

Communication and organizational interaction in the Faculties of UNIFSL - Bagua, Peru

La comunicación y la interacción organizacional en las Facultades de la UNIFSL - Bagua, Perú

Comunicação e interação organizacional nas faculdades da UNIFSL - Bagua, Peru

Moises Cueva Nachucho

orcid.org/0000-0003-3207-0911

mcueva@unibagua.edu.pe

Fabiola Salazar Leguía National Intercultural University-Bagua

Sandra Patricia Alarcón Rojas

orcid.org/0000-0001-6180-8407

salarcon@unibagua.edu.pe

Fabiola Salazar Leguía National Intercultural University-Bagua

Mary Carmen Vilchez Carrasco

orcid.org/0000-0003-3035-4371

mvilchez@unibagua.edu.pe

Fabiola Salazar Leguía National Intercultural University-Bagua

Joel Christian Awananch Santos

orcid.org/0000-0001-5604-8415

jawananch@unibagua.edu.pe

Fabiola Salazar Leguía National Intercultural University-Bagua

Dr. Jorge Luis Vargas Espinoza

orcid.org/0000-0003-3026-769X

Jvargas@unibagua.edu.pe

National Intercultural University Fabiola Salazar Leguía of Bagua

Dr. Víctor Hugo Puican Rodríguez

orcid.org/0000-0001-7402-9576

vpuican@unibagua.edu.pe

César Vallejo University - Peru

Veronica Elizabeth Farroñan Damian

orcid.org/0000-0001-7422-8321

vivdiego05@ucvvirtual.edu.pe

César Vallejo University - Peru

Elias Alberto Lejabo Sandoval

orcid.org/0000-0001-8634-9104

perluis04@ucvvirtual.edu.pe

César Vallejo University - Peru

ABSTRACT

Organizational interaction and internal communication are fundamental elements for authorities, teachers and administrative staff to comply with orienting, listening and attending to the requirements and needs of the entity and its students. Its main objective was to evaluate organizational communication at the Universidad Nacional Intercultural Fabiola Salazar Leguía-Bagua. Therefore, it was quantitative, applied, non-experimental and comparative. The results revealed that organizational communication, internal communication and organizational interaction is regular in the three professional schools, since they achieved a percentage higher than 50%. In addition, Kendall's Tau_b of 0.897 and 0.851 and Spearman's Rho of 0.907 and 0.866 were achieved. Also, it is seen that when organizational interaction is low, internal communication is low by 87.5%. Concluding that organizational communication maintains a perfect positive correlation with organizational interaction, and organizational interaction retains a very strong positive correlation with internal communication. It is suggested to the university authorities to implement an assertive communication plan that requires workers and teachers to be empathetic in order to provide adequate attention to the university community, which leads to improve the organizational environment at the university.

Keywords: Organizational communication, internal communication, organizational interaction, student, university.

RESUMEN

La interacción organizacional y la comunicación interna son elementos fundamentales para que las autoridades, docentes y personal administrativo cumplan con orientar, escuchar y atender los requerimientos y necesidades de la entidad y de sus estudiantes. Su objetivo central fue evaluar la comunicación organizacional en la Universidad Nacional Intercultural Fabiola Salazar Leguía-Bagua. Por ello fue cuantitativa, aplicada, no experimental y comparativa. Los resultados revelaron que la comunicación organizacional, la comunicación interna y la interacción organizacional es regular en las tres escuelas profesionales, ya que lograron un porcentaje mayor al 50%. Además, se logró un Tau_b de Kendall de 0.897 y 0.851 y un Rho de Spearman de 0.907 y 0.866. Igualmente, se aprecia que cuando la interacción organizacional es baja la comunicación interna es baja un 87.5%. Concluyendo que la comunicación organizacional mantiene una correlación positiva perfecta con la interacción organizacional, y que la interacción organizacional conserva una correlación positiva muy fuerte con la comunicación interna. Se sugiere a las autoridades de la universidad implementar un plan de comunicación asertiva que exija a los trabajadores y docentes ser empáticos a fin de brindar una atención adecuada a la comunidad universitaria, lo cual conlleve a mejorar el ambiente organizacional en la universidad.

Palabras clave: Comunicación organizacional, comunicación interna, interacción organizacional, estudiante, universidad.

RESUMO

A interação organizacional e a comunicação interna são elementos fundamentais para que as autoridades, docentes e administrativos cumpram a orientação, a escuta e o atendimento às exigências e necessidades da entidade e de seus alunos. Seu objetivo central foi avaliar a comunicação organizacional na Universidade Nacional Intercultural Fabiola Salazar Leguía-Bagua. Portanto, foi quantitativa, aplicada, não experimental e comparativa. Os resultados revelaram que a comunicação organizacional, a comunicação interna e a interação organizacional são regulares nas três escolas profissionais, uma vez que atingiram um percentual superior a 50%. Além disso, um Tau_b de Kendall de 0,897 e 0,851 e um Rho de Spearman de 0,907 e 0,866 foram alcançados. Da mesma forma, pode-se observar que quando a interação organizacional é baixa, a comunicação interna é baixa em 87,5%. Concluindo que a comunicação organizacional mantém uma correlação positiva perfeita com a interação organizacional, e que a interação organizacional mantém uma correlação positiva muito forte com a comunicação interna. Sugere-se que as autoridades universitárias implementem um plano de comunicação asertivo que exija que trabalhadores e docentes sejam empáticos para dar atenção adequada à comunidade universitária, o que leva à melhoria do ambiente organizacional na universidade.

Palavras-chave: Comunicação organizacional, comunicação interna, interação organizacional, estudante, universidade.

I. INTRODUCTION

Communication is an essential element for the coexistence between human beings, being this the reason why organizations must have managers who have certain skills of orientation, evaluation and coordination with each of the employees, since this allows the company to obtain better results because they allow to socialize and interact better with our environment. That is why, seeing the importance of this, organizations have begun to give greater emphasis to communication among its employees.

In the international environment, according to Armas et al. (2020), indicate that in Ecuador organizational communication within universities, presents factors that hinder, filter and distort the communication process causing that the satisfaction of the service in students is not guaranteed, in addition it is appreciated that being a non-profit entity they usually apply and promote less internal communication strategies. Likewise, in Poland it is evident that within the organizations the communication process is not given adequate attention and priority, since the members of the organizations have a deficient knowledge of customer service, a fact that affects the loyalty of customers. (Jakubiec, 2019). On the other hand, the lack of experience or empathy of the managers causes that there is not a suitable motivation to the collaborators, because they do not achieve the confidence of each one of their workers, this influences in that the entity does not achieve the teamwork and with it does not reach the traced goals. (Mubarok & Darmawan, 2019).

At the national level, public organizations have different problems, such as poor teamwork; the inability to listen to collaborators and bureaucracy, which has generated a distortion in the performance of workers and the natural development of the institution (Condor, 2018). On the other hand, the behavior of the members and the lack of adaptability to the new work environment, also hinder communication in the organization, which has repercussions in the failure to meet the objectives and goals set (Olivera et al. 2021). On the other hand, the pandemic has caused the deterioration in internal communication, since it has gone from a physical environment to a virtual one, generating a radical change in the way of interacting among the members of the organizations. (Li et al. 2021).

In the National Intercultural University Fabiola Salazar Leguía of Bagua it is evident that there is no assertive organizational communication caused by the lack of experience of workers and the absence of service vocation of the authorities. This is reflected, when administrative procedures are carried out, in addition, in the inadequate interaction between teacher - student and in the coordination between faculties which causes dissatisfaction in the university community.

