Relationship between internal communication, corporate social responsibility, and workplace well-being in service companies

Relación entre comunicación interna, responsabilidad social corporativa y bienestar laboral en empresas de servicios

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Abstract: the aim of this study was to empirically analyze the relationships between the dimensions of organizational justice, job satisfaction, and organizational commitment with work happiness and turnover intention among academic workers in Mexico. To this end, a sample of 393 higher education faculty members in Mexico was surveyed. The statistical technique of structural equation modeling (CB-SEM) was used to analyze the data. The study's results show that, on the one hand, the variables of job satisfaction, organizational commitment, and organizational justice are interrelated among these workers, and on the other hand, that these variables positively explain work happiness and negatively explain turnover intention. This information is relevant for university leaders to undertake a strategic direction oriented towards Happiness Management. This way, their human capital can perform their professional activities in an environment of positive emotions, creativity, joy, and subjective well-being.

Keywords: internal formal communication, internal informal communication, corporate social networks, internal corporate social responsibility, work well-being.

Resumen: esta investigación explora en profundidad el efecto de la comunicación interna formal e informal a través de redes sociales corporativas, en la percepción de las acciones de responsabilidad social corporativa interna y su contribución al bienestar laboral de los empleados. El estudio se centra en dos empresas españolas pertenecientes al sector servicios (subsectores de logística y salud), de las cuales se obtuvo una muestra de 242 empleados que hacen uso de manera habitual de una red social corporativa para sus interacciones laborales. El diseño de la investigación fue cuantitativo, transversal, descriptivo y correlacional. El modelo teórico propuesto se analizó mediante ecuaciones estructurales basadas en mínimos cuadrados parciales, lo cual permitió analizar las relaciones entre las variables implicadas. Los resultados muestran un efecto diferencial de la comunicación interna formal e informal sobre las variables examinadas, evidenciando la relevancia de priorizar esta tecnología por los beneficios constatados en las variables analizadas (bienestar laboral y responsabilidad social corporativa interna). Estas observaciones aportan una perspectiva innovadora y digital a las organizaciones y ponen en relieve la necesidad de priorizar la comunicación interna a través de redes sociales corporativas. Asimismo, se pone de manifiesto la relevancia de contar con una estrategia sólida de comunicación interna para maximizar la efectividad de las acciones de responsabilidad social corporativa interna que la empresa propone y contribuir así a un mayor nivel de bienestar laboral de los empleados.

Palabras clave: comunicación interna formal, comunicación interna informal, redes sociales corporativas, responsabilidad social corporativa interna, bienestar laboral.

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Introduction

Job well-being is a growing topic that is associated with high productivity and employee satisfaction, which simultaneously favors the achievement of a sustainable competitive advantage in companies (Tabala *et al.*, 2024). Lack of well-being in the workplace has a direct impact on business costs associated with sick leave, increased absenteeism, labor turnover and decreased work performance (Galván-Vela *et al.*, 2024). According *to* Davids *et al.* (2024), there is a need to analyze how organizations promote safe, emotionally, and psychologically safe working environments to reduce these consequences.

In this context, internal communication is a very important tool, as it optimizes the flow of information and ideas, enhances collaboration and teamwork, favors the achievement of business objectives and contributes to improve the working well-being of employees (Tkalac Verčič *et al.*, 2024). Therefore, the study of internal communication has aroused a growing interest in the academia (Ravina-Ripoll *et al.*, 2023). In the field of internal communication, Lee (2022) differentiated between the communication that is established between the company as a whole and the employee of a corporate type and more formal nature, and the communication that is established between the supervisor and the employee of a more hierarchical scope and of a more informal nature. The digital transformation in society is redefining the new way of understanding communication in companies, becoming one of the areas with the greatest need for development and research (Badham *et al.*, 2024). In this new context, the use of corporate social networks (hereinafter, RRSSCC) facilitates communication between company-employee and between supervisor-employee to be much more fluent and bidirectional, both in horizontal and vertical relationships (Wuersch *et al.*, 2024).

