THE IMPORTANCE OF INTERNAL COMMUNICATION AND TEAMWORK IN HIGHER EDUCATION INSTITUTION (LITERATURE REVIEW)

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ABSTRACT: *human resource management and emphasizes internal communication and teamwork in higher education institutions. Specifically analyzing the importance of internal communication and teamwork in higher education institutions. The sequence of studies is the following reasons: Introduction, Internal communication and teamwork (Communication, Internal communication, Institutional/Organizational Internal Communication (Internal communication in the context of university higher education), Personal internal communication, Internal communication and teamwork (Human resource management in the context of technical function organizations, People management in the context of critical management of judgments / actions, Communication, administration and teamwork), Conclusion. This writing is based on theoretical and bibliographic assumptions.*

Key Words: *Formation; Internal communication; Human resource Management; Higher education institution.*

1. INTRODUCTION

The purpose of this article is to reflect on the limitations of the internal communication approach and analyze it, which underlies the notion of internal communication and teamwork in an organization or higher education institution. The approach from the basic dimensions of organizational communication is to enrich its theoretical contributions to internal communication and teamwork in organizations as well as regarding the management of human resource management in higher education institutions.

Internal information and communication processes are always present in the evolution of work strategies and organizational evolution. Therefore, it is necessary to understand the complexities that involve information and communication processes in organizational management, namely the form of internal communication and teamwork in universities. But we live in an era of rapid change and an increasingly complex context, this is what organizations need to find a new logic of communication management to face competitiveness.

In the current scope of communication development, we instead highlight the importance of information and communication as a powerful instrument and process to realize the potential for good human resource management to face future competition. This means that organizations need to rethink, remembering how the communication process is an effective and competent support for the actions and existence of an institution.

Information and communication is playing an increasingly important role in business management practices in a globalized world. Therefore, internal organizational communication is the most important factor from the theoretical-conceptual foundation and the development of communication practices that allow universities to develop human resource management in the field of internal organizational communication. However, the constant changes that have taken place in the field of management and significant advances in information and communication technology have challenged the fundamentals of the management communication discipline and allowed the development of theoretical approaches that have significantly changed the way we understand information and communication in management in higher education institutions.

2. INTERNAL COMMUNICATION AND TEAMWORK
2.1. Communication

Communication in the present era has an important role in which every person or group is always in touch because without communication all activities and activities will not run properly.

"The word communication comes from the Latin" communis "which means general, so that communication only exists if what is communicated has the same meaning for two poles, sender and

receiver. To give this general meaning to an idea, it is necessary to place it in terms that can be understood before transmitting it: it is codification "(Lampreia, 1984: 4) (Cit.in Alves, 2012).

Communication itself is an action taken by someone to convey information to everyone through a message and this can be strengthened by (Martin-Lagardette, 1994: 11) (cit. In Alves, 2012). And on the other hand, communication is a process for exchanging ideas between the sender and receiver of information.

Communication is always directed at a goal, where that goal is for matters relating to messages to the public.

In the development of human relations, communication is a way in which humans can always have rules to convey messages (Cooley, 1909: 61). Thus, communication means "sharing elements of behavior or way of life, because of a set of rules" (Cooley; 1909: 62). This is "a process in which an individual generates a response to another individual, namely directing a stimulus that aims to support changes in the recipient to get a response" (Berlo, 1989: 23) (cit.in Alves, 2012).

The term Communication leads to a scheme known to all: Sender - Message - Receiver (Duterme, 2002, p.19) (cit. In Melo, 2012). So conveying this information through one's own way so that the recipients of the information can better understand.

It is an essential element in communication, making it an act of exchange, the sharing of information that presupposes a relationship between two or more individuals. Communication is thus understood as a form of relationship and interaction, which is present in everyone's time. Even a simple gesture or behavior has message value associated with it, even if it's not intentional it's considered communication.

For every organization, communication is always prioritized because without the organization's communication it is impossible to run properly. According to research (Duterme, 2002, p. 49), it is impossible not to communicate.

As we know that communication has implications for organizations which are always related to matters relating to the importance of information in its delivery.