This work was justified in four aspects, in the social, practical, theoretical and methodological part, since organizational communication is an important pillar because it allows the development of a good working environment, ensuring that all employees are immersed in meeting the objectives of the organization. This work was justified in a social way, because through an effective organizational communication, it is intended that the authorities can have an assertive communication plan that requires workers and teachers to be empathetic in order to provide adequate attention to the university community, thus improving the relationship with the entire university community. With respect to the practical justification, the results achieved in this study on "Organizational Communication in the Professional Schools of the UNIFSL-Bagua" allowed to develop strategies and techniques that leads to develop a friendly atmosphere among students, teachers and administrators to improve internal communication in the institution. In the theoretical justification was strengthened in the theory of Chester Barnard (1928) called Cooperative Systems theory as this allows to strengthen directly the variable being investigated, also does the theory of Fayol, (1916 p 44.), Which presents the classical theory. Theory that will provide the necessary knowledge for the understanding of the variables. Finally we have the contingency theory presented by Bertalanffy and Fiedler (1960) that will allow us to understand the importance of the circumstances in which a situation occurs.

On the other hand, previous research on organizational communication in the academic field strengthens this work, through our conclusions and recommendations will provide knowledge for those

who in the future conduct research on organizational communication in a deeper way, thus collaborating in the creation of organizations with a climate of trust and motivation. With respect to the methodological justification, this study was considered a positivist approach, applied type, with non-experimental cross-sectional design since the variable has not been manipulated deliberately, in addition, the variable and its dimensions will be evaluated through a questionnaire that was applied to students of professional schools of the university. The general objective was to evaluate organizational communication at UNIFSL - Bagua. Also, two specific objectives were considered, the first is to describe the level of internal communication made of UNIFSL- Bagua. And the second is to evaluate the organizational interaction that runs in UNIFSL - Bagua.

II. THEORETICAL FRAMEWORK

2.1. International background

With respect to the background, 10 international studies and 5 national studies were taken into account, which were taken into account for the development of the study and the results.

On the one hand, Ramos & Román (2022) conducted the research to empirically analyze the interrelationships that exist between organizational communication, leadership and commitment of employees within the organization. The methodology applied was of quantitative approach and the instrument was the questionnaire that was applied to investigate the attitudes of 335 collaborators that is the sample of the hotel company. The results obtained were that the organizational communication affected positively and significantly in the leadership and commitment of employees and were positively related to organizational change. Concluding that communication, leadership and commitment contribute to the success of organizational change, therefore it argues that they are variables for organizational success. Likewise, Rice & Searle (2022) in their research whose objective was to understand the internal organizational communication process of a Commercial and Business Association, located in Paraná. The study was descriptive, with a mixed methodological approach. As results were obtained that the internal communication process, according to the quantitative research, occurs in a satisfactory way in the investigated organization, in the case of the qualitative research the process will not have improvement without the use of internal communication tools. As a conclusion, it is mentioned that the availability of all internal communication tools is necessary for the employees, however, when there is a defective internal communication, a conflict occurs during the work performance, which will bring as a consequence a bad perception of the customers towards the organization.

Authors Bozas et al. (2021) identified the development of internal communication during the covid-19 pandemic. The methodology used in this research was quantitative approach, with descriptive scope and cross-sectional, obtaining as results that internal communication during the time of social immobility, was adequate, because the companies used channels that met the needs and facilitated communication between managers and employees. In the conclusions the company south of Veracruz provided information to strengthen internal communication with organizational communication strategies, likewise, it was also observed that there are communication barriers that distort information and do not allow effective communication. Also, Yilmaz & Ates (2021) in their research aimed to determine the communication status of the civil society phenomenon and its carrier, also the communication and management approach between management and members was analyzed to find solutions to the problems experienced by NGOs. In terms of its methodology it used the quantitative approach, also used the survey as a tool for data collection. The results obtained determined that the NGO fulfills its responsibilities towards its members and that there is effective and strong communication between the NGO management and the members. Concluding that organizational communication is one of the topics

of growing interest in organizations today because it has benefits for the organization and people by increasing individual's performance and productivity.

Dominguez (2020) In his research his objective was to detail the methods of internal organizational communication used mutually in the organization, as it influences the strengthening of the cultural bond and the management of the organization of government entities in Santiago de Chile. As for the methodology, a mixed approach was used, it was applied to a sample of 22 municipal establishments. The results indicate that the forms of communication most used by the participants are meetings and participatory blocks. In addition, the presence of organizational values in which management teams and teachers participate is declared. In conclusion, the use of the existing communication tools in schools such as; written, audiovisual, among others will allow the information to arrive efficiently with values and organizational conviction. Being so Méndez and Palacios (2020) in their research measured the value of communication in companies. The methodology applied was of mixed approach, for this they rely on surveys in order to validate the elements of this research. In relation to the results, the researchers found that the lack of organizational management strategies is detrimental to work performance. The conclusions the authors reached about communication is that it is crucial for continuous improvement and innovation. The author Rahmi (2020) aimed to evaluate in a relative empirical way the variables leadership styles, organizational communication and the impact they can cause in an organization. The methodology applied was quantitative approach of explanatory type and survey method was used. As for the results in the research show that, the variable of leadership styles would affect positively increasing communication. In conclusion, organizational communication and collaborators make it possible for there to be a significant organizational commitment.

On the other hand, Pratama (2020), in her research aimed to point out whether there is relationship between organizational communication, job satisfaction and satisfaction with performance in Binjai Central Statistical Office (BPS). The methodology applied was quantitative associative approach. The results obtained were that organizational communication and job satisfaction with performance simultaneously affect performance. Concluding that there is relevant influence between communication and job satisfaction for performance in Binjai BPS. Similarly, Mehra & Nickerson (2019) in their study their objective was to examine the influence of generational category to which managers belong in India on job satisfaction and satisfaction with organizational communication. Concerning the methodology was quantitative approach, survey and questionnaire were used. The results show that Generation Y managers are less satisfied at work, and that they often avoid communication with older adults. The conclusion is that job satisfaction can be improved by focusing on developing a positive communication environment. On the other hand, Indrasari et al. (2019) an investigation of the effects of compensation, organizational communication and career path on the performance of employees of PT Bambang Djaya in Surabaya, Indonesia was conducted. The methodology used to collect the data was by Likert scale questionnaire and analyzed by multiple linear regression, the participants were 117 employees and they were selected by purposive sampling technique. As for the results showed that compensation, organizational communication and career paths of employees in the work environment have significant effects simultaneously on the performance of activities. In conclusion, there is relationship between career path, compensation and organizational communication on employees' job performance.

2.2. National background

In terms of national background, the authors Quiñones et al. (2021) decided to compare internal communication within the HR office and in a public identity. Their applied methodology was the quantitative approach, with descriptive and comparative design. In the results it was contrasted that there are differences in the barriers of communication, with the office collaborators and HR technicians. Concluding that the internal communication in the studied groups is assertive and does not depend on

their academic level. Likewise, Piedra (2020) investigated the relationship between organizational communication and work motivation in teachers of the Faculty of Communication Sciences of the UPP. A descriptive correlational research was carried out, using the survey for data collection. The results showed that upward and downward communication is better than horizontal communication. Finally, it was concluded that there is a relationship between the variables studied. On the other hand, Vila (2020) The objective was to propose an improvement in the performance of the administrative area of the university, as well as to determine the level of communication and the level of identity that exists among the workers of the university. The methodology applied is the quantitative approach. As a result, it was found that there is no adequate training plan on human relations issues and information schedules, because the university does not provide training in customer service and does not have a good infrastructure. Similarly, it was concluded that the organizational communication between the administrative staff of the institution is regular, due to an inadequate training plan on human relations and meeting schedules, for which it was recommended to use horizontal, clear and effective communication. The author Auqui (2020) decided to investigate and describe the state of internal organisational communication in the Yaquerana-Iquitos municipality. The methodology applied was quantitative and descriptive. The results found that there is a defective organisational communication, which requires the application of organisational communication policies and strategies. In the conclusion the researcher detected the level of internal organizational communication qualified as regular in 58%, 33% as good and 8% as deficient in the municipality of Yaquerana . The author Charry (2018) established the measurement of the existence between internal communication and the work environment, his methodology applied was of quantitative approach of non-experimental design. The internal and the organizational climate. To the conclusions that I arrive is that the organizational climate and the internal communication have an unfavorable effect, likewise there is correlation between the variables of the study.