The communication of the company and supervisors with employees influences internal relations and work well-being. Close and transparent communication strengthens emotional bonds and fosters a sense of care and connection (Lee *et al.*, 2024). Taking into account the importance of work well-being and internal communication in the current business context, the first objective of this research is to demonstrate how formal (company-employee, hereinafter, CIF-EE) and informal (supervisor-employee, hereinafter, CII-SE) digital communications can improve work well-being in companies in the service sector.

As a frame of reference, the theory of labor demands and resources (JD-R) proposed by Demerouti *et al.* (2001) is adopted to address the objectives of this study. This theory is a model that explains how labor demands and resources influence the well-being and performance of employees. Labor demands involve constant physical and/or psychological effort while labor resources promote growth, learning and personal development. Given this perspective, this study presents internal communication, both formal and informal, as a labor resource to improve well-being, since according to Stranzl and Ruppel (2024), the perception that employees have of labor demands and resources directly affect their labor welfare.

In this context, the internal corporate social responsibility actions (RSCI) that the company proposes to employees are also considered as basic labor resource to mitigate labor demands and reduce employee burnout (Ma *et al.*, 2024). In this sense, the second objective is to analyze the impact that RSCI actions have on the labor welfare. In addition, recent studies have shown that internal communication and RSCI are closely related to work well-being (e.g. Jiang and Luo, 2024), as internal communication helps employees improve connection and engage them in RSCI efforts. Therefore, this research seeks to provide evidence on this relationship, differentiating formal communication (company-employee) from informal (supervisor-employee), in order to guide organizations in strengthening this labor resource, i.e., the RSCI, and thus promote greater well-being among employees.

The article is structured as follows. First, the proposed objectives will be related through a theoretical model that links the retained varia-

bles of interest, deriving a series of hypotheses that will be subjected to empirical contrast. The methodology used and the presentation of the results obtained will be presented below. Finally, the main theoretical and practical contributions will be highlighted, identifying possible future lines of research.

Workplace well-being

Employee welfare at work is a topic of increasing interest in recent years in both industry and academia, making its debate a must in the field of economics (Hammoudi Halat *et al.*, 2023).

Considering that there is no universally recognized definition of well-being, two perspectives have dominated the literature: hedonic and eudemonic (Guzzo *et al.*, 2022). The hedonic perspective refers to the attainment of a pleasant life from external sources that leads to short-term satisfaction and is usually triggered by relaxing and comfortable activities (Huang *et al.*, 2024). Instead, the eudemonic perspective is perceived as a state of positive psychological functioning comprising six dimensions: self-acceptance, purpose in life, autonomy, personal growth, environmental dominance and positive relationships (Tabala *et al.*, 2024).

In addition, recent studies indicate the importance of not confusing work well-being with job satisfaction, since they are considered distinct concepts (Alvarez-Torres and Schiuma, 2022). While job satisfaction refers to the judgments and feelings of employees, job well-being encompasses the perceptions, experiences and positive results they experience (Martínez-Falcó *et al.*, 2024). Thus, it is important to examine the concept of work well-being, especially considering that companies increasingly operate in digital environments where the affective and emotional state can be affected (Wang *et al.*, 2023).

Taking into account digital interaction, corporate social networks (RRSSCC) facilitate connectivity between employees, which improves their well-being significantly (Cernas-Ortiz and Wai-Kwan, 2021). However, discrepancies still persist in the relationship between internal communication and well-being in the workplace. While some scholars have evidenced direct implications between both constructs (Lee and Kim, 2021), others do not establish clear connections (Choi, 2023), which leads us to propose the first two hypotheses:

> H1: Formal and digital internal communication between company-employee positively impacts on work well-being.

> H2: Informal and digital internal communication between supervisor-employee positively impacts job well-being.