Thus, communication can be divided into two, namely internal communication and external communication. Internal communication can highlight the success of the organization and external communication always shows a relationship with outsiders or in the form of public relations and promotions.

Organizations engaged in higher education always crave harmonious communication with the existing environment because it is considered that communication with all functions and processes for organizational development in the future. So in short the function of communication is as a management tool to integrate all elements of human resource management (Verčič, Verčič and Sriramesh, 2012).

2.2. Internal communication

Organizations define themselves as systems that are constantly changing and develop through their internal communication systems. For this reason, internal communication must always occupy a prominent place in any organization, as it allows interactions with the environment to be processed, ensuring the circulation of information and understanding, as well as the necessary cohesion for the smooth functioning of the organization.

Internal communication is an important way to make decisions and correct work procedures. Only a good internal communication system allows an effective response to external pressure.

For internal communication to be successful, it is necessary that workers have a common frame of reference, that is, that they have a set of values that they share. The dissemination of this common culture is essential for communication to be effective.

The entire organization has a specific organic structure that allows the relationship between the different elements that constitute it. The organic structure is a formal structure, which respects authority and hierarchy, in view of the way the worker is divided between the elements of the organization and how the objectives are achieved. By structure, we can also understand the set of material and human resources that the organization has, gathered by a network of dependency or support links, with a view to a global and optimized management. This network of connections consists of a set of communication channels or connection supports.

The structure of a communication boils down to the establishment of hierarchical channels or communication levels that differentiate the degree of delegated authority in forwarding the communication. "The structure of an organization is a simple sum total of the means used to divide the work into different tasks and then to ensure the necessary coordination for those tasks. The graphic representation of a structure is what is called an organization chart. This represents the formal hierarchical structure and

communication channels, it is the portrait of the organization. From an organizational perspective, each line in the organization chart is also a communication channel" (Mintzberg, 1982: 68) (cit.in Alves, 2012).

Internal communication has the benefit of forming a network which can inform others so that communication can be more effective (Silva, 1969: 14). This means that good internal communication will have a positive impact on the organization so that increased productivity and profits can be achieved.

Internal communication has a fundamental role in institutions and functions primarily to motivate and integrate employees "." Communication is understood as a reflection of human culture, as well as enabling construction and dissemination. The culture of a nation includes values, customs, habits and beliefs "(Pimenta, 2009: 16).

Basically, internal communication aims to provide information to workers so that they can carry out their duties better and get to know the organization where they work better.

The main purpose of internal communication is to make all company employees influential, well-trained and integrated and to facilitate communication in the workplace, making it clear to the internal public. For this internal communication to be successful, workers need to have a set of values that they share. The spread of organizational culture is essential for effective communication. Therefore, it can be concluded that internal communication is important for an organization to thrive, because it determines the validity of an organization and where alliances and understanding occur.

For an organization to function effectively, it is necessary to design and formulate internal communication policies that are integrated with the organization's global policies. This internal communications policy translates into establishing a set of actions that enable the organization to meet its communication objectives. In order for the introduction of new techniques in the work environment to be smooth and cooperative, employees must be informed about what is happening in the organization. The purpose of the internal communication policy is "the formation of a two-way network between management and employees, where ideas, orders, suggestions and complaints can be disseminated" (Silva, 1969: 56).

Good internal communication is to provide all workers with general knowledge about the organization and its sector of work, generate team participation and interest in the present and future of the organization, disclose basic policies and management, and verify that they are correct. accepted and understood, motivates feelings of pride in being part of the organization, promotes interest in ongoing tasks, develops a spirit of loyalty, cooperation and understanding, informs superiors about attitudes and behaviors with subordinates, explains management in relation to personnel needs and goals, reactions to policies are implemented, and create means of expression and classification "(Idem, 1969: 14).

2.3. Internal Organizational Communication

The development of the world today, internal organizational communication is considered to have an important role which is always related to the organizational structure, because it is through internal organizational communication that everyone will know who someone will communicate with. The four streams that will be used are descending, ascending, horizontal and diagonal" (Rego e Cunha. 2005, pp. 354-399).

The communication flow used always refers to bottom-up communication, all information comes from people who are at the bottom and develop a path that can lead to the highest position in the organizational structure.