2.3. Scientific theories

According to Barnard (1928) presents the theory of Cooperative Systems, where he indicates that communication does not refer only to written language, but to non-verbal language, that is, the ability to understand situations or circumstances without the need to mention any words. Likewise, Fayol (1916) presents the classical theory, where he considers that the emotional balance of the members of the organization, constitute a significant force, so it is essential that everyone sees the organization as a single unit, to achieve the business objective. Similarly, Bass (1990) in the contingency theory point out that management decisions depend on the situation in which they are developed. That is why it must be taken into account, the characteristics of each of them, to recognize the principles of guidance that can be applied to any situation.

2.4. Variable concepts and dimensions

It is so, organizational communication is considered as the descriptor of what happens within organizations through internal communication to carry out the duties, improve the structure, achieve organizational goals and objectives through good organizational interaction, it is indispensable for individuals to communicate with each other (Kapur, 2020). Likewise, Ramos (2017) defines it as the transmission and reception of information in an organization. This event can be developed internally. On the other hand, the author Keyton (2017) refers that one of the areas that organizational communication studies is the affective aspect, which centralizes the emotions of the collaborators as part of their work and the way in which individuals relate their personal life with their professional life. Furthermore, Hahn et al. (2013) the transmission of messages between individuals in a particular environment in order to

achieve overall goals. In other words, organizational communication is a developing discipline, especially since the second half of the 20th century, it was nourished by several disciplines such as philosophy, sociology, anthropology or psychology. In conclusion organizational communication explains the behaviors that organizations have taking into account the communicative acts Clavijo et al. (2021). Organizational communication is considered as the descriptor of what happens within organizations In order to carry out the work duties well, improve the structure of the organization and achieve organizational goals and objectives, it is indispensable for individuals to communicate with each other. In this context, communication is of interest to organizations because it helps to create a suitable working environment and consequently the development of the objectives will be achieved more efficiently. (Robles, 2020). It also helps to maintain a level of business continuity, developing a teamwork that commits employees to institutional development for the achievement of corporate goals. (Capodanno, 2020). Therefore, communication in organizations is essential, because it allows the construction of internal and external relationships, the emission and reception of messages in order to achieve corporate objectives, for this can be done using speech and writing. (Şeitan, 2017).

In this research two dimensions were taken into account, internal communication and organizational interaction. As for internal communication, Andrade (2005) defines internal communication as activities that a corporation performs to create and maintain a good relationship between staff, with constant communication that allows them to stay associated and driven to contribute to the achievement of goals. Likewise, organizational interaction is the cooperation between people who perceive and develop the realities of organizations, and through their social interaction develop ways of seeing and interpreting their organizational environment (Mañas et al. 1999). From the internal communication dimension, we have the following indicators: The set of activities that, according to Pepper, are those processes that have a clear purpose. (2011) are those processes that have a clear purpose and can be divided into planned and coordinated tasks to achieve an objective. Good relationships, which are those expressions that allow people and colleagues to get along well within an organization and know how to work as a team is not only a required characteristic in many jobs. (Martinez, 2017). The means of dissemination, which are used to provide information and communicate to a group or social circle, about events that have taken place. These can be meetings, mailings, suggestion box and others. (Dominguez, 2020). Motivation towards employees, such as recognition, salary, training, security, personal relationships, equity and organizational climate, affect the behavior of each worker, which is closely linked to the productivity of the same, a motivated employee is not only defined by the dimension of the production process, if not by the human dimension that will improve the ability of the employee and therefore the efficiency of the organization. (Boyano, 2020). In the achievement of goals, the authors Muñoz et al. (2019) define this as a group of people working together to achieve common goals, that is, coordinate their activities to achieve multiple objectives in the future with the desired results, most importantly, managers are responsible for monitoring the use of talent and resources available to achieve it.

Likewise in the dimension of organizational interaction, the following indicators were found, such as: Cooperation between people, which according to Rojas (2020) refers to mutual support among collaborators, i.e. constant support among all members of an organization. Organizations are formed by individuals who are part of different areas, which perform management activities, which are translated into planned activities in a task structure Gibson et al. (2012). On the other hand, social interaction refers to the body contact or proximity between people, the facial expression they have when communicating, the postures and body gestures they present, which represent the behavior of an individual with other people. (Argyle, 2017). Finally, as for the organizational environment, this is defined as a representation of the characteristics of the organization. It is evident that the institutional environment influences the behavior of the person in the workplace. The organizational environment is a multidimensional component of elements (Esquivel et al. 2020).

2.5. Legal basis

In this research we took into account the Political Constitution of Peru of 1993 which is in force, on which the law, justice and the rules of the country are governed. In chapter II of the social and economic rights, in Article 18, mention is made of university education, which aims to allow the training of professionals, cultural expansion. It also guarantees an autonomous professorship and refutes intolerance. Each university has an independent regulatory regime, which allows the development of the organization under its regulatory framework. Universities are governed by Law No. 30220 "University Law", which aims to regulate the creation, operation, supervision and closure of universities. In addition, it seeks to promote the continuous improvement of the quality of university education. Thus, on November 12, 2010, by law No. 29614, the National Intercultural University Fabiola Salazar Leguía of Bagua was created, based in the district of Bagua, province of Bagua, department of Amazonas.

III. METHODOLOGICAL STRATEGIES

For this research, a quantitative approach was used, because numerical data were obtained through surveys. According to Ñaupas et al. (2014) "it is characterized by using methods and techniques that have to do with the measurement and use of magnitudes, in addition to measurement, sampling and statistical treatment" (p. 97). As for the type of research, applied research was used, which has as its object, the study of a problem intended for action. Applied research is aimed at determining, through the scientific intellect, the means by which an identified problem can be solved. (CONCYTEC, 2018). Concerning the level of inquiry, descriptive research was used because it allowed "to specify the characteristics of individuals individually or in groups, considering the phenomena that have been subjected to analysis". That is to say, its data have been collected in diverse concepts, in the variables and components determined to the investigated problem". (Hernandez & Mendoza, 2018, p.109). Also, it was comparative because the results were compared for each professional school. The population studied in this research was a total of 60 students from the three professional schools that have the National Intercultural University Fabiola Salazar Leguía of Bagua, according to Ñaupas et al. (2014) the population is the grouping of people or institutions, which are the subject of research (p. 246).

Table 1

Distribution of the Population by Academic Cycle

School	Quantity
Global Business Management	20
Biotechnology	20
Civil Engineering	20
Total	60

Note: Contains data from participants in this research.

The sample is formed by the total population, that is, by the 60 students of the three professional schools of the National Intercultural University Fabiola Salazar Leguía of Bagua. For Ñaupas et al. (2014) the sample is the subgroup obtained from the population. The techniques help to determine how to develop a study, allowing the use of a procedure in the field of application. (Baena, 2017). For this research, we used the survey technique because it facilitated the collection of information from the institution. The instrument used for this inquiry was the questionnaire, made up of twenty closed questions, which helped in the collection of information. Instruments are the tools that help research

techniques, especially data collection (Ñaupas et al. 2014). The questionnaire has been validated by three professional experts in the administrative sciences with master's and doctoral degrees, likewise, the reliability of the instrument was obtained through Cronbach's Alpha which reached 0.914.

Table 2

Indicators and items of the variables internal communication and organizational interaction

Variables	Indicators	Items
Internal communication	Set of activities	- The set of activities carried out by the faculty allows to maintain an efficient internal communication with its staff. - UNIFSL-Bagua develops a set of activities that allow the good performance of internal communication within the institution.
	Good relations	- The organizational communication that the faculty possesses allows it to maintain good relations with the students. - The internal communication in the faculty allows the existence of good relations between students, teachers and administrative staff.
	Media and Communication	- For efficient internal communication the faculty uses appropriate means of communication. - The means of communication used in the faculty allow for efficient organizational interaction.
	Associated and motivated	- Organizational communication by faculty gets students to partner with other faculty. - The faculty through organizational interaction allows students to be motivated to develop their classes.
	Contribution to the work	- Organizational communication in the faculty allows the contribution to the work of teachers and students. - In the faculty, internal communication contributes to the development of a good organisational environment.
	Goal Achievement	- In the faculty, internal communication allows the achievement of academic goals. - In the faculty, organizational interaction has allowed the achievement of strategic objectives in academic and administrative activities.
	Organizational Interaction	Cooperation between people
Organization		- The distribution of the academic load in the faculty allows for teachers with ample capacity to communicate with their students.
Social Interaction		- The administrative staff, teachers and students of the faculty develop an adequate social interaction through internal communication in the classes they teach. - Social interaction in the faculty allows for efficient organizational communication.
Organizational Environment		- Organizational interaction in the faculty allows for the development of a good organizational environment. - The organizational environment that the faculty possesses allows the university to achieve continuous improvement.