Internal Corporate Social Responsibility

In his beginnings Davis (1960) presented one of the classic definitions of social responsibility, conceptualizing it as the decisions and actions of entrepreneurs that transcend purely economic interests. However, Carroll (1979) expanded this definition by including a broader view and incorporating several additional perspectives: economic, legal, ethical, and discretionary responsibilities.

In recent decades, the unprecedented growth of corporate social responsibility (CSR) activities has driven the advancement of research in this area (Ramírez *et al.*, 2022). This work expands the accumulated knowledge on this subject based on the multidimensional approach proposed by Turker (2009), who understands CSR from four different dimensions: social and non-social stakeholders, society, employees, and customers. This approach follows the model of Carroll (1979), taking a more practical and quantifiable perspective, especially with regard to the measurement of CSR practices. This research focuses exclusively on the dimension referred to employees, i.e., CSR that occurs internally in the company (hereinafter, CSR), understood from the legal and ethical perspective.

Recent research has shown that RSCI's actions are a primary labor resource that can

mitigate negative emotions, attitudes and behaviors in work environments, including decreased turnover and emotional exhaustion (Tang et al., 2024). Given that the RSCI prioritizes the well-being of employees and manages to meet the psychosocial needs of employees beyond financial ones (Carlini and Grace, 2021), this study proposes to test its impact on the well-being of employees by contrasting the following hypothesis:

> H3: Internal corporate social responsibility has a positive impact on job well-being.

Formal and informal internal communication

Internal communication, also referred to as employee communication, internal relations or internal public relations (Men and Tkalac Verčič, 2021), has been recognized as one of the fastest growing areas in today's digital age (Wuersch *et al.*, 2024). Despite this, the lack of conclusive work on digital internal communication presents theoretical gaps that need to be addressed (Tkalac Verčič *et al.*, 2024).

Workplace dynamics and culture have undergone notable changes with the presence of millennials and Gen Z's access to the workplace (Yılmaz et al., 2024). These changes increase by technological advances such as social networks, artificial intelligence, virtual reality and big data, which have introduced new opportunities that many business leaders must face (Men and Tkalac Verčič, 2021). For this reason, the increasing presence of digital communication in workplaces is inevitable, especially with the incorporation of new generations into the labor market (Men et al., 2020) and the evolution of internal communication tools (Tkalac Verčič *et al.*, 2024).

Currently, there are different forms of online communication that the company can implement. Formal internal communication is communication that is writing and online that occur through channels that are officially recognized by the organization between the company and the employee. This communication follows a formal or hierarchical structure of the company, facilitating the flow of information, increasing job satisfaction and strengthening employee confidence (Lee, 2022). In contrast, informal internal communication is considered to be more personalized and spontaneous communication between two parties, supervisor and employee. They help to complement the weaknesses of formal communication, improve decision-making and promote innovation (Viererbl *et al.*, 2022).

Taking into account that communication can take different forms within the same organization and according to To *et al.* (2015) a better formal internal company-employee communication (CIF-EE) leads to better internal informal supervisor-employee communication (CII-SE) in non-digital environments. This work focuses on instant messaging as a form of textual communication through corporate social networks (RRSSCC). The fourth hypothesis is proposed:

> H4: Formal and digital internal communication between company-employee has a positive impact on informal and digital internal communication between supervisor-employee.

In addition, academics have suggested that companies should find the best way to engage employees and turn them into advocates for the company, especially in the context of internal corporate social responsibility (RSCI) (Zhang *et al.*, 2024). Given that internal communication can take place formally or informally through RRSSCC, and that these can generate positive effects, such as increasing perceived transparency and strengthening employee engagement, it is necessary to analyze the impact of this new way of communicating on the perception of the RSCI (Sandham, 2024). For these reasons, the last two hypotheses of this study are proposed:

> H5: The formal and digital internal communication between company-employee positively impacts the employee's perception of internal corporate social responsibility.

H6: Informal and digital internal communication between supervisor-employee positively impacts the employee's perception of internal corporate social responsibility.

The research model summarizing the relationships is presented in Figure 1 below.

