

# The Strategic Role of Internal Communication in Faculty Engagement at Private Higher Education Institutions in the Central Region: Tete and Quelimane A POLITÉCNICA Campuses (Mozambique)

Rui Paulino Taula<sup>1</sup>; Nuno Goulart Brandão<sup>2</sup>; Vanusa De Moraes Freitas<sup>3</sup>

<sup>1</sup>Faculty of Education and Communication, Catholic University of Mozambique

<sup>2</sup>Faculty of Human Sciences, Catholic University of Portugal

<sup>3</sup>Faculty of Education and Communication, Catholic University of Mozambique

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**Abstract:** The higher education subsystem in Mozambique has been marked by the emergence and expansion of public and private higher education institutions, with private institutions being the most numerous. Among these, there is fierce competition as a rapid and noticeable expansion occurs across the three regions of Mozambique. Therefore, internal changes and dynamics require these institutions to strategically strengthen their internal communication in pursuit of commitment. This study analyzed, from the perspective of faculty members working at the Universidade Politécnica (A POLITÉCNICA), on the Quelimane and Tete campuses, respectively, with the general objective of determining how the internal communication strategies adopted at A POLITÉCNICA contribute to strengthening faculty *engagement* on the campuses located in central Mozambique. The research used a qualitative and quantitative approach, and its main data collection instruments were bibliographic research, as well as the application of a questionnaire to 61 faculty members, with the support of Google Forms. The study concludes that there is a close relationship between the channels used for internal communication at A POLITÉCNICA and faculty commitment; however, these channels are not sufficient for faculty members to be fully emotionally committed to the institution.

**Keywords:** *Internal Communication, Communication Strategy, Engagement, Higher Education.*

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## I. INTRODUCTION

Currently, organizations operate in increasingly volatile and highly competitive contexts, as there is a continuous search for improvement and enhancement of competitive advantage, with the aim of achieving ever-increasing market and organizational performance. However, for this to be viable, it is crucial that the organization dedicates itself to the well-being of its employees and individuals close to it, based on the strategic management of internal communication. This is grounded in the development of a conscious and reflective intra-organizational communication strategy, based on support, encouragement, improvement, and constant adjustment to the organization's development guidelines, according to the needs, context, and market dynamics (Robbins & Judge, 2019; Dahlman & Heide, 2021).

The business environment is largely influenced by the emergence and expansion of the Fourth Industrial Revolution; therefore, communication is linked to the history of humanity, with the first manifestations of gestural and oral language freeing the hands for other cultural activities (Brunet-Thornton & Martinez, 2018). This expansion proves essential for the existence and coexistence of individuals and groups, because through them we can share meanings, transmit information, and generate knowledge, which highlights the relevance of this study.

Therefore, for an organization to communicate successfully, it involves the encoding of a thought by a sender and its subsequent interpretation by a receiver, which means the transmission of a message and the need for a specific

channel that allows the receiver to decode and understand the message, thus facilitating feedback (Gibson et al., 2017).

The articulation of organizational communication with institutional culture and values is fundamental because communication is expected to reflect and reinforce the organization's culture, promoting the values defended by the organization. This means that communication messages and actions must be aligned with the organization's mission, vision, objectives, and values, creating a cohesive identity that impacts the resulting culture and image from a strategic point of view. This has a significant impact on the level of human resource utilization, not only in terms of an organization's innovation efforts, and effective communication flow is especially important when the nature of the work requires cooperation among various employees (Stacho et al., 2019).

On the other hand, intra-organizational communication has the function of acting as a facilitator of cultural changes, because by communicating effectively, it can promote desired, moralizing behaviors for employees and foster a work environment that reflects its values, thus building employee loyalty and contributing to the construction of a positive organizational environment, shaping the culture and well-being of the organization. Therefore, for effective communication, one must consider the size of the organization, its profile, organizational culture, environmental culture, employee qualifications, and the level of technical development of each employee (Dévényi, 2016).

Therefore, the main objective of this research is to determine how the internal communication strategies adopted at A POLITÉCNICA contribute to strengthening faculty engagement on campuses located in central Mozambique.

## II. THEORETICAL BACKGROUND

### ➤ *The Influence of Internal Communication in Organizations*

The function of communication has undergone changes over the years, as evidenced during the literature review process. Three distinct generations are evident, segmented by communication models and the evolution of the concept, since the field of communication has undergone mutations with the advancement of the Internet in the early nineties of the 20th century, becoming more dynamic. It has become a vital instrument for organizations, as it provides immediate access to information, acting as a means of communication for the dissemination of ideas and strategic information about the organization's functioning, in national and international contexts (Lerbinger, 2019).

When examining communication models, it is possible to detect some important propositions, as well as a variety of omissions, biases, or errors. According to our interpretation, the flaws pointed out in the various theories are, to a large extent, a result of their generalizing propositions, that is, their aspirations to absolute validity. Communication models reduce the variety of communicative phenomena by using mutually exclusive concepts instead of complementary

perspectives that can deal with the differences in communicative processes without eliminating them (Sampaio, 2001).

Internal communication is one of the most important elements, as it is through it that meanings are shared, information, knowledge, ideas, or emotions are transmitted between individuals, hence its strategic function. It is part of a process strongly linked to leadership, because, in our understanding, a large part of a leader's success lies in their ability to communicate with their collaborators, influencing and motivating them to give their best, making them feel like an essential part of the organization (Teixeira, 2022).