Note: The table has information on the indicators and items of internal communication and organizational interaction.

The investigation began by choosing the theme "Organizational Communication in the professional schools of the UNIFSL - Bagua", because a problem was identified in this organizational aspect. Then we proceeded to identify the different international, national and local problems. In the same way, the social, practical, theoretical and methodological justification was made, then according to the title the general objective was raised for the realization of the same two specific objectives were established. Likewise, the hypothesis was raised and the theoretical framework was developed, and the methodology to be used was determined, which allowed us to identify the indicators for the elaboration of the evaluation instrument, which was validated by an expert. This instrument was applied to 116 students and allowed us to obtain information to reach the deductive and inferential statistical results of each of the variables. Likewise, the correlation coefficients of Tau_b of kendall and Rho of Spearman were used.

The statistical methods that were used were descriptive statistical research that consists of a simple instrument of analysis, which allowed us to deduce the degree of order and similarity within the observations. The hierarchical order affects whether it is "greater than" or "less than". (Arrollo, 2020, p. 280). Likewise, the inferential statistical method was used, which allows the analysis of data of variables present in correlational and causal hypotheses. (Arrollo, 2020, p. 280). In addition, the inferential statistical method was used since it allowed to reach the degree of relationship of variables. In the research carried out, honesty was applied at the time of identification and selection of the population and definitive sample, which was done by having direct information from each of the delegates of the cycles already mentioned in the population. We also applied the truthfulness to evaluate and analyze the data obtained from the respondents, without distorting the information obtained to obtain a true result, emphasizing that these will only be used for academic purposes and that it will be of benefit for future research. Similarly, we respected the research of professionals prior to ours, taking into account that each

of them have developed their research work in a respectful and arduous way, so it was not intended to take advantage without referencing them.

IV. RESULTS AND DISCUSSION

4.1. Results

Table 3

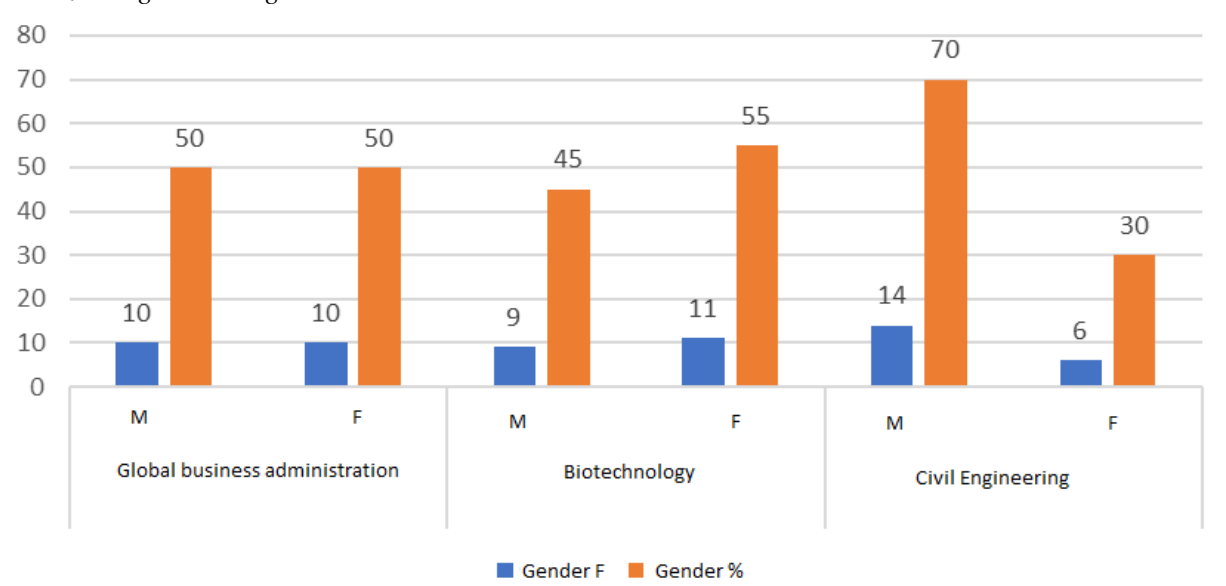
Gender of the surveyed students from the schools of the National Intercultural University Fabiola Salazar Leguía of Bagua

Professional School	Levels	Gender	
		f	%
Global Business Management	Male	10	50
	Female	10	50
Biotechnology	Male	9	45
	Female	11	55
Civil Engineering	Male	14	70
	Female	6	30

Note: Contains data on gender of students surveyed.

Figure 1

Gender of the surveyed students from the schools of the Universidad Nacional Intercultural Fabiola Salazar Leguía de Bagua



Note: Contains data on gender of students surveyed.

Description: According to the survey applied to the students of the intercultural national university Fabiola Salazar Leguía, it was observed that within the school of global business administration, 50% correspond to men and the remaining 50% correspond to women, likewise, in the professional school of

biotechnology it can be seen that 45% correspond to men, while 55% are women. Finally, in the professional school of civil engineering, 70% are men and 30% are women.

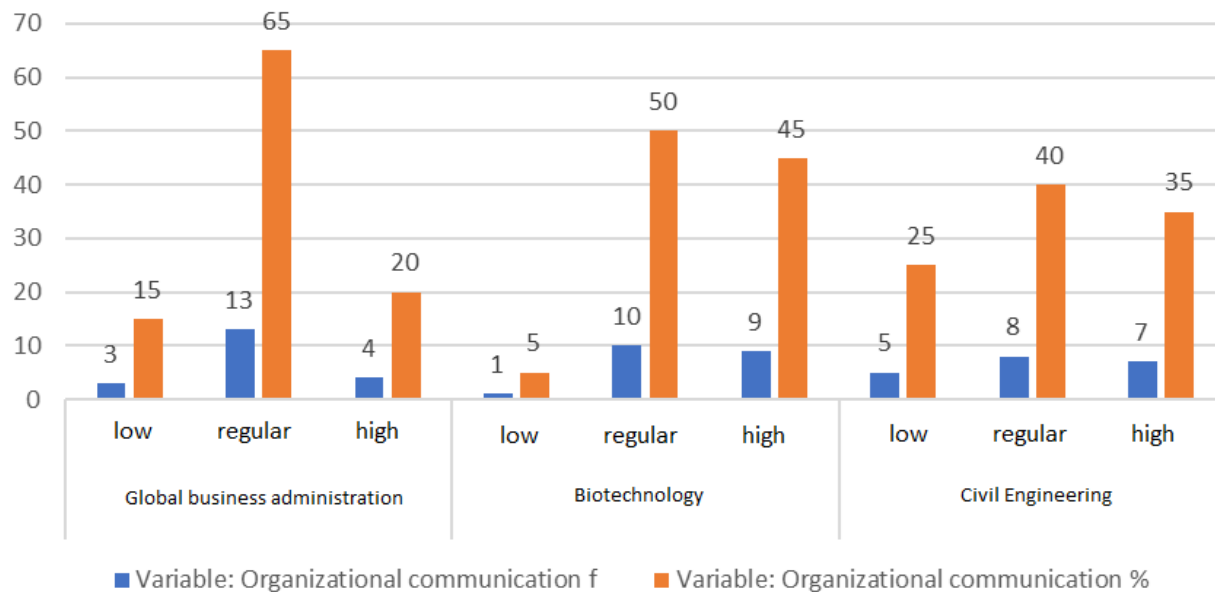
Table 4 *Organizational Communication Variable at the National Intercultural University Fabiola Salazar Leguía Bagua*