Internal organizational communication has a functional structure where every communication is always conveyed downward and formally has a relationship with the organizational structure. The organizational structure that is seen is the procedure for delivering information from the director, manager and then conveying it to subordinate employees to be carried out in accordance with existing work. This model is considered a hierarchical communication for the importance of being implemented (Garnett, 1995.p.24).

It is important to note that employee participation, because it is so important for cooperation and motivation, aims to inform, instruct and direct, the intensity of their information flow will fundamentally depend on the philosophy and policies of each organization, leading to solving interdepartmental problems.

Internal organizational communication must be carried out by a coordination center that is responsible for the collection of content and communication tools, which may involve, namely: standards, methods, processes, programs, plans, projects, which are channeled through channels and flows that they involve levels of hierarchical structure (Rego, 1986, p.105).

Internal organizational communication is considered very important because the existing information must be fast and not bureaucratic, the modern world of information and communication flows always emphasizes the functional model of management and administrative actions that are faster and more precise in accordance with the plans determined by the organization.

According to Chiavenato (1987, p.202) "Communication management is an administrative activity that aims to create information and understanding needed for employees to be independent in their duties and naturally cooperation, motivation and satisfaction emerge in the office." Team spirit and better performance in carrying out their duties, that is, the two subordinates must get clarification from the superior about the guidelines taken, and vice versa, the boss must know what happened so that useful and necessary information is available so that people can carry out their duties with motivation, satisfaction and cooperation among the members of the workgroup they belong to.

In horizontal or lateral communication, the direction of information flow can "move between equals or peers, at the same organizational level", that is, communication occurs between departments, departments, services or people who are in the same field as social organizations "(Kunsch, 1986, p. 36) .This type of communication encourages coordination of activities and encourages the development of common interests.

According to John Garnett (1992) current procedures imply, on the part of managers, informing employees what they find attractive in seconds, which do not always match the needs of the seconds, occur, that this criterion is not always good. Information like this sometimes always leads people to side with themselves without having to pay attention to others in working together.

Collaboration to get concrete results is everyone's dream because the people who work together have the same goal, namely productivity. This is according to Cunha et al. (2007, p. 563) that "internal communication is characterized by the ability to listen to and understand the perspectives of others and to adapt approaches to improve communication and achieve results".

So internal organizational communication is communication carried out by another person or group of people in an organizational environment, either vertically, horizontally, laterally to achieve the specified organizational goals. According to Nassar (2003, p. 35), "the communication process must be based on dialogue and an upward and horizontal flow of information.

2.3.1. Internal communication in the context of higher education institutions

Today's universities must have good internal communication (Ramos, 2004), where this communication is considered a strategy, because universities can no longer focus directly on education, they need to know the context they have to adopt. competitive strategy. with other higher education institutions.

Higher education has been proactive in solving educational problems both in management and administration, not only that, but especially in management strategy, in the sense of identifying work processes in internal communication that are good for meeting the expectations and needs of each university. It is important to train citizens who know how to act in society, know their rights and obligations, understand what is happening in the world (RAMOS, 2004, p. 24).

Every institution or organization always offers opportunities for everyone to develop through communication with groups or teams in the work environment to achieve success.

Zambom and Giuliani (2003, p.30) argue that changes occurring in some sectors of administration and management are important, highlighting that communication is a real way of ensuring or enhancing the success of a person and his team, is frequent. the only chance to survive. This is the case with higher education institutions. "

All of this shows the importance of thinking about how internal communication is fundamental in managing an higher education institutions. Also according to Zambom and Giuliani mentioned above, (2003, p.31) these institutions develop a lot of "strategically elaborated and well-controlled communications", in the markets where they operate and follow trends.

In his research, Ramos (2004) reinforces the notion that educational institutions are faced with the need to monitor these changes and seek ways to improve the services provided to their students and, also, to the communities in which they are included.

Studies and publications on internal communication at universities have shown that they have sought to improve their actions with the internal public, aiming to create and improve channels so that the flow of information reaches everyone in a clear and coherent manner. All of this work begins with top management commitment and transparency in the work of institutional employees.

