi ide menciptakan rasa kepemilikan dan kebanggaan terhadap karya mereka, mendorong mereka untuk berkontribusi dengan ide-ide inovatif. Selain itu, penghargaan terhadap proses kerja, bukan hanya hasil akhir, membantu menjaga motivasi intrinsik. Penelitian ini menekankan pentingnya pengelolaan komunikasi internal untuk menciptakan lingkungan kerja yang mendukung kreativitas dan produktivitas, serta memberikan wawasan praktis bagi organisasi yang ingin meningkatkan strategi komunikasi internal mereka dan meningkatkan kinerja tim.

Kata kunci: *Komunikasi Bisnis Internal, Motivasi Karya, Kreativitas, Kolaborasi, Komunikasi Visual*

Abstract

This study explores the role of internal business communication in enhancing work motivation within a creative agency. The primary goal is to investigate how open, collaborative, and visual communication practices can improve creative motivation among team members. The research adopts a qualitative approach through a case study, utilizing observations, in-depth interviews with staff and managers, and analysis of internal documents such as weekly reports and brainstorming notes. The results indicate that effective communication, particularly through collaborative discussions, recognition of the creative process, and the use of visual and nonverbal tools, significantly boosts motivation and creativity within teams. Participants noted that the encouragement of open dialogue and idea-sharing fostered a sense of ownership and pride in their work, driving them to contribute innovative ideas. Furthermore, regular appreciation of the process rather than just the outcome helped sustain intrinsic motivation. This study highlights the importance of managing internal communication to create a work

environment that nurtures creativity and productivity, offering practical insights for organizations looking to improve their internal communication strategies and enhance team performance.

Keywords: *Internal Business Communication, Work Motivation, Creativity, Collaboration, Visual Communication*

Introduction

In the era of globalization and increasingly fierce business competition, organizations are required to not only focus on operational efficiency, but also on improving the quality of the work produced. One way to achieve this goal is through effective internal communication. Internal communication plays an important role in conveying the organization's vision, mission, and values to all team members. By managing internal communication well, companies can create an environment that motivates individuals to innovate and produce high-quality work (Hayati and Valianti 2022).

Work motivation, which refers to the intrinsic drive to create and contribute, is key to increasing productivity and creativity in organizations. When individuals feel connected to the organization's goals and have good channels to convey their ideas, they are more likely to actively contribute. This is where internal communication comes in; through open and transparent communication, individuals feel more valued and recognized, which in turn can boost their morale and commitment to the project at hand.

One of the key challenges in internal communication is ensuring that all team members have equal access to relevant information. In many organizations, information often gets stuck in silos, leaving some individuals feeling isolated or less engaged. Therefore, it is important to use a variety of communication channels, such as regular meetings, emails, digital platforms, and discussion forums, to ensure that all voices are heard. By creating an inclusive communication culture, organizations can empower employees to share ideas and feedback, which will ultimately enrich the creative process (Safira 2021).

Moreover, in today's digital age, the proper use of communication technology can facilitate better collaboration between team members. Modern communication tools, such as project management apps and collaboration platforms, allow

individuals to interact in real-time, share documents, and provide feedback quickly. This not only speeds up the decision-making process but also creates a sense of community that can increase work motivation.

Numerous studies show that organizations that invest in effective internal communication tend to have higher levels of innovation. When individuals feel empowered to share ideas and feedback, they are more likely to contribute in creative ways. Thus, it is important for management to understand that internal communication is not just a tool to convey information, but also a means to build a sustainable culture of innovation (Nanta et al. 2025).

In this context, this article will further analyze the relationship between internal communication and work motivation. By exploring the various communication strategies that can be implemented, it is hoped to provide insights for organizational leaders in creating an environment that supports innovation and creativity. Through a deeper understanding of how internal communication can improve work motivation, organizations can achieve better results and position themselves as leaders in their respective industries.

As such, this article will comprehensively discuss the importance of internal communication in improving work motivation, as well as how companies can utilize the principles of good communication to drive outstanding results. In an ever-changing world, the ability to adapt and innovate is key to sustainability, and effective internal communication is the first step to achieving that goal.

Basic Theoretical

1. Internal Business Communication

Internal business communication is the activity of exchanging messages, information, and ideas within an organization aimed at supporting the smoothness of work processes and achieving common goals. Eisenberg and Goodall (2017) state that open and participative internal communication can create psychological safety for employees and team members. This sense of safety is important so that individuals feel free to express ideas, opinions, and criticisms without fear of rejection or punishment.

In a communicative organization, information flows not only from top to bottom but also from bottom to top and horizontally between divisions. Such communication fosters the emergence of trust, transparency, and cross-functional collaboration. A study by Tourish & Robson (2006) also supports this view by emphasizing that healthy internal communication can enhance active participation in the creative process and decision-making (Aldabbas, Pinnington, and Lahrech 2023).

2. Work Motivation

Work motivation is the intrinsic drive to produce meaningful, functional, aesthetic, or value-added work. Unlike work motivation, which is generally aimed at meeting obligations or targets, work motivation refers more to the desire to create, innovate, and make an impact. Amabile (1996) mentions that intrinsic motivation is a key element in the creative process. Individuals who have creative freedom, get recognition for their ideas, and feel personally satisfied tend to be more motivated to create excellent work.

Work motivation is strongly influenced by the work environment. An environment that supports autonomy, provides meaningful challenges, and provides opportunities for professional development will strengthen this motivation (Nebojsa 2021).

3. Communication and Creativity

Communication has a close relationship with creativity. Nonaka and Takeuchi (1995) in their theory of Knowledge-Creating Company, state that creativity in organizations grows from a dialogue process between individuals that involves sharing experiences, intuitions, and values. This process often occurs in the form of informal communication such as casual discussions, brainstorming, or cross-departmental collaboration.