Professional School	Levels	Variable: Organizational communication	
		f	%
Global Business Management	Under	3	15
	Regular	13	65
	High	4	20
Biotechnology	Under	1	5
	Regular	10	50
	High	9	45
Civil Engineering	Under	5	25
	Regular	8	40
	High	7	35

Note: *Contains variable data.*

Figure 2

Organizational Communication Variable at the National Intercultural University Fabiola Salazar Leguía Bagua



Note: *Contains variable data.*

Description: Regarding the studied variable "organizational communication". In the professional career of Global Business Administration, 20% of the respondents consider that the level of organizational communication is high, 65% consider that it is regular, while 15% consider that organizational communication is at low level. On the other hand in the Biotechnology career, 45% of the students surveyed consider the level of organizational communication to be high, 50% consider organizational communication in their school to be at a regular level and 5% of the respondents consider the level of organizational communication to be low. Finally, 35% of the surveyed students of the professional career of Civil Engineering consider that the level of organizational communication is high, 40% consider that it is at a regular level and 25% at a low level.

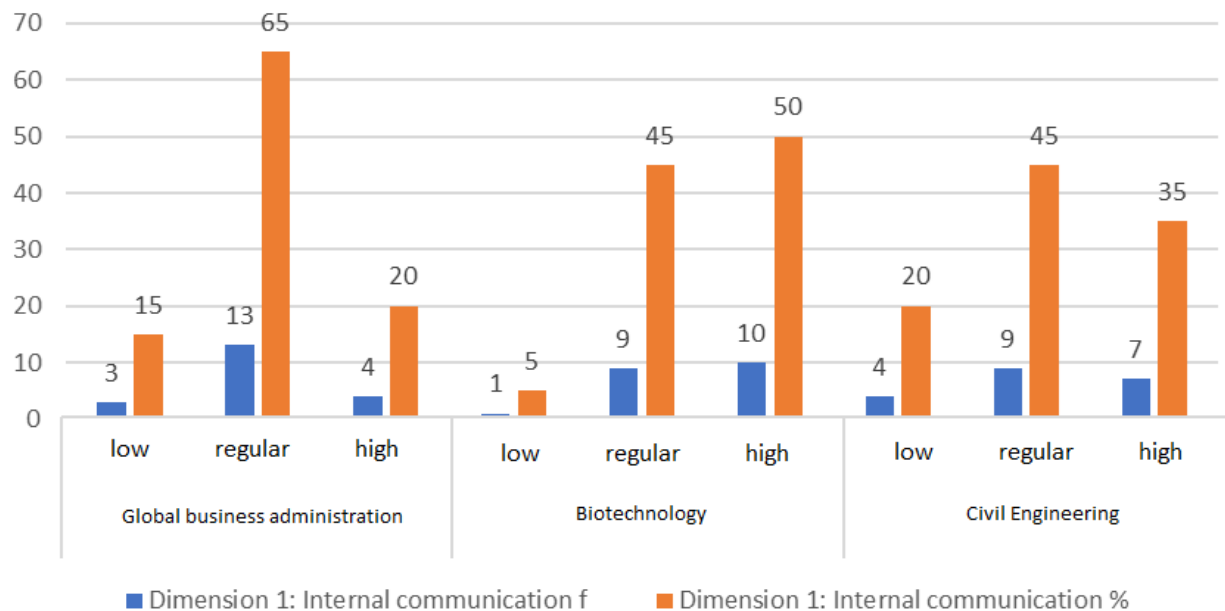
Table 5 Dimension 1: Internal Communication at the National Intercultural University Fabiola Salazar Leguía Bagua

Professional School	Levels	Dimension 1: Internal communication	
		f	%
Global Business Management	Under	3	15
	Regular	13	65
	High	4	20
Biotechnology	Under	1	5
	Regular	9	45
	High	10	50
Civil Engineering	Under	4	20
	Regular	9	45
	High	7	35

Note: Contains data from dimension 1: Internal Communication.

Figure 3

Dimension 1: Internal Communication at the National Intercultural University Fabiola Salazar Leguía Bagua



Note: Contains data from Dimension 1: Internal Communication.

Description: According to the survey conducted among the students of the National Intercultural University Fabiola Salazar Leguía of Bagua, it was observed that within the professional career of Global Business Administration, 20% consider that internal communication is at a high level, while 65% consider that it is at a regular level and 15% at a low level. Concerning the professional career of Biotechnology, 50% consider that internal communication is at a high level, 45% consider that it is at a regular level and 5% consider that internal communication is at a low level. Finally, in the professional career of Civil Engineering, 35% consider that internal communication is at a high level, 45% at a regular level and 20% consider that internal communication is at a low level.

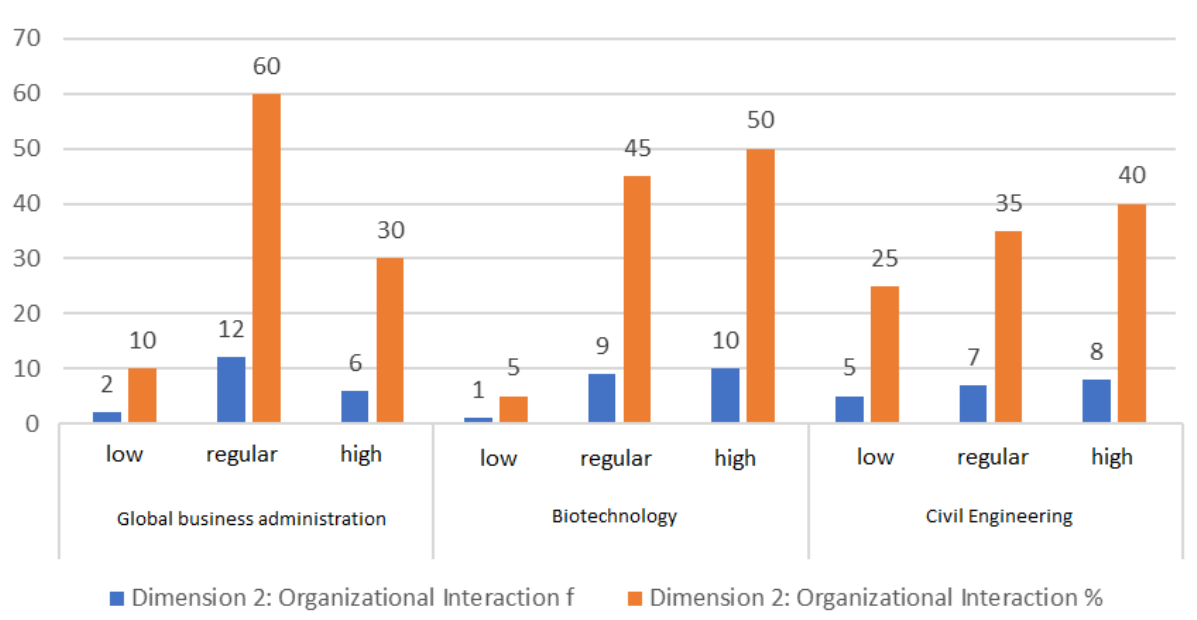
Table 6 Dimension 2: Organizational Interaction at the National Intercultural University Fabiola Salazar Leguía Bagua

Professional School	Levels	Dimension 2: Organizational Interaction	
		f	%
Global Business Management	Under	2	10
	Regular	12	60
	High	6	30
Biotechnology	Under	1	5
	Regular	9	45
	High	10	50
Civil Engineering	Under	5	25
	Regular	7	35
	High	8	40

Note: Contains data from Dimension 2: Organizational Interaction.

Figure 4

Dimension 2: Organizational Interaction at the National Intercultural University Fabiola Salazar Leguía Bagua



Note: Contains data from Dimension 2: Organizational Interaction.