Figure 1
Proposed model
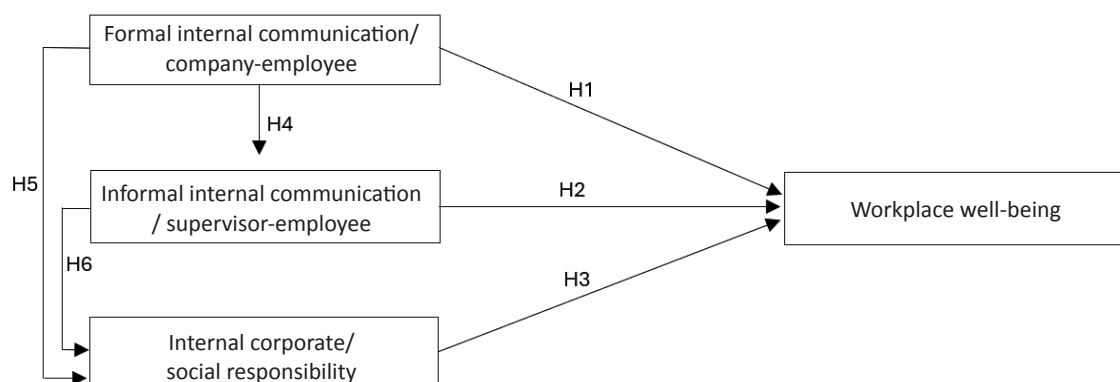
Materials and methods

To achieve the proposed objectives, quantitative research has been developed through a self-administered structured questionnaire. The study variables have been evaluated using various scales from the literature, translated by experts in this area, as well as adapted to the specific needs. The scale to measure work well-being is based on that developed by Pradhan and Hati (2022), composed of a total of 9 items, which has been considered optimal due to its solid, recent and validated characteristic. In order to measure the internal corporate social responsibility variable, the employee-oriented dimension containing five items of the multidimensional scale proposed by Turker (2009) has been retained. This scale is particularly appropriate for evaluating employee-related CSR practices, as it aligns with the legal and ethical perspectives of Carroll's model (1979). Regarding internal communication, the To *et al.* (2015) scale that was previously adapted from the original proposal of Lings and Greenley (2005) has been used, adjusting to the specific needs of the services sector. In this way, we evaluate the two dimensions: the formal internal communication between company-employee (CIF-EE) with four items and the informal one between supervisor-employee (CII-SE) with other 4. All items have been measured with a 7-pont Likert scale (1 totally disagree; 7 totally agree) being number 7 the one that presents a more positive assessment to measure the results. This measurement scale is reliable and recommended in social science research. In addition, it allows better capturing the nuances in the opinions or perceptions of the respondents (Mumu *et al.*, 2022).

It was supported by a company that has developed a technological application of corporate social network that is already being used by companies. This study focuses on two companies in the service sector that have this corporate social network to communicate with their employees. The first company was a commercial logistics holding company, which provided the questionnaire to about 300 employees. The second organization, a hospital that made the questionnaire available to about 500 employees. Both companies were considered optimal for the study due to their size and the percentage of participants reached, which was 22% and 30% respectively, for a total of 242 responses.

Data collection took place during the months of May to July 2023. Prior to the launch of the questionnaire, we applied the best practices recommended by Podsakoff et al. (2024). We adapted the validated scales and included examples to improve the understanding of the questions. We provided an overview at the beginning and emphasized the anonymous character of the study. We also conducted a pilot test of the internal communications managers of companies in order to evaluate clarity, relevance and response time, always preserving the original meaning. We confirmed that the corporate social network was an ideal channel to distribute the questionnaire, given its ease of use and familiarity with employees. With the questionnaire adjusted, we applied a non-probabilistic sampling for convenience.

Table 1 below details the demographic profile of the people participating in the study. 62.81% of the respondents are women, almost twice as many as men (37.19%). The majority are between 30-49 years old and have more than five years in the company, reflecting a knowledge of organizational culture. The high proportion of full-time and highly educated employees could influence the interpretation of variables. These characteristics will be important to nuance the discussion and implications of the study.