Studies in internal communication arise from the need to deepen knowledge and the duty to sustain the organization's existence, seeking to improve the lives of those with whom it interacts. To this end, there is a need to develop a positioning strategy regarding how employees relate to each other, activities for strategic growth, and control of competition, with the embryo of strategic preparedness installed internally, seen as a matter of organizational survival (Marchiori & Wargline, 2011).

In this sense, internal communication is seen as a strategy for getting closer to the employee by making facts and occurrences of any nature transparent, aiming to achieve efficiency, valuing the possible dialogue between the subjects, in the achievement of the organization's goals and objectives (Watermann et al., 2023).

It is through internal communication that employees learn about the organization's strategic objectives, the vectors that guide it, and it enables the exchange of information between the organization and its employees, with the aim of seeking their commitment to actions and increasing job satisfaction (Linke & Zerfass, 2011; Reis & Baldessar, 2021).

In an organization, internal communication allows for the sharing of meanings, transfer of information, knowledge, ideas, or feelings, and is closely related to communication with people, in the sense that it contributes to and constantly seeks to achieve organizational objectives, focusing on the vision and mission (Teixeira, 2022).

Internal communication has a direct relationship with organizational culture, because if that culture is strong and effective, it can reduce the space for informal communication to occur. Formal communication is stipulated so that employee behavior follows a certain direction, creating consistency, order, and predictability by guiding employee behavior, whereas if employees are integrated into a context where there is cultural strength and effectiveness, there is a high probability of reducing communicative formality (Robbins & Judge, 2010; Welch & Jackson, 2007; Brandão, 2018).

Internal communication, as a process of creating and sharing meaning within the organization, is considered effective and crucial for transmitting values and building a cohesive organizational culture, as several studies emphasize.

Therefore, it must be consistent, symbolic, and interpretive. This understanding shapes the organizational culture and establishes the values that guide behavior and decisions within the institution.

Maintaining employee commitment in the search for solutions to the organization's daily challenges proves to be a crucial element for their involvement and participation. Commitment, linked to the employee's identification with the organization's goals and values, is also connected to a degree of commitment to belonging to it and being ready to do anything for the organization.

In this scenario, a feeling of loyalty linked to the organization's vision, mission, and values is manifested, with almost total participation in decision-making processes. For example, an individual committed to an organization establishes a bond that motivates them to make sacrifices for it (Toledo et al., 2021; Silva et al., 2018), and when they are committed, they tend to stay longer in the organization (Rocha & Honório, 2015).

#### ➤ *Internal Communication, Socialization, and Employee Engagement*

Socialization and commitment are interdependent concepts, although they influence the success of the organization, as they are aspects that influence the dynamics of the work environment. The first, in the organizational context, refers to the process by which new employees learn and internalize the culture, values, and norms of the organization, which is facilitated by effective internal communication. This helps employees understand their roles, the organization's expectations, and how to relate to their colleagues, and when successful, employees feel more integrated and comfortable in the work environment (Oliveira & De Paula, 2010).

Therefore, two principles of the psychological contract can mediate the connection between socialization and other organizational elements, such as work stress, pro-organization attitude, and emotional involvement (Woodrow & Guest, 2017). Furthermore, socialization can enhance employee effectiveness (in the short and long term), providing them with greater comfort in the workplace, especially at the beginning of the collaboration (Taormina, 2019), in addition to improving organizational performance and productivity (Ellis et al., 2017; Moyson et al., 2018).

However, it is important to emphasize that socialization is a bidirectional process that requires reciprocal adjustment, because, on the one hand, the organization seeks to adapt people to its conveniences and culture, while on the other hand, the employee seeks to form a positive first individual impression that enables them to achieve their personal goals through the organization (Kreitner & Kinicki, 2016; Robbins & Judge, 2018). This adjustment takes the form of a psychological contract, which can be understood as an implicit agreement between the employee and the organization regarding rights and duties established by usage, which will be respected and fulfilled by both parties (Chiavenato, 2008).

This contract has two fundamental characteristics for socialization, namely the strength of the promise, which refers to the perception of the clarity and explicitness of the contract; and the fulfillment of the promise, which refers to the level of realization of the contract that both parties can achieve in the future. Therefore, the psychological contract, even when not clearly defined between the parties, is extremely relevant, as it defines expectations and emphasizes the sense of reciprocity, reducing the degree of uncertainty for the collaborator (Robbins & Judge, 2018; Woodrow & Guest, 2017). Within this dynamic, and on the other side of its definition, there is the possibility of a breach of this psychological contract, which can represent a threat to the relationship between the employee and the organization, in both directions, at the risk of losing the trust previously obtained (Cropanzano & Mitchell, 2005; Robbins & Judge, 2018).

#### ➤ *Evaluating the Dynamics of Internal Communication*

The search for the best scenario for implementing an internal communication model within an organization requires the existence of instruments and methods that allow for the evaluation of communication dynamics within organizations. These instruments, designed to diagnose how information flows within the organization, also seek to understand how teams communicate and the influence of internal communication on the organization's overall performance.