Description: In terms of organizational interaction according to the surveyed students of the national intercultural university Fabiola Salazar Leguia of Bagua. In the professional career of Global Business Administration 30% consider that the level of organizational interaction is high, while 60% consider that it is at a regular level and 10% at a low level. Likewise, in the professional career of Biotechnology, 50% consider that the organizational interaction is at a high level, however 45% consider that it is at a regular level and 5% at a low level. Finally, in the professional career of Civil Engineering 40% consider that the organizational interaction is high, 35% consider that it is regular and 25% consider that the organizational interaction is low.

Table 7

Cross-table of organizational communication and organizational interaction in the faculties of UNIFSL

			Organizational Interaction			Total
			Download	Regular	High	
Organizational Communication	low	Count	8	1	0	9
		%	88,9%	11,1%	0,0%	100,0%
	Regular	Count	0	27	4	31
		%	0,0%	87,1%	12,9%	100,0%
	High	Count	0	0	20	20
		%	0,0%	0,0%	100,0%	100,0%
Total	Count	8	28	24	60	
	%	13,3%	46,7%	40,0%	100,0%	

Sigma:0.000 Kendall's Tau_b: 0.897 Rho: 0.907

Note: The table has cross-referenced data from organizational communication with organizational interaction.

Description: It is possible to observe that when the communication is low, the organizational interaction is low 88.9%, on the other hand, when the organizational communication is high, the organizational interaction is high 100%, revealing in this way that while the faculties of the university execute the set of activities planned for the benefit of their students and especially while the authorities, teachers and administrative personnel cooperate among them to improve the service and the educational quality then the organizational interaction will be adequate and according to the needs of the students. Also, a $p=0.000<0.05$ was reached allowing to accept the alternative hypothesis revealing that there is a highly significant relationship, in addition, a Kendall's Tau_b of 0.897 and a Spearman's Rho of 0.907 was achieved indicating that both variables have a perfect positive correlation.

Table 8

Cross-table of organizational interaction with internal communication in the faculties of UNIFSL

			Internal communication			Total
			Low	Regular	High	
Organizational Interaction	Low	Count	7	1	0	8
		%	87,5%	12,5%	0,0%	100,0%
	Regular	Count	1	26	1	28
		%	3,6%	92,9%	3,6%	100,0%
	High	Count	0	4	20	24
		%	0,0%	16,7%	83,3%	100,0%
Total	Count	8	31	21	60	
	%	13,3%	51,7%	35,0%	100,0%	

Sigma:0.000 Kendall's Tau_b: 0.851 Rho: 0.866

Note: The table has cross-referenced data on organizational interaction with internal communication.

Description: In the present table it is seen that when the organizational interaction is low the internal communication is low 87.5%, but when the organizational interaction is high, the internal communication is high 83.3%, indicating from this moto that when the authorities, teachers and administrative staff interact in a respectful, friendly and empathetic way then they would be contributing to the improvement of institutional relations with their students allowing the institution to achieve the goals outlined. Likewise, a $p=0.000<0.05$ was reached allowing to accept the alternative hypothesis revealing that there is a highly significant relationship, in addition, a kendall's Tau_b of 0.851 and a Spearman's Rho of 0.866 were achieved indicating that both variables have a very strong positive correlation.

4.2. Discussion

As for the results of the variable organizational communication, it was found in the Professional School of Global Business Administration, 20% of respondents considered that it is high, 65% considered that it is regular, while 15% considered that organizational communication is low. On the other hand, in the Professional School of Biotechnology, 45% of the students surveyed considered the level of organizational communication to be high, 50% considered organizational communication in their school to be regular and 5% of the respondents considered the level of organizational communication to be low. Finally, 35% of the students surveyed from the Professional School of Civil Engineering considered it to be high, 40% considered it to be at a regular level and 25% considered it to be at a low level. These results are supported by the research of Rice & Searle (2022), because, as in the UNIFSL organizational communication is in the medium and high levels, being the inadequate use of communication tools one of the factors that cause that there is no assertive organizational communication, thus generating a dissatisfaction among the student community. The results are supported by Kapur (2020), who states that organizational communication is considered as the descriptor of what happens within organizations through internal communication to carry out the duties, improve the structure, achieve organizational goals and objectives through good organizational interaction, it is essential for individuals to communicate with each other.

Regarding the results of the internal communication dimension in the survey of the students of the National Intercultural University Fabiola Salazar Leguía of Bagua, it was observed that within the Professional School of Global Business Administration, 20% consider that it is high, while 65% consider that it is at a regular level and 15% at a low level. Concerning the Professional School of Biotechnology, 50% consider that internal communication is at a high level, 45% consider that it is at a regular level and 5% consider that internal communication is at a low level. Finally, in the professional career of Civil Engineering, 35% consider that internal communication is at a high level, 45% at a regular level and 20% consider that internal communication is at a low level. The results of this dimension are supported by the authors Bozas et al. (2021) who in their research conclude that, despite having an adequate internal communication, it is necessary to use strategies to strengthen internal communication within the organization, also allows counteracting barriers that may distort the development of effective internal communication. According to the results obtained, the internal communication in the university is adequate, because it is in an average of high and medium level, if strategies to strengthen communication were applied, the optimal level would be reached in all faculties. The results obtained are supported by Fayol (1916) who presents the classical theory, where he considers that the emotional balance of the members of the organization, constitute a significant force; so it is essential that everyone sees the organization as a single unit, to achieve the organizational goal. Likewise, Andrade (2005), defines internal communication as the activities carried out by a corporation, to create and maintain a good relationship between staff, with constant communication that allows them to stay associated and driven to contribute to the achievement of goals.

Regarding the dimension of organizational interaction, the students surveyed at the National Intercultural University Fabiola Salazar Leguía of Bagua. In the Professional School of Global Business

Administration 30% consider that the level of organizational interaction is high, while 60% consider that it is at a regular level and 10% at a low level. Likewise, in the Professional School of Biotechnology, 50% consider that the organizational interaction is at a high level, however 45% consider that it is at a regular level and 5% at a low level. Finally, in the professional career of Civil Engineering 40% consider that the organizational interaction is high, 35% consider that it is regular and 25% consider that the organizational interaction is low. The results of the organizational interaction dimension are supported by the authors Quiñones et al. (2021) who obtained as results of their research that there are different barriers of interaction between office employees and HR technicians, concluding that assertive communication does not depend on the academic level of employees. Also, Rahmi (2020) show that leadership influences communication in a positive way. In conclusion, employees committed to the organization make optimal organizational communication possible. Similarly it is evident in the university, where organizational interaction is at an average medium level, this is due to the lack of commitment of authorities, teachers and students. Also due to the existence of communication barriers that exist between the members of the university. The results are based on the scientific approach of Bertalanffy and Fiedler (1960) who, in their contingency theory, consider that administrative decisions depend on the situation in which they are developed. That is why it must be taken into account, the characteristics of each of them, to recognize the principles of orientation that can be applied to any situation in different types of organizations.

It is possible to observe that when the communication is low, the organizational interaction is low 88.9%, on the other hand, when the organizational communication is high, the organizational interaction is high 100%, revealing in this way that while the faculties of the university execute the set of activities planned for the benefit of their students and especially while the authorities, teachers and administrative staff cooperate among them to improve the service and the educational quality then the organizational interaction will be adequate and according to the needs of the students. Also, a $p=0.000<0.05$ was reached allowing to accept the alternative hypothesis revealing that there is a highly significant relationship, in addition, a Kendall's Tau_b of 0.897 and a Spearman's Rho of 0.907 was achieved indicating that both variables have a perfect positive correlation.

These data are supported by Charry (2018) established the measurement of the existence between internal communication and work environment, its applied methodology was quantitative approach of non-experimental design. The internal and organizational climate. The conclusions I reach is that the organizational climate and internal communication have an unfavorable effect, likewise there is correlation between the variables of the study.