Although there is no single definition of organizational communication, the term emphasizes, according to Kunsch (1997), that the majority of communication activities include climate, organizational culture and relations with internal and external publics. Cardozo (2006, p.1127) proposes that "it is necessary to understand communication as a strategic process […] which aims to provoke innovative, creative and dynamic behavior from a strategic point of view".

In the conception of Kunsch (1997, p.128), internal communication is "[...] a strategic tool to reconcile the interests of employees and the company by encouraging dialogue, exchange of information and experiences and participation at all levels. "In this sense, it is important to understand that formal internal communication comes from sources institutionalized by the organization itself, including e-mail, intranet, meetings, newsletters, correspondence (Pimenta, 2002, APUD SILVA, 2007). Silva (2007, p.21) describes the objectives:

Formal internal communication aims to communicate, articulate all information among all employees, establish relationships between existing administrative units, in addition to having strategic characteristics within the organization so that information can flow more quickly and clearly and effectively.

In the academic sphere of Brito et al. (2008, p. 365) emphasize that educational organizations "should be based on principles that value dialogue and reflective knowledge about individual realities. Therefore, it is verified that in higher education institutions, employees will have individual and collective needs, and it is up to institutions to identify these variables and promote them to stimulate motivational behavior, aspects relevant to organizational climate and performance.

2.4. Personal internal communication

2.4.1. Personal Internal Communication

In a life in society, where the profile and the degree of interaction between people are determined by relationship patterns, it is noticed that the attention given to communication gains new dimensions and its valorization becomes more and more essential.

Communication, in general, is used by all people on a daily basis most of the time, as human beings are in contact very often. Some studies report that there can be two types of communication, through discussion and dialogue. In the discussion, each individual involved intends to make the other (s) accept their idea, generating, in most cases, an unpleasant climate in the organizational environment, because the imposition character is identified in this process.

According to Bateman (1998, p.402), dialogue, in turn, requires a commitment to sincerity and honesty about one's own beliefs and the attitude of listening sincerely and with an open mind to other people's beliefs.

It is identified that, with dialogue, people tend to reach a consensus of ideas and opinions passively, because they aim to achieve a common goal. It is also understood that it is through him that communication effectively takes place, which aims to integrate and harmonize the relationships between agents.

Thus, Torquato (1986, p.15) shows that "communication is an open system and (...) it is organized by the elements - source, encoder, channel, message, decoder, receiver, ingredients that vitalize the process". Other modern authors increase the existence of two more elements, which are noise and feedback. Because, it is through the combination and arrangement of these components that communication becomes effective.

In this context, the source, also known as the sender or the sender, is responsible for initiating the communication, when passing on its content, that is, sending the message with a certain meaning. With this basic notion about source, Stoner and Freeman (1999, p.389) observe that it is "the person who has information, needs or desires and the purpose of communicating them to one or more people".

The encoding or transmission of the message is based on translating the information into a message using signs, symbols, words, codes, gestures, making it important that the sender chooses to transmit the message through means that can be perfectly understood by the receiver.

In this process, after the message is encoded, a channel is used, that is, the means of transmission of the message located between the sender and the receiver. This channel varies according to the type of coding previously established, although, nowadays, due to the advance of the means of communication, technological resources are increasingly used as instruments for the transmission of information, such as the interconnected computer. networked.

After the message passes through the duly established channel, it reaches the receiver, to whom all the previous steps are addressed. The receiver can be made up of one or more people, who, after capturing the message, perform decoding, a process that consists of translating and interpreting the message in a meaningful way.

It is worth mentioning that effective communication occurs as the decoding of the receiver approaches the message intended by the sender. Another element that can be part of the communication process is noise. This, in general, intends to disturb, disturb, confuse, diminish or even interfere in communication wherever it occurs. With this, it is understood that noises are not just noises, but other factors that can hinder or impair communication intentions, and there may be problems in both the sender

and the receiver. In addition, redundancy in information or poorly prepared messages can also greatly hamper the communication process.