Regarding internal communication, several models have been developed and advocated by various authors, ranging from questionnaires or surveys that allow for diagnosis and are used to achieve diverse purposes and situations. The evaluation of internal communication, as discussed by Hargie & Tourish (2009), can be done at a micro level (using surveys) to study factors related to team spirit, conflict management, and existing uncertainty. In the case of questionnaires (used in a more macro way), they can be used to identify indicators related to internal satisfaction and communication climate. Currently, organizations have a wide variety of communication channels available; however, the challenge lies in the ability to select the most effective ones to meet the demands of the organization and its employees, as well as knowing how to use the various available channels according to each established goal (Špoljarić & Tkalac Verčič, 2022).

Identifying the ideal instrument for evaluating communication dynamics is only possible when the organizational approach and context are adapted to the chosen instrument, the culture, and the specific needs of the organization. However, it is in the combination of methods, which can be quantitative and qualitative, that one can find the most comprehensive understanding of communication dynamics, since the regular use of these tools can help in monitoring and adjusting communication strategies over time.

Thus, the decision regarding the means of communication to employ is influenced by several factors, including the organization's profile, culture, the level of

training and skills of its employees, among others. It becomes necessary to consider consumption habits in order to develop the most appropriate and efficient communication strategy (Pereira, 2018; Špoljarić & Tkalac Verčič, 2022). Considering that the diagnosis of internal communication is a crucial indicator for measuring organizational well-being (Zwijze-Koning & Jong, 2007), especially in the context of high demands and challenges in which organizations operate, researchers in the field have created various methods to measure communication. Therefore, it becomes crucial to examine some of the internal communication assessment models used in the corporate environment.

Very recently, a study was conducted with the main objective of evaluating the psychometric properties of the questionnaire and its (measured) indicators, developed in 1977 by Downs & Hazen, due to its proven ability to demonstrate a high level of adaptability to the studied contexts of the organizational culture of various organizations (Hargie & Tourish, 2009; Sharma et al., 2016). The authors of this study concluded that these criteria remained unchanged and continued to reflect the objective for which it was designed from the initial development phase of the study, emphasizing the internal consistency of the dimensions that make up the questionnaire and the adequate homogeneity of the base scale used, thus maintaining the conceptual issue of the questionnaire's construction as well as the different dimensions (Sarangi & Srivastava, 2012; Sharma et al., 2016; Verčič et al., 2021).

The Communication Satisfaction Questionnaire (CSQ) is a questionnaire used to measure satisfaction with organizational communication. Developed by Downs and Hazen in 1977, its purpose was to assess how employees perceive communication within an organization and how this perception affects their job satisfaction. In its initial version, this instrument was organized into 22 items grouped into four basic dimensions: satisfaction with colleagues, satisfaction with supervisor, satisfaction with career opportunities, and satisfaction with organizational communication. It has been widely used in research on organizational communication and job satisfaction.

Therefore, the CSQ, the model instrument used for data collection in this research, has as its main objective to evaluate the satisfaction with an organization's internal communication through the use of 8 dimensions, which are subdivided into 46 items and contain 8 dimensions, namely, dimensions of: *satisfaction, communication climate, communication with management, organizational integration, media quality, horizontal and informal communication, organizational and general perspective, communication with subordinates and personal feedback*, each with its explanatory component (Sharma et al., 2016).

#### ➤ *Internal Communication and its Relationship to Commitment in Organizations*

Internal communication is an essential component for the efficient operation of any organization, playing a vital role in creating a united and cooperative work environment. In the current scenario, where organizational dynamics are

constantly changing, internal communication should be seen not only as a means of disseminating information, but as a crucial tactic that fosters the appreciation of individuals and the involvement of employees (Brandão & Portugal, 2015).

Therefore, the connection between internal communication and commitment is inherent, as it goes beyond the simple dissemination of information, being an instrument that increases engagement by establishing an environment where employees feel heard and appreciated. Through communication strategies that value interaction and reciprocity, organizations have the ability to build lasting relationships with their employees, based on trust and mutual respect. Therefore, internal communication, from a strategic perspective, not only intensifies engagement but also helps humanize organizations, making them more flexible and receptive to the demands of their employees and the community as a whole (Tench & Yeomans, 2006; Welch & Jackson, 2007).

Studies on internal communication have shown that it plays a fundamental role in organizations, serving as the link that connects the various departments and levels within the institution.

The communication process within an organization is basically characterized by its involvement in the exchange of information and ideas, and in the pursuit of perception among employees and other intra-institutional stakeholders. This facilitates the efficient implementation of activities aimed at achieving planned corporate objectives. When adopted strategically, internal communication acts as a tool that increases engagement by establishing an environment where employees feel heard and valued. According to Cohen (2007) and Brandão (2014), internal communication needs to be constant and engaging, functioning as one of the main agents of value creation in organizations. Therefore, by opting for a strategy focused on two-way communication and the appreciation of human capital, organizations can not only increase engagement but also establish a healthy and efficient work environment.

The power, influence, and various factors, including organizational culture, organizational hierarchy, and available technologies, lie in the form and use of internal communication. Influences on internal communication are multifaceted, reflecting in the communication practices adopted by leadership, the channels used, and the interpersonal dynamics among employees.