It can be seen that when organizational interaction is low, internal communication is low in 87.5%, but when organizational interaction is high, internal communication is high in 83.3%, thus indicating that when authorities, teachers and administrative staff interact in a respectful, friendly and empathetic way, then they would be contributing to the improvement of institutional relations with their students, allowing the institution to achieve the goals set. Likewise, a $p=0.000<0.05$ was reached allowing to accept the alternative hypothesis revealing that there is a highly significant relationship, in addition, a Kendall's Tau_b of 0.851 and a Spearman's Rho of 0.866 were achieved indicating that both variables have a very strong positive correlation.

The findings are supported by Auqui (2020) decided to investigate and describe how is the internal organizational communication in the municipality Yaquerana-Iquitos. The methodology applied was quantitative and descriptive approach. In the results found is that there is a defective organizational communication, which requires implementation of policies and strategies for organizational communication. In the conclusion the researcher detected the level of internal organizational communication qualified as regular in 58%, 33% as good and 8% as deficient in the municipality of Yaquerana.

CONCLUSIONS

It is concluded that, in terms of the variable organizational communication. In the Professional School of Global Business Administration, 20% of the respondents consider that the level of organizational communication is high, 65% consider that it is regular, while 15% consider that organizational communication is at a low level. On the other hand, in the professional career of Biotechnology, 45% of the surveyed students consider that the level of organizational communication is high, 50% consider that organizational communication in their school is at a regular level and 5% of the surveyed students consider that the level of organizational communication is low. Finally, 35% of the surveyed students of the professional career of Civil Engineering consider that the level of organizational communication is high, 40% consider that it is at a regular level and 25% at a low level. In such a way, it is suggested to the authorities of the university to implement an assertive communication plan that requires workers and teachers to be empathetic in order to provide adequate attention to the university community, which leads to improve the organizational environment at the university UNIFSL Bagua.

Regarding the dimension of internal communication, according to the survey of students of the National Intercultural University Fabiola Salazar Leguía of Bagua, it was observed that within the professional career of Global Business Administration, 20% consider that internal communication is at a high level, while 65% consider that it is at a regular level and 15% at a low level. Concerning the professional career of Biotechnology, 50% consider that internal communication is at a high level, 45% consider that it is at a regular level and 5% consider that internal communication is at a low level. Finally, in the professional career of Civil Engineering, 35% consider that internal communication is at a high level, 45% at a regular level and 20% consider that internal communication is at a low level. Concerning the dimension of internal communication, it is suggested to the faculties of the National University Fabiola Salazar Leguía of Bagua, to implement the plan called I listen to you where policies and guidelines should be established that all authorities, administrative and teaching staff should take into account when listening and attending to the requirements of students, acting from integrity in order to achieve the common good.

It is concluded, in terms of organizational interaction according to the surveyed students of the national intercultural university Fabiola Salazar Leguía de Bagua. In the professional career of Global Business Administration 30% consider that the level of organizational interaction is high, while 60% consider that it is at a regular level and 10% at a low level. Likewise, in the professional career of Biotechnology, 50% consider that the organizational interaction is at a high level, however 45% consider that it is at a regular level and 5% at a low level. Finally, in the professional career of Civil Engineering 40% consider that the organizational interaction is high, 35% consider that it is regular and 25% consider that the organizational interaction is low. In such a way, it is suggested to those in charge of directing the university to design strategies of organizational interaction to articulate and improve interpersonal relationships between workers, teachers and students, as well as to encourage the student community to work together to achieve the objectives of the university.

It is concluded that when communication is low, organizational interaction is low 88.9%, but when organizational communication is high, organizational interaction is high 100%. Also, a $p=0.000<0.05$ was reached allowing to accept the alternative hypothesis revealing that there is a highly significant relationship, in addition, a Kendall's Tau_b of 0.897 and a Spearman's Rho of 0.907 was achieved indicating that both variables have a perfect positive correlation. Likewise, it can be seen that when the organizational interaction is low the internal communication is low 87.5%, but when the organizational interaction is high, the internal communication is high 83.3%, Likewise, a $p=0.000<0.05$ was reached allowing to accept the alternative hypothesis revealing that there is a highly significant relationship, also, a Kendall's Tau_b of 0.851 and a Spearman's Rho of 0.866 indicating that both variables possess a very strong positive correlation. thus revealing that as long as the faculties of the university execute the set of planned activities for the benefit of their students and especially as long as the

authorities, teachers and administrative staff cooperate with each other to improve the service and educational quality then the organizational interaction will be adequate and according to the needs of the students. In this way, he points out that when the authorities, teachers and administrative staff interact in a respectful, friendly and empathetic way, then they would be contributing to the improvement of institutional relations with their students, allowing the institution to achieve the goals set.

REFERENCES

- Andrade, H. (2005). *El clima de los equipos de trabajo: determinantes y consecuencias*. Cristina Seco.
https://books.google.com.pe/books?id=bwlcBnPNuoC&printsec=frontcover&hl=es&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
- Argyle, M. (2017). *Interacción social* (2 da. ed.). Routledge. <https://doi.org/10.4324/9781315129556>
- Armas, M., Zamora, M., Castillo, L., y Arevalo, F. (2020). La Comunicación Organizacional: Un caso de estudio en una universidad ecuatoriana. *Journal Of Science And Research*, 856-872. doi:<https://doi.org/10.5281/zenodo.4452768>
- Arrollo, A. (2020, p. 280). *Metodología de la investigación en las ciencias empresariales* (1 da. ed.).
<https://repositorio.unsaac.edu.pe/bitstream/handle/20.500.12918/5402/L-2020-001.pdf?sequence=1&isAllowed=y>
- Baena, G. (2017). *Metodología de la Investigación* (3da. ed.). Grupo Editorial Patria. <https://fliphtml5.com/hpoya/ycfw/basic>
- Barnard, C. I. (1928). *The Functions of the Executive*.
<https://books.google.com.co/books?id=W9BsFQf834wC&printsec=frontcover&hl=es#v=onepage&q&f=false>
- Bass, B. (1990). *From Transactional to Transformational Leadership: Learning to Share the Vision* (18va. ed.). Organizational Dynamics.
- Boyano, T. O. (2020). El país que avanza en tiempos difíciles. *Gerencia Libre*, 7, 11 - 234.
https://www.unilibre.edu.co/cartagena/images/investigacion/Revista/gerencia_libre/Gerencia-Libre-2021.pdf#page=191
- Bozas, V., Sánchez, L. J., Domínguez, J. G., Quezada, Z., y Valencia, J. (2021). Comunicación organizacional en las empresas del sur de Veracruz en tiempos de COVID-19. *Uvserva*, 13(1), 13-29. <https://doi.org/10.25009/uvs.vi12.2801>
- Capodanno, J. (2020). COVID-19: Communication . *FTI Consulting Strategies For Your Organization*, 1 - 3.
<https://www.fticonsulting.com/~media/Files/us-files/insights/articles/2020/apr/covid-19-communication-strategies-your-organization.pdf>
- Charry, H. O. (2018). La gestión de la comunicación interna y el clima organizacional en el sector público. *Scielo*, 9(1), 25-34.
http://www.scielo.org.pe/scielo.php?script=sci_arttext&pid=S2219-71682018000100003&lang=es
- Clavijo, F. J., Duque, P. D., Arias, G., & Tolosa, M. A. (2021). Organizational communication: a bibliometric analysis from 2005 to 2020. *Unimagdalena*, 15(29), 621- 640. <https://dx.doi.org/10.21676/23897848.4311>
- CONCYTEC. (2018). *Reglamento de calificación, clasificación y registro de los investigadores del sistema nacional de ciencia, tecnología e innovación tecnológica - reglamento Renacyt*. https://portal.concytec.gob.pe/images/renacyt/reglamento_renacyt_version_final.pdf
- Condor, H. (2018). La Gestión de la comunicación interna y el clima organizacional en el sector público. *COMUNI@CCIÓN*, 9(1), 25 - 34.
<http://www.scielo.org.pe/pdf/comunica/v9n1/a03v9n1.pdf>
- Dominguez, K. P. (2020). Methods Of Internal Organizational Communication In Public Schools, Chile. *Alteridad: Revista de Educación*, 15(2), 236-249. <https://doi.org/10.17163/alt.v15n2.2020.08>
- Esquivel, J., Martínez, G., y Silva, F. (2020). Clima organizacional. aspectos básicos de su origen y definición. 6(2), 68 - 77.
<https://cienciasdeladocumentacion.cl/pdf01/ART%204%20VOL6JULDIC2020.pdf>
- Fayol, H. (1916). *Administración industrial y general* (14 ad. ed.).
https://isabelportoperez.files.wordpress.com/2011/11/admc3b3n_ind_y_general001.pdf
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations Behavior, Structure, Processes*. (14 ad. ed.). McGraw-Hill. https://dl.motamem.org/organizations_behavior_structure.pdf
- Hahn, L. K., Lance, L., & Scott, T. P. (2013). Survey of Communication Study: “Chapter 11 – Organizational Communication”.
<http://www.saylor.org/>, 1-25
- Hernandez, R., y Mendoza, C. (2018, p.109). *Metodología de la Investigación Las rutas cuantitativa, cualitativa y mixta* (1ra. ed.). Mc Graw Hill Education.
- Indrasari, M., Syamsudin, N., Purnomo, R. B., & Yunus, E. (2019). Compensation, Organizational Communication, And Career Path As Determinants Of Employee Performance Improvement. *Humanities & Social Sciences Reviews*, 7(4), 956-961.
<https://doi.org/10.18510/hssr.2019.74130>