In this process, after the receiver decodes the message, feedback can still occur, a step characterized by being an inverse communication process, in which the receiver becomes the sender, and the sender, the receiver. Feedback is of fundamental importance in communication, and consequently in organizations, as it allows verifying whether the message was understood. Therefore, it is relevant to emphasize that communication can occur in a single direction (downward) or in a double direction (downward and upward). The first is characterized by the non-occurrence of retro information, and the second is when it is performed.

According to Torquato (1986), communication is considered as an open process or system, so it is considered normal for influences from the external environment to occur. In this way, it is understood that cultural, political, economic and social aspects, in addition to the very circumstances in which communication takes place, tend to pressure this process negatively, often disregarding ethical and moral factors.

2.5. Internal communication and teamwork
2.5.1. Human resource management in the context of the technical function of the organization

The human resource management function can assist organizations to: enhance their ability to attract and retain people with the skills (technical and behavioral) best suited to the organization's objectives, by implementing the most appropriate recruitment and selection processes, and reward and skills development systems which are interesting; fostering behavior that is aligned with the long-term strategic goals of the organization, through skills development and career plans that allow people to have a future professional development perspective and adopt a remuneration system related to individual skills development, team performance, and the organization as a whole (Sousa et al., 2006).

According to Sousa et al, (2006), in relation to HRM, analysis and function descriptions contribute to: • recruitment and selection, provide information about the nature of functions and allow it to guide recruitment and selection activities; • training, providing information on the tasks to be performed and the skills needed to guide the development of the training program; • performance evaluation, with function analysis being the main requirement of this practice, since it is impossible to initiate an evaluation without taking into account the content of the functions to be performed by the assessed, it is from this information that the individual's performance criteria emerge; • remuneration, providing relevant information for assessing the value of functions in the organization and comparing it to similar functions in the market, determining Human Resource Management: Human Resource Management Practices in the compensation system of Automotive companies.

Analysis and job descriptions can be considered basic practices of human resource management, as they form the basis of many other practices.

1. Recruitment and Selection

Recruitment (Recruitment) is "the process of attracting a group of candidates to fill vacant positions. Effective recruitment will bring job opportunities to the attention of people whose abilities and skills meet job specifications (Schermerhorn, 1997).

The usual forms of recruitment are internal recruitment and external recruitment. In internal recruitment, workers working within the organization are forced, who, through their performance or through the acquisition of new skills, demonstrate talent, potential and availability to carry out the functions to be filled (Sousa et al., 2006).

If you look at the advantages of internal recruitment, vacancies are quickly filled, quick adjustment, increase employee morale, foster commitment, reduce the cost of the recruitment process, reduce orientation and training costs, workers already understand well the policies, procedures, provisions organizational habits, career development is clear.

The main source of internal recruitment, according to Sousa et al. (2006) are: a) transfers: support horizontal mobility and enable workers to find new challenges in the organization; b) conversion: promoting the acquisition of new skills by workers, enabling them to occupy new places in the organization; c) promotion: allows positions of responsibility on the part of employees within the organization.

External recruitment is recruitment where the applicants come from outsider companies that have nothing to do with the company or job seekers. This is emphasized also by (Cunha et al., 2010), that external recruitment focuses on candidates outside the organization, whether they are unemployed, individuals seeking their first job or members of other organizations.

The main advantages of external recruitment are: relatively good official dignity, the possibility of bringing in a new, better work system, paying attention to the specifications of experience.

Old employee performance tends to run low, because there is no opportunity for promotion, high recruitment costs, due to advertising and selection, relatively long recruitment time, orientation and induction must be done, turnover tends to increase, behavior and loyalty are unknown

Regarding the lack of this type of recruitment: old employee performance tends to decline, because there is no opportunity for promotion, large recruitment costs, due to advertising and selection, relatively long recruitment time, orientation and induction must be carried out, turnover tends to increase, behavior and loyalty are not yet known (Sousa et al., 2006).

According to (Sousa et al., 2006) Selection is a process to determine not only an applicant's physical abilities, but also the ability to think, solve problems, or psychologically of a potential applicant. Furthermore, it was also said that: "In order to find out the psychological abilities of applicants (prospective employees), a selection is needed with several evaluation tools, such as tests, interviews, knowledge and filling out application forms. The results of this evaluation will be assessed and matched with the job description or with the company's needs.