It is essential to recognize that internal communication is not only a means of transmitting information, but also an instrument for building and strengthening institutional values that are fundamental to the organization in guiding behaviors, decisions, and collective identity, which is formed through interaction and the sharing of meanings among employees, promoting their participation and involvement, thus integrating them into the cultural and social project of the organization they represent (Goleman, 1995; Brandão, 2018).

The relationship between internal communication and institutional values is intrinsic, since the way messages are transmitted and received directly impacts the perception and assimilation of values by employees within the organization. Effective internal communication contributes to the consolidation of a strong, cohesive organizational culture aligned with the institution's principles and objectives. Therefore, the existence of a specific and differentiating organizational project reinforces and values employees and their levels of commitment. (Goleman, 1995).

Therefore, understanding the influences on internal communication and recognizing its relationship with the construction of institutional values is crucial for the success and sustainability of any organization, as a strategic vision in the management of internal communication can enhance unification, organizational dynamics, innovation, and the achievement of goals, solidifying the institution's identity and reputation in the organizational landscape (Brandão, 2018).

Brandão (2018) discusses the interconnection between commitment and organizational culture, highlighting that it is vital for the success of organizations, arguing that a strong organizational culture, which values internal communication and the active participation of employees, is essential to foster commitment. It goes beyond emotional aspects, also encompassing cognitive and behavioral dimensions, because for employees to feel truly committed, it is necessary that the work has meaning and that there is an alignment between individual and organizational objectives, with internal communication being a key factor in this process, as it facilitates the building of meaningful relationships and the inclusion of employees in organizational decisions (Brandão, 2014; Brandão, 2018).

Thus, according to Schaufeli et al. (2002, p. 74), commitment is a "positive state of mind" and professional satisfaction of the employee, resulting in a stronger and more lasting emotional and cultural bond with the organization's values and goals. However, the level of commitment will always be determined by the benefits and reciprocity that the organization offers to people, or at least how they perceive it, during the performance of their duties; on the other hand, employees with high levels of commitment exhibit increasing levels of energy, high enthusiasm, and greater commitment to their obligations (Brandão, 2018).

A hierarchy of commitment is proposed by Waghmare (2017), highlighting that as each need is met, the level increases. This author, discussing Penna's 2007 hierarchy of commitment, proposes a hierarchy consisting of 5 levels starting from an ascending base, namely: *remuneration, working hours and benefits; learning, development; opportunity, promotion, development; leadership, trust, respect; and value, meaning and purpose*.

It is worth highlighting that organizations should invest in employees who can act as authentic representatives of the brand and the organization, as this will contribute to the organization's visibility in the market and will certainly raise its levels of commitment. Similarly, the organization can

achieve greater employer branding by defining the employee planning cycle. engagement (Thornton et al., 2019).

With the widespread recognition of the organizational benefits associated with greater employee engagement, top managers must strive to establish and maintain a robust and unified organizational culture that enables the development of their employees, so that they feel more integrated and establish emotional bonds with the organization. It is crucial that this culture establishes foundations that promote greater employee commitment within the organization and in decision-making, in order to generate mutual benefits for all participants.

Employee commitment, and the resulting engagement, is based on emotional bonds and positive employee behaviors in relation to the work environment. It is grounded in feelings of psychological affection, typically when the employee is in a state of genuine commitment, as it tends to be long-lasting, with their values and beliefs fully aligned with the interests, values, and beliefs of their organizations (Yue et al., 2019).

In summary, monitoring engagement levels can help an organization retain its employees, maintain employee performance levels, and promote a positive work culture. However, job satisfaction, motivation, and employee engagement are complex and multifaceted elements that mutually influence each other throughout the organizational cycle, making them crucial for organizations because they sustain and respond to the competitive advantages they seek (Christian et al., 2011; Sarangi & Srivastava, 2012).

In the literature, we find several evaluation methods based on the concept of commitment, which stands out as a crucial factor in the actions and success of organizations. As the concept of commitment has evolved over the years, so too have the models that underpin it. Therefore, many of these models seek to understand the connection between commitment and other dimensions, enabling a comprehensive assessment of commitment within the organizational context.

In this context, the study selected the *Job Engagement Scale* by Rich & Crawford (2010), as it brings together scales already used by other authors, even though it has been adapted and conforms to the concept proposed by Kahn (1990). Thus, they created 18 statements and a 5-point agreement scale, ranging from "strongly disagree" to "strongly agree". The scale is broad and covers all crucial dimensions of employee engagement, including physical, emotional, and cognitive elements. Each dimension is assessed through six components.

In addressing the relationship between internal communication and commitment within an organization, we understand that the organization's image and success can be improved when employers prioritize the work environment, active participation in work, and internal communication. Effective communication between employees is crucial for achieving productivity and maintaining strong working relationships across all spheres of an organization, and

therefore employee commitment contributes positively to organizational effectiveness (Balakrishnan et al., 2024).

Balakrishnan and colleagues (2024) suggest that organizations should prioritize efficient internal communication to enhance employee engagement, using this to their advantage, as they improve leadership communication and communication channels, adjusting their communication strategy by understanding the communication elements that influence employee engagement.

The importance of leaders establishing an effective connection with people is highlighted by the positive correlation between leadership communication and active employee participation, which implies that organizations need to encourage leadership to interact with employees regularly to build trust and achieve shared goals.