Table 1
Demographic profile

Employees (n=242)	N	%
Gender		
Male	90	37.19
Female	152	62.81
Age		
< 20-29 years	53	21.90
30-49 years	160	66.11
> 50 years	29	11.98
Level of training		
No certificate	1	0.41
Primary Education	2	0.83
Secondary Education	9	3.72
Vocational Training	56	23.14
University career	100	41.32
Master or Doctorate	74	30.57
Time in the company		
< 2 years	59	24.38
2-5 years	52	21.49
> 5 years	131	54.13
Type of working day		
Full Time	235	97.11
Part Time	7	2.89
Position in the company		
Direction	38	15.70
Intermediate Command	29	11.98

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Employees (n=242)	N	%
Monitoring	20	8.26
Technical	74	30.58
Other	81	33.47

Results and discussion

Once the data were obtained, its distribution was verified by the Kolmogorov-Smirnov test, determining the non-normality, since all the items presented critical values less than 0.05. In this study, the partial least squares regression (PLS-SEM) technique was applied using SmartPLS 4 software (version 4.1). The methodology follows the recommendations of Hair *et al.* (2019), who highlight that PLS-SEM is suitable for exploratory studies or the expansion of structural theoretical models. This same study validates the mean quadratic root of standardized approximation error (SRMR.) as a suitable fit indicator in PLS-SEM. In this analysis, the SRMR. was 0.05 below the 0.10 threshold confirming a good fit of the model.

Following the PLS-SEM technique, information was obtained on the mean, standard deviation, factor loads, Cronbach's alpha, composite reliability (RHO_A), composite reliability index (IFC) and extracted average variance (AVE) for each of the compounds that make up the model (see Table 2). Our results show loads above 0.70 except for CIF-EE4, BL3 and BL7. It

is observed that the CIF-EE4 item "The company surveys employees at least once a year to assess the quality of employment" and BL3 "I think my work is important in the company" have loads slightly less than 0.70. On the other hand, the BL7 "I usually maintain a balance between work and family life" has a lower burden, although it does not fall below the critical threshold of 0.40 (Hair *et al.*, 2019). Composite reliability and internal consistency show optimal values between 0.80 and 0.90, recommended values for more advanced phases of research (Hair *et al.*, 2019). Since all these indicators were significant and to preserve the validity of the construct and internal consistency, no items were excluded from the model.

Table 2 shows the mean extracted variance (hereinafter, AVE), a usual measure to determine convergent validity at the construct level. This criterion is defined as the total mean value of squared charges and is expected to reach a value of 0.50 or more (Fornell and Larcker, 1981). Therefore, the results obtained confirm the reliability and convergent validity of the measuring instrument of the structural model.

Table 2
Reliability and convergent validity of the first-order model

Factor	Item	M	DT	Loads	t	Cronbach α	RHO_A	IFC	BIRD
F1. Formal Internal Communication: Company-Employee (CIF-EE)	CIF-EE1 The company conducts regular staff assessments in which it discusses what employees want.	4.50	1.82	0.896**	46.110	0.874	0.898	0.915	0.732
	CIF-EE2 Managers interact formally and directly with employees to figure out how to make them more satisfied.	4.73	1.74	0.908**	60.465				