A communicative environment encourages the rapid and free exchange of information. In the context of creative organizations, this is especially important because new ideas often arise from unplanned, spontaneous interactions. Communication also serves as a tool to critique and refine ideas, resulting in a more mature work output. In addition, Bakhtin's dialogic communication theory developed

in an organizational context state that new meanings and ideas emerge from equal and open social interactions. Therefore, organizations need to encourage communication across functions and levels in order to mix perspectives that enrich the final work (Chandra and Adiarsi 2019).

Research Method

This research uses a qualitative approach with a case study method to understand the role of internal business communication in enhancing work motivation in a creative agency environment. The research location is an agency in Palembang that was purposively selected because it is deemed relevant to the study's objectives. Data were collected through participatory observation, in-depth interviews with eight staff members and three project managers, as well as the analysis of internal documents such as weekly reports and brainstorming notes. Data analysis was conducted using a thematic approach based on the Braun and Clarke (2006) model, which includes coding, theme identification, and interpretation of meaning. To maintain validity, source and method triangulation were used, as well as result confirmation with participants. This approach allows researchers to uncover the relationship between communication patterns and intrinsic motivation in the creative process (Lestari and Kasmirudin 2020).

Results and Discussion

Based on the results of observations, interviews, and documentation analysis at the creative agencies that became the study sites, several main findings were found related to the role of internal communication in increasing work motivation. These findings show that communication not only acts as a channel of information, but also as a trigger for collaboration, creativity, and emotional recognition that has an impact on the spirit of work.

1. Collaboration as a Source of Motivation for Work

The process of team discussions, whether formal in project meetings or informal such as spontaneous chats in the workspace, is a major source of fresh ideas. The majority of participants stated that involvement in brainstorming and exchanging ideas gave them a sense of ownership over the work produced. An

environment that allowed for experimentation of ideas, without fear of being judged wrong, encouraged participants to be more explorative and innovative in their creation. This finding is in line with the view on the importance of creative dialogue in knowledge-based organizations (Zivrbule 2019).

2. Appreciate the Process, Not Just the End Result

One of the key findings of this research is the importance of internal communication patterns that appreciate the process, not just the end product. In the context of a creative agency, the process of thinking, idea exploration, initial discussion, and revision of work is an integral part of the final value of a work. When this process is valued and recognized by management through praise, constructive feedback, or simply verbal acknowledgement in a team forum, creative staff feel intrinsically motivated. They feel that their hard work and creativity is not only seen in the concrete output, but in the dedication and way of thinking they contribute throughout the process.

On the contrary, if managerial communication only emphasizes target results or deadlines without appreciating the processes that have been undertaken, the motivation to create tends to decline. Some informants even stated that they are more motivated to produce their best work when they know that their work process is appreciated, even when the idea has not yet been realized in the form of an actual project. This approach aligns closely with Amabile's (1996) theory on the importance of social and psychological support in fostering intrinsic motivation and creativity in work (Zivrbule 2019).

3. The Role of Visual and Nonverbal Communication in Creativity

In addition to oral and written communication, visual and nonverbal communication play an important role in supporting motivation to work in a creative environment. The use of tools such as idea boards, moodboards, wireframes, and sketch illustrations proved to help convey abstract ideas to be more concrete and easily understood between team members. In field observations, the use of these visuals also created a more expressive and democratic communication space. Team

members who may be less vocal in verbal meetings can more easily convey their ideas through visual media.

Nonverbal communication such as facial expressions, body language, and enthusiasm seen during the presentation of ideas also have a big impact on team acceptance and motivation. Visualization not only enriches the way information is conveyed, but also reinforces a work atmosphere that is creative and open to interpretation. When visualizations of ideas are openly displayed in the workspace, it creates an atmosphere of healthy competition as well as mutual inspiration. In this context, visual communication becomes a collaborative medium that is very effective in strengthening the spirit of work, as well as strengthening relationships between team members in the creative process (Okki 2019).

4. Communication Barriers and Innovative Solutions

Although internal communication was generally effective, some barriers were encountered, such as cross-divisional miscommunication and lack of formal space to exchange ideas between levels. Different communication styles between teams sometimes led to misunderstandings and slowed down the creative process. As a solution, management initiated a weekly forum called “Ruang Karya” as a means of reflection, open discussion, and appreciation of the ongoing creative process. This forum helps build more harmonious communication and integrate visions between teams.

This research confirms that structured, open and inclusive internal business communication not only supports smooth operations, but also plays a direct role in increasing creative motivation. Healthy communication encourages collaboration, respect, and free expression of ideas, which ultimately contributes to the creation of creative works with high aesthetic and functional value (Aarnio 2019).

Conclusion

Based on the research results, it can be concluded that open, supportive, and structured internal business communication has a significant role in increasing work motivation in creative work environments. Internal communication not only serves as a means of exchanging information, but also as a reinforcement of collaboration, a

facilitator of idea expression, and a form of appreciation for the process of thinking and creating. Collaboration that grows through intensive communication between team members is proven to trigger a sense of belonging to the work and encourage the spirit of innovation. Management's appreciation of the creative process, not just the end result, strengthens employees' intrinsic motivation. In addition, visual and nonverbal communication also enriches the way ideas are conveyed and strengthens working relationships between teams. Communication barriers such as cross-divisional miscommunication can be minimized through regular creative forums, such as "workspaces", which allow for cross-level dialogue and reinforce a culture of appreciation. Thus, effectively managed internal business communication is a key factor in building a work climate that supports the creation of meaningful, innovative and sustainable work.

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