### III. THE UNIVERSIDADE POLITÉCNICA – A POLITÉCNICA

The Universidade Politécnica (A POLITÉCNICA) is a private higher education institution headquartered in Maputo City (Av. Paulo Samuel Kankhomba, nº 1011, Maputo City), where its main campus is located. It emerged from the transformation of the Instituto Superior Politécnico e Universitário (ISPU) into a university through Decree No. 42/2007 of October 5, 2007.

This university is owned by the Polytechnic Group, Ltd., established on September 1, 1994, by the articles of association published in the Official Gazette No. 31 – Series III, of July 1996, with its headquarters also in the City of Maputo.

The Polytechnic Institute is present in the three main regions of Mozambique (Central, North and South), namely in the provinces of Maputo City, Zambézia, Tete and Nampula. According to 2024 data, it had 17 Bachelor's Degree courses, 6 Postgraduate courses and, since 2025, after a restructuring, it has been organized into Faculties and Transversal Directorates that report to the Rector, who is assisted by two Vice-Rectors and other collegiate bodies.

The Quelimane (Av. Samora Machel, nº 362, Quelimane city) and Tete (Bairro Matundo, Unidade Nsonha, Tete city) campuses were created in 1998 and 2007, respectively. Of the total 4,601 students enrolled at A POLITÉCNICA in 2024, the Quelimane and Tete campuses had a total of 1,386 enrolled students. Regarding the teaching staff, out of a total of 567, these campuses had the support of 204 teachers, of which 61 (29.9%) served as a sample for this research (Rosário, 2017; A POLITÉCNICA, 2025).

### IV. METHODOLOGY

This study adopts a quantitative methodological approach. The choice of this approach is justified by the need to collect data from a region distant from the authors' location,

allowing for the generalization of results to the entire group from a significant sample.

Data collection was conducted using a survey questionnaire, taking ethical considerations into account. The study strictly adhered to the principles of research integrity and confidentiality, and in this regard, all participants were informed about the research objectives and procedures, voluntarily providing their consent before participating. The data were anonymized to ensure the protection of personal identities, and the information collected was used exclusively for academic purposes.

First, a literature review was conducted on the topic of internal communication and employee engagement, and the relationship between the two. Subsequently, a theoretical review was carried out on the trends and positions of various authors and researchers who work and research on the topic addressed.

Subsequently, a structured questionnaire survey was applied to 61 teachers working on the Quelimane and Tete campuses in 2025, between October 22nd and 29th, 2025, using Google Forms, the link to which was distributed via WhatsApp to the teacher groups previously created for interaction and information sharing by the local campus managers.

Regarding the questionnaires, the results were processed using the Google Forms platform in parallel with Power BI, following descriptive statistics techniques, which allowed for the identification of response patterns and the quantification of key indicators of internal communication and faculty commitment at the Quelimane and Tete campuses of the Universidade Politécnica – A POLITÉCNICA.

### V. ANALYSIS AND DISCUSSION OF RESULTS

From the data analysis, of the 61 teachers who agreed to participate in the research, answering yes to the question " *I declare that I have read the explanation above and, as a teacher at the Universidade Politécnica - A POLITÉCNICA, I agree to participate voluntarily in this research*", 45 (73.8%) were male and 16 (26.2%) were female.

Regarding age range, 7 age intervals were considered, and 4 of these stood out. Of the 61 respondents, 21 (34.4%) were in the 26-25 age range, 20 (32.8%) were in the 36-45 age range, 11 (18.8%) were in the 46-55 age range, and 9 (14.8%) were in the 56-95 age range. From this result, it can be inferred that more than half of the teachers are young (66.2%), as they are between 26 and 45 years old.

Regarding academic qualifications, of the 61 respondents, 3 (4.9%) hold a PhD, 29 (47.5%) hold a Master's degree, and 29 (47.5%) hold a Bachelor's degree. From this data, it can be inferred that there is a rather small number of teachers with a PhD, with the majority holding both Master's and Bachelor's degrees, totaling 95.5%.

Regarding teaching experience at A POLITÉCNICA, of the 61 respondents, 22 (36.1%) have been teaching for more than 6 years, 21 (34.4%) have been teaching for between 1 and 3 years, and 18 (29.5%) have been teaching for between 4 and 6 years. From this data, it is noteworthy that the majority (65.6%) of teachers have been teaching for more than 4 years, and are therefore more familiar with the internal communication tools established by the Polytechnic University.

Regarding internal communication, the 61 faculty members were asked, “Which internal communication channels at A POLITÉCNICA do you use most regularly to interact with the institution?”, and were given the opportunity to indicate more than one option. From the responses obtained from the 61 respondents, it was found that the most preferred channels are social media applications (Facebook, WhatsApp, etc.), with 88.5%, followed by the telephone (mobile phone), with 73.8%, and email, with 59%.