So the purpose of selection is to find the right worker to hold a certain position. By aiming at the purpose of the selection, every organization or company will always try to reduce the lowest possible cost in making the selection.

2. Integrating new employees in the work environment

The habits of each organization are very different and of course after selecting and having employees categorized as candidates, a new employee recruitment process will be carried out where an employee will get information about the company. The adjustment, namely (organization and new workers), and between the parties' expectations and the actual, is called a psychological contract (Rousseau, 1995, cit. In Sousa et al. 2006).

The process of integrating new members into the organization can take several forms, such as: the distribution of welcome manuals or other suitable documents (for example, procedures manuals or quality manuals, etc.); turn around by the company, is organized according to the previous plan and allows new workers to know the various functional areas of the organization; recruitment training and integration of new workers (Sousa et al., 2006).

3. Employee performance evaluation

Employee performance evaluation is a study of a systemic assessment of the work condition of employees which is carried out formally in relation to the work standards set by the organization. In other words, this Performance Appraisal assesses and evaluates the skills, abilities, achievements and growth of an employee. This is emphasized by (Fernandes and Caetano, 2007) that performance evaluation is a formal and systematic process that makes it possible to appreciate the work developed by the workers of an organization.

The performance evaluation process, according to Caetano et al. (2000), helping to differentiate levels of performance between different workers and their relationship to remuneration, may contribute to adjusting reward systems. The organization must develop a performance evaluation system in accordance with its characteristics, because it can affect the company's total performance.

According to Sousa et al. (2006), the main objectives of performance evaluation are: to meet the strategic objectives of the organization, where individual goals come directly from organizational goals; increasing innovation and encouraging adaptation to organizational change; exceeding average performance, to change behavior, towards excellence; improve internal communication.

The decision about who makes the judgment depends on the objectives to be achieved, taking into account the results to be obtained, the best relationship with the associated costs, the resources allocated and the time available.

Usually performance evaluation is carried out formally and informally, that is, it is carried out at any time, without using evaluation criteria or methods. However, the choice of evaluation periodicity depends on the evaluation method and the organizational context when designing the evaluation program (Sousa et al., 2006).

4. Reward system

Each organization certainly has its own ways, guidelines and systems for giving awards to employees who have good achievements.

A reward system or remuneration given to a person or group for having good behavior, doing something of an advantage or achievement, making a contribution, or successfully carrying out a given task according to the set target.

Every organization uses rewards or rewards to attract and retain people and motivate people to achieve personal and organizational goals. This is reinforced by (Sousa et al., 2006) that the reward system is a set of principles and guidelines, related to payment, which the company sets for its employees, both material and non-material, as a reward for the work done. This system should ensure internal equity, enable competitiveness in the labor market and individualization of wages through individual performance factors

According to Sousa et al. (2006), the main objectives of the reward system are: • Contribute to building and strengthening corporate culture; • Attract and retain the best workers; • Increase motivation and productivity; • Strengthens the roles and status of each level of the corporate hierarchy, allowing clear distinctions between them.

The reward system consists of all organizational components including the people, process rules and procedures and decision-making activities, which are involved in allocating compensation and benefits to employees in return for their contribution to the organization.

Reward is not only measured by material, but also influenced by interactions between humans and the organizational environment.

Thus that motivates workers to work more effectively, this system is able to attract and retain the types of skills that organizations need to be effective, and encourage workers to develop their skills and abilities in the areas most beneficial to the organization.

5. Vocational training

Every organization or company always needs qualified employees to compete, so that in the end it can bring great benefits to the organization and also increase the company's work productivity. One of the most important parts of human resource management is professional training in their respective fields, both formal and non-informal training and of course to increase knowledge and skills, attitudes and behavior in improving employee work performance (Gomes et al, 2008). So through vocational training, of course employees will have knowledge, behavior formation and better personal development in order to increase the level of performance of the employees themselves and the organization.

The purpose of vocational training is to improve employee skills in accordance with technological changes, reduce learning time for new employees to become competent, help with operational problems, prepare employees for promotion, orient employees to get to know the organization better (Caetano et al., 2000). In short, the purpose of training is to increase the knowledge and behavior development of each employee in contributing to the company so that the company can improve organizational work performance.