Factor	Item	M	DT	Loads	t	Cronbach α	RHO_A	IFC	BIRD
F1. Formal Internal Communication: Company-Employee (CIF-EE)	CIF-EE3 Managers meet regularly with employees to find out what they expect from their jobs.	4.63	1.72	0.913**	75.867	0.874	0.898	0.915	0.732
	CIF-EE4 The company surveys employees at least once a year to assess the quality of employment.	5.18	1.67	0.683**	13.177				
F2. Informal Internal Communication: Supervisor-Employee (CII-SE)	IIC-SE5 When we are at work, our supervisor regularly speaks to us to inform us about our work.	5.33	1.57	0.858**	38.030	0.935	0.942	0.954	0.838
	IIC-SE6 When we are at work and our supervisor notices that one of us is acting differently than normal, he will try to find out the reason.	5.26	1.68	0.926**	60.424				
	CII-SE7 When we are at work, our supervisor tries to find out what we want from the company.	5.12	1.66	0.944**	107.883				
	CII-SE8 When we are at work, our supervisor tries to find out our true feelings about the jobs.	5.18	1.68	0.931**	81.782				
F3. Internal Corporate Social Responsibility (ISCR)	RSCI1 Our company supports employees who want to acquire additional education.	5.26	1.60	0.860**	40.083	0.921	0.925	0.941	0.761
	RSCI2 Our company policies encourage employees to develop their skills and careers.	5.28	1.55	0.895**	61.818				
	RSCI3 Our company implements flexible policies to provide a good work-life balance for its employees.	5.19	1.56	0.899**	70.919				
	RSCI4 The management of our company is mainly concerned with the needs and desires of employees.	4.79	1.71	0.807**	27.519				
	RSCI5 Managerial decisions related to employees are usually fair.	4.83	1.66	0.897**	55.861				
F4. Workplace Welfare (BL)	BL1 I am quite satisfied with my work.	5.59	1.35	0.814**	27.492	0.914	0.927	0.930	0.598
	BL2 I really enjoy working.	5.57	1.30	0.822**	30.420				

Factor	Item	M	DT	Loads	t	Cronbach α	RHO_A	IFC	BIRD
F4. Workplace Welfare (BL)	BL3 I think my work is important in the company.	5.86	1.22	0.645**	11.002	0.914	0.927	0.930	0.598
	BL4 Achievement in my work often acts as a source of motivation.	5.74	1.25	0.808**	24.551				
	BL5 My workplace is very welcoming.	5.47	1.55	0.716**	19.532				
	BL6 My work offers a wide field for professional growth.	5.36	1.54	0.842**	30.513				
	BL7 I tend to maintain a balance between work and family life.	5.24	1.49	0.594**	9.870				
	BL8 My company is very concerned about its employees.	4.72	1.74	0.839**	51.949				
	BL9 My work offers challenges that help improve my skills.	5.15	1.67	0.835**	35.962				

Note. M – Mean, DT – Typical Deviation, Cronbach, RHO_A – Composite Reliability, IFC – Composite Reliability Index, AVE – Extracted Average Variance, $**p<0.01$

Table 3 verifies that the square root of the AVE of each construct exceeds the highest correlations of any other construct, confirming the discriminant validity of the model (Fornell and Larcker, 1981). The *heterotrait-monotrait* ratio (hereinafter HTMT) of the correlations, in all cases, obtains values below 0.90 (Henseler *et al.*, 2015). Hence, the discriminatory validity of the measures used is confirmed.

Table 3
Discriminant validity

Factor	F1	F2	F3	F4
F1. Formal Internal Communication: Company-Employee	0.856	0.566	0.830	0.863
F2. Informal Internal Communication: Supervisor-Employee	0.538	0.915	0.466	0.490
F3. Internal Corporate Social Responsibility	0.756	0.435	0.872	0.867
F4. Labor Welfare	0.792	0.461	0.805	0.773

Note. Diagonal square root of the AVE. Correlations below the diagonal. On the diagonal the HTMT ratio.

Once the reliability and validity of the measuring instruments were confirmed, the structural model was analyzed. 5000 *bootstrap* samples were used to evaluate the PLS nomogram (Hair *et al.*, 2019). The results of the PLS-SEM analysis shown in Table 4 indicate that in relation to H1, the positive effect between the IPC-EE and work well-being is validated, indicating that this type of communication improves work well-being ($β= 0.413$, $p<0.01$). However,

in the H2 hypothesis it is confirmed that the IIC-SE does not favor employee welfare levels (β= 0.031, p>0.01). In relation to H3 it is shown that the actions of RSCI that the company proposes are positively correlated with the levels of employee well-being (β= 0.480, p<0.01). The H4 hypothesis confirms that the IPC-EE has a positive impact on the IPC-SE (β= 0.538, p<0.01). Regarding the H5 hypothesis, it is confirmed that the IPC-EE improves the perception of the RSCI actions that are made available to employees (β= 0.735, p<0.01). In contrast, the H6 hypothesis shows that there is no significant relationship between the IIC-SE and the perception of RSCI actions, indicating that this type of communication is not suitable for transferring RSCI actions to employees (β= 0.040, p>0.01).