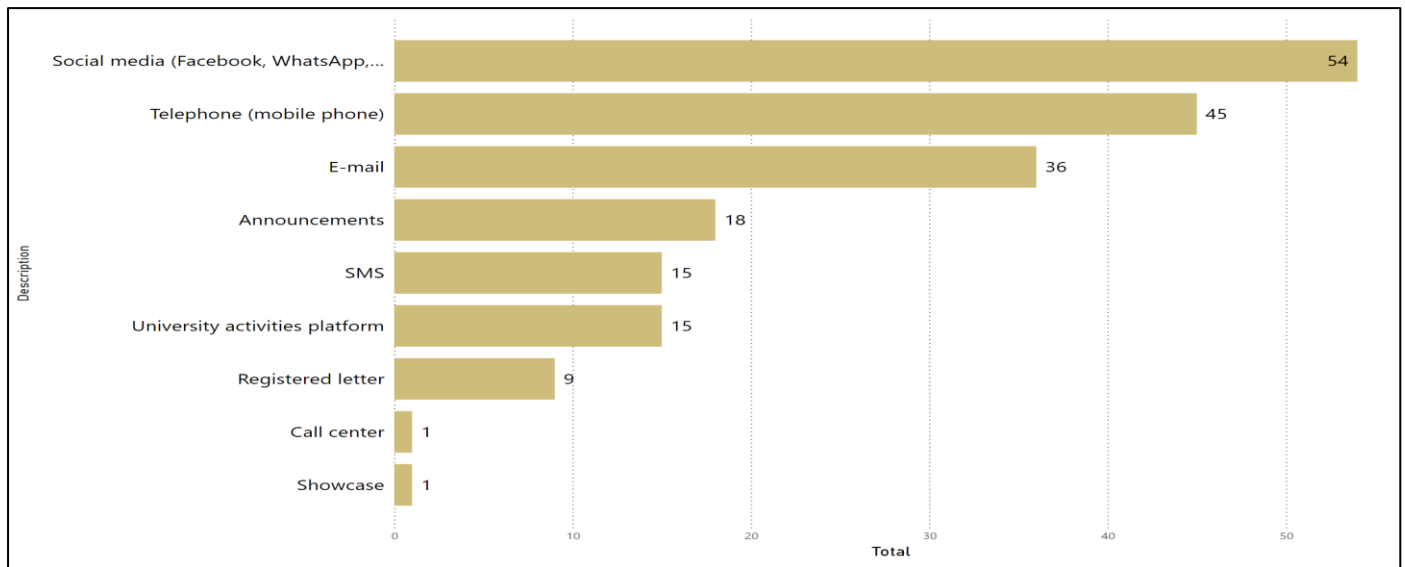


Fig 1 Channels Most used by Teachers to Interact with A POLITÉCNICA.  
Source: Research Results.

Subsequently, they were asked, “What is the most effective communication channel for developing activities in coordination with other sectors of A POLITÉCNICA?”, also with the possibility of choosing more than one option. From the responses obtained from the 61 respondents, it was found that the most preferred channels are applications based on social networks (Facebook, WhatsApp, etc.), with

a percentage of 73.8%, followed by email, with 62.8%, and finally, the telephone (mobile phone), with 52.5%. This result confirms the preference for the use of electronic channels or platforms and instruments that enable their use, for the exchange of information between teachers and the various sectors of A POLITÉCNICA.

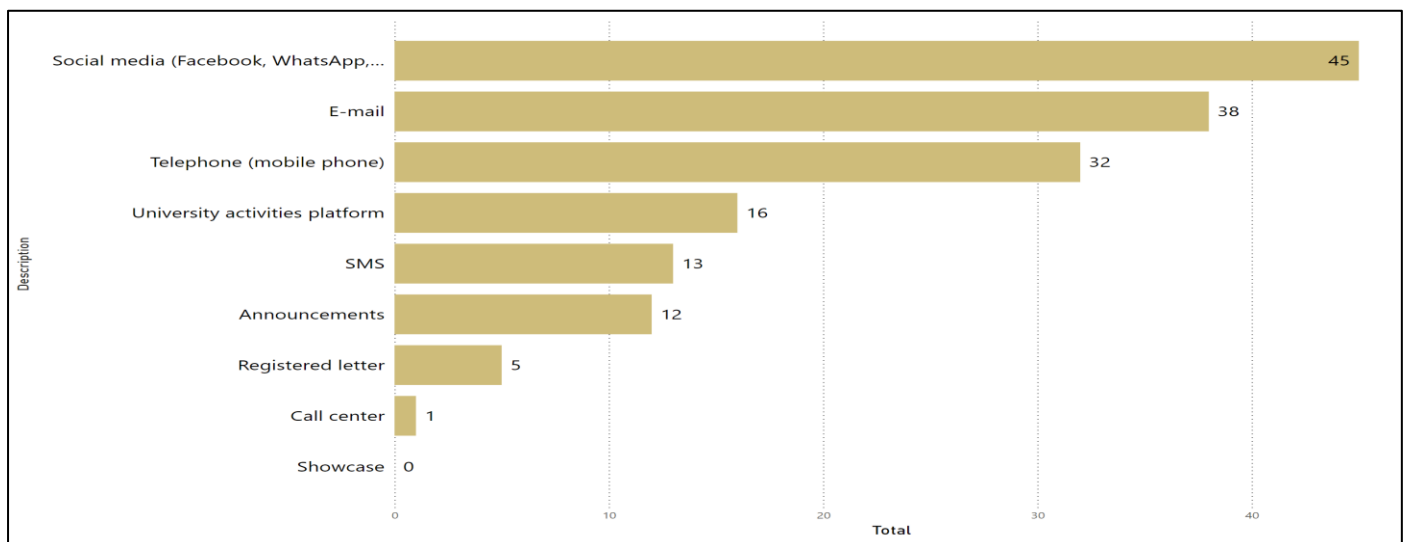


Fig 2 Most Effective Channels used by Faculty to Develop Activities in Coordination with the Sectors of the A POLITÉCNICA.  
Source: Research Results.