Each organization always analyzes training needs, the person in charge of training is tasked with compiling, implementing and controlling the implementation of training plans (budget, preparation, implementation), animation and coordination of the training team and, in conjunction with the person in charge of training, training services (Peretti, 2011). The training plan can be annual or cover a longer period (three to five years). This plan plans and organizes training actions according to the goals set (Peretti, 2011).

Every activity carried out by the organization, in the end, always makes an evaluation (Kirkpatrick, 1993), because through evaluation companies can find out the level of success after before and after participating in the training.

Training can contribute to employee commitment to the organization and increase profitability, efficiency and quality. It is in this sense that training should be considered an investment and not a cost.

6. Career Management

Career management is a process by which a person selects career goals and career paths to achieve these goals. As a process that aims to systematically adjust career goals and the ability to fill them.

Career development provides guidance on who among the workers is reasonable and worthy to be promoted in the future and thus internal supply through employees from within the company can be more secure.

Career development is a process of evaluation, alignment and reconciliation between organizational and individual needs, opportunities and changes, through the use of different approaches and methodologies (Jackson, 2000, cit. In Sousa et al., 2006).

Greater attention from the staffing department to the career development of organizational members fosters greater loyalty and greater organizational commitment among employees. Such sika generally results in the desire to move to an organization trying to maintain the interests and satisfying the needs of its members.

Career development allows: the worker and the organization know their characteristics and interests; there is deeper knowledge of workers' career options; make specific and concrete action plans; develop individual skills; and, internal management takes place in accordance with the needs and culture of the organization (Sousa et al., 2006).

Career movements in an organization can be: horizontal (job versatility and rotation, change in job content and processes), vertical (career advancement and promotion, based on a hierarchical level system), internal (informal processes to gain influence and power) (Sousa et al., 2006).

Career development must be integrated with the HR policies set by the organization, which must be designed to contribute to organizational success (vertical integration) and support other activities (horizontal integration) (Sousa et al., 2006).

2.5.2. Human resource management in the context of critical management of assessment / action

Human resource management and internal communication are strategic areas of the organization. HRM should be seen as an extension of the traditional view of managing people effectively and for that it requires knowledge of human communicating behavior and the ability to communicate. This is confirmed by Chiavenato (2008), all organizations must be built on a solid information and communication base and not only on a hierarchy of authority.

Human Resources Management is part of the management function, namely planning, organizing, directing and controlling so that the goals achieved by the organization can be obtained as optimal, efficient and effective as possible.

Human resources as a management function, so internal communication is an inseparable factor because there is a lack of effective communication, so employees cannot convey ideas or ideas related to work. Therefore, the role of a manager is to manage and develop human and intellectual resources in the organization so that internal communication can be more effective.

The manager's role is not only concerned with communication interests. But also pay attention to the needs of employees and have a communication relationship with the wider community towards achieving effective, efficient productivity and work performance. The implementation of various functions of human resource management actually not only creates productive human resources but creates a better condition so as to increase the potential and motivation of human resources to work.

The manager's role is to act in partnership with communication, making all staff aware of what is happening in the organization, because according to Ruggiero (2002), internal communication deserves priority attention by company management, because it does not only have a team of great talents, if they do not get it. enough information.

As we have seen, the good performance of a company depends on the collaboration of its employees, which is why Resource Management has a strategic role and Internal Communication can play a fundamental role in this process. Both have the same goals such as assessing, motivating, integrating various levels of the company and improving the organizational climate.

Internal communication can contribute to People Management and its strategy can be an effective tool in the Human Resources area. For Chiavenato (2008, p. 503), internal communication must have an emphasized role in human management "not only because communication is the main tool in carrying out organizational activities, but because it is also a basic tool to meet employee needs".

Internal communication can also ensure the success of interpersonal and group relationships, this is according to Torquato (2002, p.54) "Internal communication contributes to the development and maintenance of a positive climate, conducive to meeting organizational strategic goals and sustainable growth.

In the current development, the organization always maintains relationships with external parties, therefore good and effective communication will bring a positive image to the public so that the organization can win customers through trust.