The coefficients of determination (R^2 value) present optimal values and the predictive relevance of the Stone-Geisser Q^2 test show values greater than 0, thus confirming the predictive relevance of the nomogram of a dependent construction (Hair *et al.*, 2019).

Table 4

Structural model and contrast of research hypotheses

	Causal Relation	Standardized Beta	Value t	Hypothesis
H1	CIF-EE → BL	0.413**	6.457	Supported
H2	CII-SE → BL	0.031	0.675	Not Supported
H3	RSCI → BL	0.480**	6.645	Supported
H4	CIF-EE → CII-SE	0.538**	9.896	Supported
H5	CIF-EE → RSCI	0.735**	16.249	Supported
H6	CII-SE → RSCI	0.040	0.736	Not Supported

Note. BL: work well-being; CIF-EE: formal internal company-employee communication; CII-SE: informal internal supervisor-employee communication; RSCI: internal corporate social responsibility. BL: R^2=0.728 Q^2= 0.621; RSCI: R^2= 0.573 Q^2= 0.566; IIC-SE: R^2= 0.289 Q^2= 0.282. **p<0.01.

These results have important theoretical and practical implications. From the theoretical point of view, progress is made in the literature of internal communication to improve levels of work well-being. In addition, knowledge about internal communication that takes place in virtual and online environments is expanded, providing answers and shedding light on the main lines of research identified in the literature (Men *et al.*, 2020; Tkalac Verčič *et al.*, 2024).

From a practical point of view, companies must be prepared to address these new models of organizational management where internal communication and RSCI actions take great relevance in the business context. Following Berry *et al.* (1976), in the field of services, the importance of meeting the needs of employees is emphasized as a first step to then provide excellent assistance to customers. This approach highlights the importance of listening to and meeting internal needs as a foundation for business success and improving job well-being. In this way, the type of internal communication that is cultivated in the company is important to achieve the hypothesized effect of promoting internal corporate social responsibility, while the IPC-EE the power, the IIC-SE does not. In an increasingly transversal, dynamic and variable work environment, where the combination of face-to-face work and teleworking is increasingly common, it is vital to consider internal communication as indispensable to keep all employees connected and informed about everything that happens in line with the studies of Stranzl and Ruppel (2024).

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However, we must be aware that, as the results reveal, informal internal communication through corporate social networks (RRSSCC) is not the preferred type of communication to receive online messages between supervisor and employee (Ollier-Malaterre and Redston, 2024). In this sense and following the studies of Ewing *et al.* (2019) the implementation of RRSSCC faces various obstacles, since demographic differences influence the perception and effectiveness of this type of communication. Our study reveals that digital communication does not affect any variable resulting from the proposals and can be attributed to the fact that it is still preferable to communicate in a more personal and not so digital way due to the characteristics of the employees who currently occupy the workforce of the companies under study.

However, when assessing the current landscape and considering an increasingly variable and digital world, organizations can not lose sight of what will be the communication and relationship that new talent will demand in work environments. These findings provide a deeper understanding of how to implement affective internal communication among internal stakeholders to maintain an optimal welfare state and reinforce organizational culture through strong internal corporate social responsibility actions.