The following question was posed to the 61 respondents: “How would you characterize your experience of internal communication with A POLITÉCNICA?”. The results obtained from the data collected from the 61 respondents show that none of them fully agreed that this communication reflects an experience of absolute satisfaction. However, all 61 respondents agreed that there

is good internal communication at A POLITÉCNICA, considering aspects related to *satisfaction, communication climate, communication with management, organizational integration, media quality, horizontal and informal communication, organizational and general perspective, communication with subordinates, and personal feedback.*

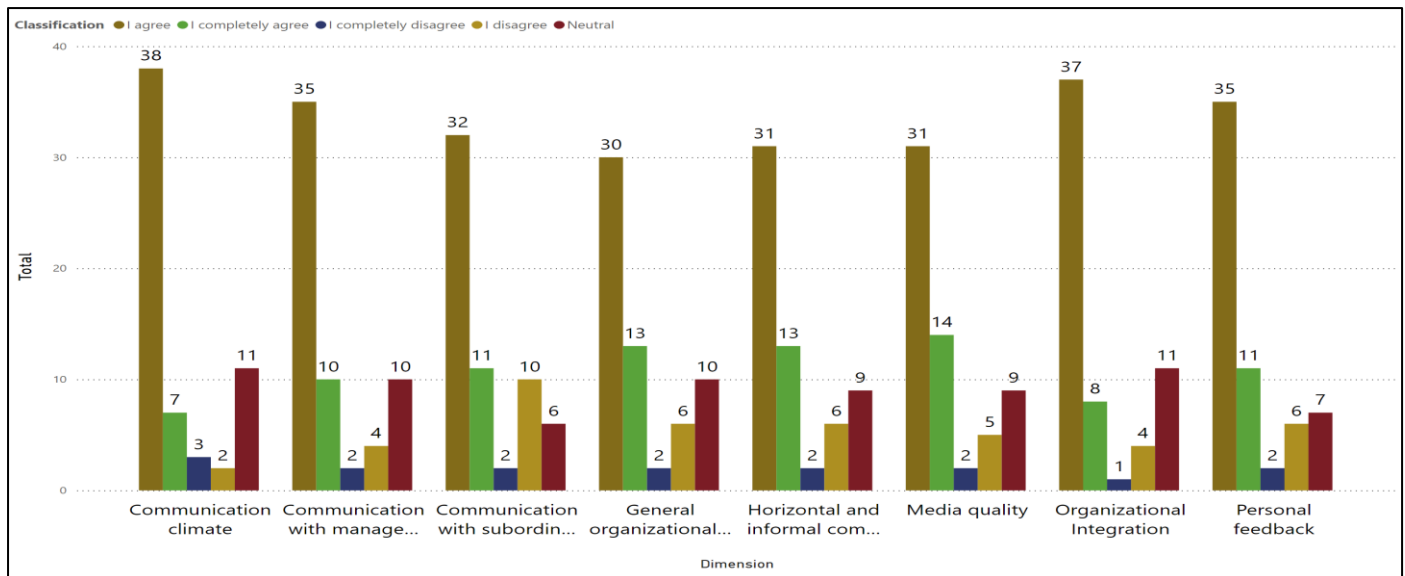


Fig 3 Characterization of the Internal Communication Experience Between Faculty and A POLITÉCNICA.  
Source: Research Results.

Regarding *engagement*, the following question was asked: “Regarding your commitment to the activity and relationship with A POLITÉCNICA, how would you characterize it? See the options below and rate each one according to your feelings”, and in this question, the physical, emotional, and cognitive variables were taken into account. From the responses obtained from the 61 respondents, according to each of the variables, the following should be highlighted.

Regarding *physical commitment*, respondents fully agreed that, within the scope of the activities carried out at A POLITÉCNICA, they conform to:

- To devote a lot of energy to work;
- To give your best in terms of job performance; and
- Make every effort to complete the tasks.