- Jakubiec, M. (2019). The Importance of Internal Communication for Management of an organization. *Organization and Management Series N° 134*(134), 48 - 62.
- Kapur, R. (2020). The Concept of Organizational Communication. https://www.researchgate.net/publication/345156305_The_Concept_of_Organizational_Communication
- Keyton, J. (2017). Communication in Organizations. *The Annual Review of Organizational Psychology and Organizational Behavior is online at*, 4, 501-528. <https://doi.org/10.1146/annurev-orgpsych-032516-113341>
- Mañas, M., Gonzáles, V., y Peiró, J. M. (1999). *El clima de los equipos de trabajo: determinantes y consecuencias*. Almería. https://books.google.com.pe/books?id=d-ADwqBvwzIC&printsec=frontcover&dq=El+clima+de+los+equipos+de+trabajo:+determinantes+y+consecuencias&hl=es&sa=X&redir_esc=y#v=onepage&q=El%20clima%20de%20los%20equipos%20de%20trabajo%3A%20determinantes%20y%20consecuen
- Martínez, R. A. (2017). Las relaciones interpersonales en la empresa. *Central American Journals Online*, 37-38. <https://doi.org/10.5377/reuca.v0i3.5999>
- Mehra, P., & Nickerson, C. (2019). Organizational Communication And Job Satisfaction: What Role Do Generational Differences Play? *International Journal of Organizational Analysis*, 27(3), 524-547. <https://doi.org/10.1108/IJOA-12-2017-1297>
- Méndez, C. R., y Palacios, N. A. (2020). Análisis de la Gestión de Comunicación Organizacional en empresas vinculadas a normas de comercio seguro. *Scientific*, 5(18), 67-84. <https://doi.org/10.29394/Scientific.issn.2542-2987.2020.5.18.3.67-84>
- Mubarok, E. S., & Darmawan, J. (2019). The Influence of Training, Motivation, and Work Ethics on the. *European Journal of Business and Management*, 11(24), 86 - 93. 10.7176/EJBM
- Muñoz, A., Castro, E., Ruiz, M., y Salgado, R. (2019). Administración efectiva como contribución al logro de la competitividad organizacional. *Revista Científica Universidad Simon Bolívar*, 9(1), 246-252. <http://revistas.unisimon.edu.co/index.php/liderazgo/article/view/3818/4302>
- Ñaupas, H., Mejía, E., Novoa, E., y Villagomez, A. (2014). *Metodología de la Investigación Cualitativa - Cuantitativa y Redaccion de tesis* (4ad. ed.). Ediciones de la U - Transversal 42 No. 4 B-83.
- Olivera, Y. J., Leyva, L., y Napán, A. (2021). Clima organizacional y su influencia en el desempeño laboral de los trabajadores. *Revista Científica de la UCSA*, 8(2), 3 - 12. <https://doi.org/10.18004/ucsa/2409-8752/2021.008.02.003>
- Pepper, S. (2011). Definición de gestión por procesos. *MEDWAVE*, 1-3.10.5867/medwave.2011.05.5032
- Piedra, M. G. (2020). *Comunicación organizacional y la motivación laboral en el docente de la facultad de ciencias de la comunicación de una universidad privada peruana*. Lima: Universidad Ricardo Palma. <http://repositorio.urp.edu.pe/handle/URP/3541>
- Pratama, S. (2020). Effect of Organizational Communication and Job Satisfaction on Employee Achievement at Central Bureau of Statistics (BPS) Binjai City. *Revista Internacional de Investigación y Revisión*, 7(11), 547-550.
- Quiñones, A. E., Cervera, E. L., Macarlupu, D. M., y Quiñones, C. A. (2021). Gerencia educativa: comunicación interna en la Oficina General de Gestión de Recursos Humanos caso Perú. *Scielo*, 5(21). <https://doi.org/10.33996/revistahorizontes.v5i21.296>
- Ramos, M. A., & Roman, M. (2022). The effects of organizational communication, leadership, and employe commitment in organizational change in the hospitality sector. *Communication & society*, 86-109. <https://doi.org/10.15581/003.35.2.89-106>
- Ramos, W.D., Paredes, M., Teran, P.E. y Lema, L.F. (2017). *Comunicación organizacional* (1 ad. ed.). Compás Group Editions. <http://142.93.18.15:8080/jspui/bitstream/123456789/501/3/comunicaci%c3%b3n%20organizacional.pdf>
- Rice, C., & Searle, R. H. (2022). The Enabling Role of Internal Organizational Communication in Insider Threat Activity – Evidence From a High Security Organization. *Management Communication Quarterly*, 0(0), 1-29. <https://doi.org/10.1177/08933189211062250>
- Robles, M. M. (2020). “Ups and Downs” and “Ins and Outs” of Organizational Communication. *Business Communication Research and Practice*. <https://doi.org/10.22682/bcrp.2020.3.1.1>
- Rojas, F. A. (2020). *Clima organizacional y rotación de personal en la empresa makro s.a., villa el salvador - 2020*. <https://repositorio.autonoma.edu.pe/bitstream/handle/20.500.13067/1545/Rojas%20Portocarrero%2c%20Franco%20Augusto.pdf?sequence=1&isAllowed=y>
- Şeitan, R. (2017). Organizational Discourses - A Literature Review. 11(2), 119 - 134. <https://journals.univ-danubius.ro/index.php/communicatio/article/viewFile/4557/4313>
- Uaqui, R. K. (2020). *análisis de la comunicación organizacional interna en la municipalidad distrital de yaquerana, primer trimestre 2020*. Iquitos: universidad privada de la selva peruana. [http://repositorio.ups.edu.pe/bitstream/handle/UPS/153/TESIS%20%20UAQUI%202020%20\(1\)%20\(1\)%20\(1\)9.pdf](http://repositorio.ups.edu.pe/bitstream/handle/UPS/153/TESIS%20%20UAQUI%202020%20(1)%20(1)%20(1)9.pdf)
- Vila, G. J. (2020). La comunicación organizacional en los trabajadores administrativos de la Universidad Nacional de San Antonio Abad del Cusco y su incidencia en la imagen institucional – 2019. *Repositorio Institucional - UNSAAC*. <http://repositorio.unsaac.edu.pe/handle/20.500.12918/5292>
- Yilmaz, H., & Ates, S. S. (2021). Examining Organizational Communication On A Non-Governmental Organization: Research In Civil Aviation Security Officers Association. *Pressacademia*, 8(3), 198-205. <https://doi.org/10.17261/Pressacademia.2021.1451>