On the other hand, the managerial implications derived from this study result in the optimization of internal communication strategies and policies in organizations. The results suggest that managers should prioritize and strengthen formal communication channels between the company and employees using RSCI, since this form of communication has a positive impact on the work well-being and perception of RSCI's actions. It is suggested the implementation of training programs for supervisors and employees, aimed at improving formal communication skills and maximizing the effective use of CSRs. Although informal communication between supervisors and employees shows no relevant influence in these areas, it is necessary that organizations do not underestimate their potential (To et al., 2015). These actions can contribute to a more cohesive work environment aligned with the company's RSCI objectives, thus promoting greater well-being among employees (Elorza *et al.*, 2022).

This study demonstrates the impact that internal communication has on the well-being of the workplace and the actions of RSCI. There is still room for improvement in this area, which underlines the need for companies to review and strengthen their communication strategies, ensuring greater clarity and frequency in their messages. They are also increasingly committed to taking action for the benefit of their employees and society, but they must not limit themselves solely to generating sustainability reports and position themselves as benchmarks in corporate social responsibility, they must communicate and promote actions effectively. In addition, they play a decisive role in the development of technological skills among their employees, especially in new work contexts and the integration of new generations into the labor market (Ecklebe and Löffler, 2022). These actions seek to encourage greater employee participation, improve their perception of organizational initiatives and strengthen their satisfaction and commitment in the work environment.

Likewise, they must also be prepared to meet the demands of new employees, as more and more professionals look beyond a salary that covers their basic needs; they look for companies where one of their main concerns is the welfare of their employees. Therefore, it is important that they focus on offering salaries according to performance, responsibility and educational level, in addition to providing a wide range of benefits such as: good working conditions, flexible schedules, digital disconnection, family reconciliation, etc. All this, together with solid RSCI programs to become an extra attraction in front of companies and competition and in this way, recruit the best talent.

Conclusions

This study is framed in the line of a strategic management research aimed at promoting

labor welfare, especially in the service sector. One of its main contributions is to demonstrate that the formal internal communication between the company and the employee influences in a positive and relevant way their well-being. This finding is notable for promoting proper management of formal internal communication th*et allows* companies to build a network of committed, productive and satisfied employees, thus reducing internal turnover and absenteeism. In addition, organizations that recognize the relevance of this factor and promote innovative and disruptive organizational changes will be able to enhance the talent of their employees, optimize their performance and allow them to contribute their best *know-how* (experience, knowledge, and decision-making) to the development of the company.

It has also been found that internal corporate social responsibility contributes to improving the state of labor welfare. In this sense, it is reaffirmed that internal corporate social responsibility is a valuable labor resource within the framework of the theory of labor demands and resources. However, informal internal communication between supervisor and employee does not have the same effect as formal communication between company and employee, as it is not considered relevant either for the perception of internal corporate social responsibility actions or for labor welfare. This conclusion highlights the desirability of strengthening formal communication between the company and the employee over informal communication between supervisor and employee.

The study confirms a direct and positive relationship between formal and informal internal communication in digital environments. This suggests that well-structured formal communication facilitates the transmission of strategic information and strengthens informal interactions, fostering a more collaborative work environment aligned with business objectives. The value of the current study lies in its empirical evidence on the impact of both formal and informal internal communication through corporate social networks and internal corporate social responsibility on labor welfare. These results provide a basis for companies to design more effective communication strategies aligned with the needs of their employees.

The limitations and future prospects arising from this investigation are mainly based on the sample size and the restriction to two types of companies within the services sector. Understanding informal communication in the business environment channeled through corporate social networks is an important purpose, as there is not yet a single, universally accepted scale to measure this construct. Moreover, technological advances are often faster than research and scientific evidence on their impacts. Therefore, it would be early to consider that communication through corporate social networks between supervisor-employee does not affect in any way the labor welfare and the perception of internal corporate social responsibility actions. Although a solid chain of effects of the formal company-employee communication has been evidenced in the actions of internal corporate social responsibility and labor welfare, it would be interesting to carry out this study in other companies that use different systems to carry out their internal communication.

Finally, another relevant approach for later studies would be to examine how demographic variables influence internal communication and internal corporate social responsibility in labor welfare.

Acknowledgements

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