Because we know that the communication function creates cooperation and formulates organizational goals, it also maintains and maintains the communication function in the organization.

According to Leite (2006) "the strategic importance of communication in business has become so great that it is possible for organizations to maintain their levels of productivity and profitability without internally instituting excellent information processes and dialogue with their employees".

The scope of internal communication includes communication with owners, management and employees. The job of a manager is to foster good relations with these parties through communication activities.

So the function of internal communication in the context of action is as social communication to build self-concept, self-actualization, for survival and the group, to gain happiness, avoid pressure, among others through communication we work together with group members to achieve common goals.

2.5.3. Communication, administration and teamwork

Administrative communication is a function of the organization for communicative practices in the workplace, even if the communication process is not carried out properly. They are very important for administrative operations and are closely related to the independent form of work and teamwork, where each team member always means, evaluates and performs the functions of the organizational team group, but in a teamwork network always connects the team group with various internal and external audiences. Thus, communication can be understood as the foundation that forms an organizational system in teamwork. Second (KUNSCH, 2003, p. 152) Administrative communication is what happens within the organization within the scope of administrative functions; it is one that makes all organizational systems viable, through the confluence of flows and networks.

Organizational communication needs to be understood, as an integral part, as an element that permeates all the work actions of a company or organization. The clearer the communication process always contributes to the development of a more participatory form of reciprocity. That is why organizations that are always committed with the flexibility to transform information and communication permanently and facilitate their social interactions in a good and responsible way.

2.6. Conclusion

Communication is a process that brings together two or more poles (sender and receiver) that exchange information.

Internal communication is a set of actions that aim to facilitate the transmission of strategic messages within an organization. Either vertically, from the leadership sector to the lower sector and vice versa, or horizontally, between employees working at the same level, it is important to ensure alignment between work teams and to save your company in times of crisis.

Internal communication is essential to ensure that employees are not only in tune with the company's official discourse, but also with the goals they want to achieve, such as growth, project development, and others. Good communication ensures that people are aware of the realities of work, in all respects, and enables them to work together on company expectations and performance.

Organizational internal communication is a communication process carried out by a person with another person or a group of people in an organizational environment, either vertically, horizontally, laterally to achieve specified organizational goals. This statement For Nassar (2003, p. 35), "the communication process must be based on upward (...) and horizontal (...) dialogue and information flow. This process reflects a culture of participation and democratic leadership, which encourages workers to moving from audience to agent of this process".

Higher education has been proactive in solving educational problems both in management and administration, not only that, but especially in management strategy, in the sense of identifying work processes in internal communication that are good for meeting the expectations and needs of each university. Every institution or organization always offers opportunities for everyone to develop through communication with groups or teams in the work environment to achieve success. Internal communication is a tangible way to guarantee or enhance the success of an individual and his team in an internal work environment. All of this shows the importance of thinking about how internal communication is very important in the management of a higher education institution.

Internal communications at universities have shown that they have sought to improve their actions with the internal public, aiming to create and improve channels so that the flow of information reaches everyone in a clear and coherent manner. All of this work begins with top management commitment and transparency in the work of institutional employees.

Human resource management and internal communication have the same goal of meeting organizational needs and gaining competitive advantage. According to Chiavenato (2008), all organizations must be built on a solid information and communication base and not only on a hierarchy of authority.

Public organizations certainly have administrative communication where communication is a communication process carried out in the workplace or in an organizational environment where administrative processes are related to the workings and work teams, both internal and external.

Pessoal internal communication, in general, is used by everyone on a daily basis for most of the time, because humans are in touch so often.

Internal communication can contribute to People Management and its strategy can be an effective tool in the Human Resources area. For Chiavenato (2008, p. 503), internal communication must have an emphasized role in people management "not only because communication is the primary tool in carrying out organizational activities, but because it is also a basic tool for satisfying employees' human needs".

An important tool for the performance of an organization is internal communication and can also ensure the success of interpersonal relationships, in this way, according to Torquato (2002, p.54) "internal communication contributes to the development and maintenance of a positive climate, conducive to meeting organizational strategic goals and growth. sustainable from its activities.'

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