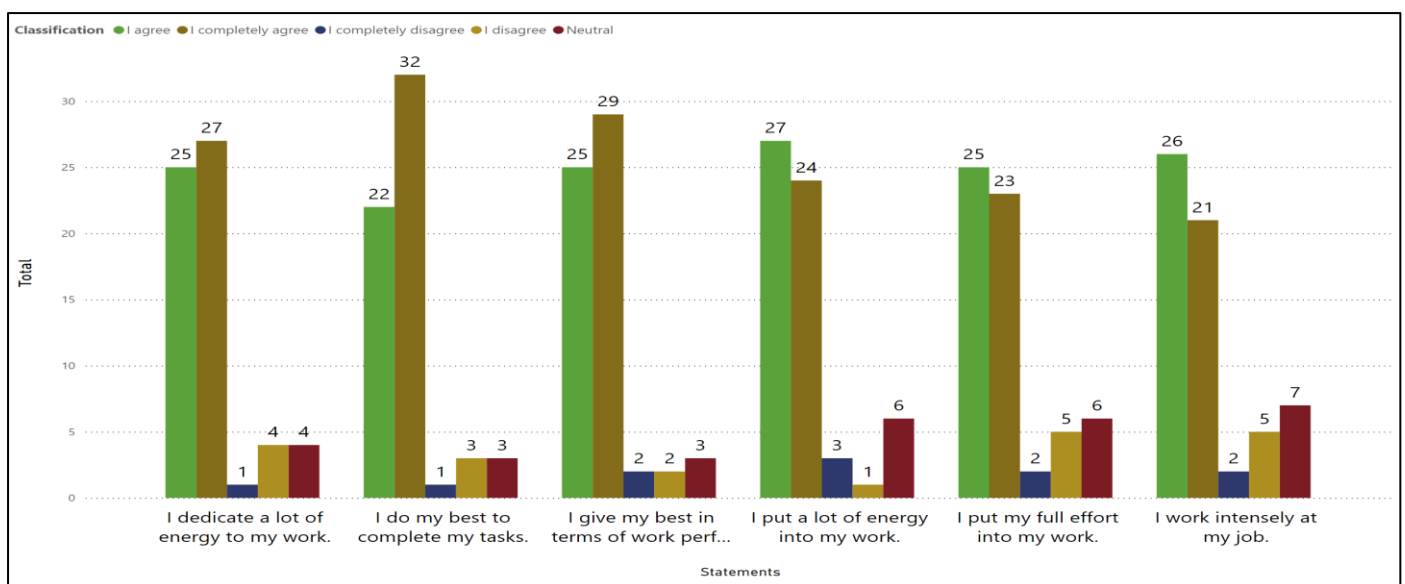


Fig 4 Data on the Physical Impairment of Faculty at POLITÉCNICA.  
Source: Research Results.

Regarding *emotional commitment*, respondents fully agreed that, within the scope of the activities carried out at A POLITÉCNICA, they accept that:

- They all feel proud of the work they do.

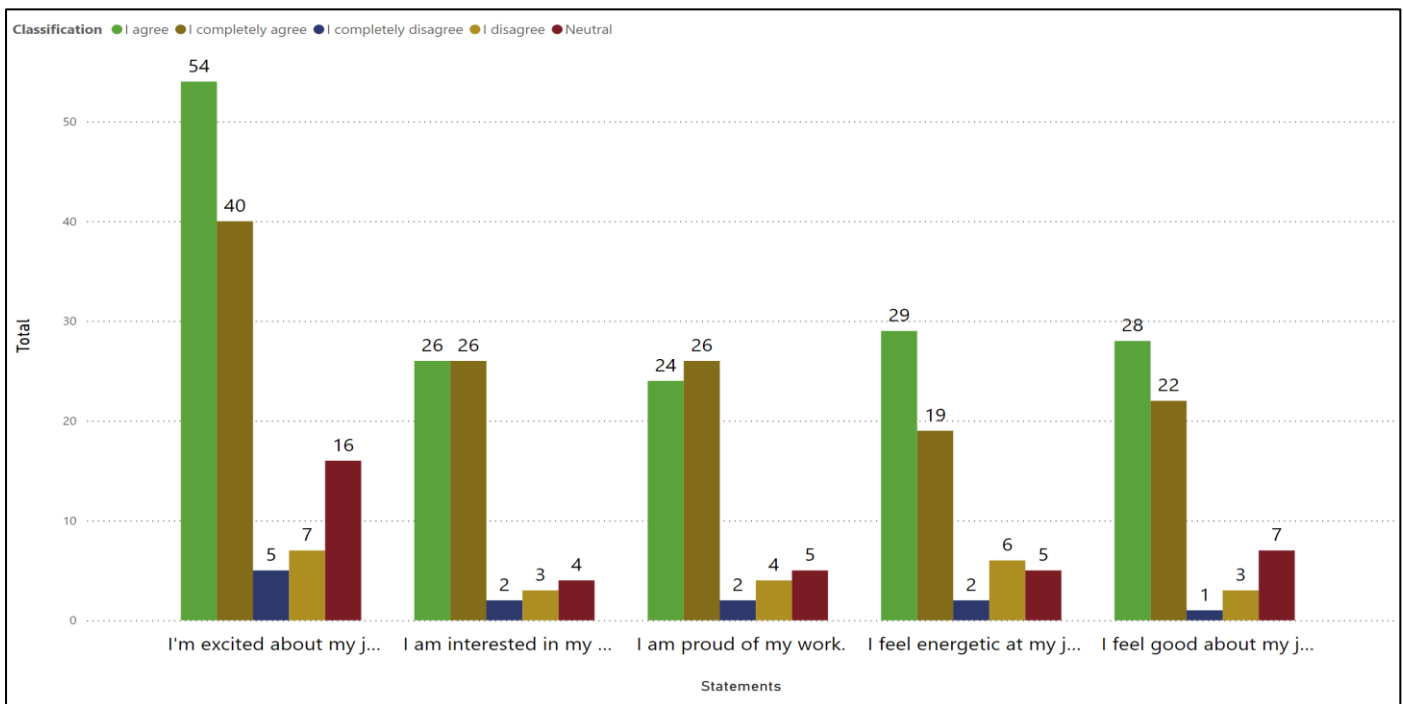


Fig 5 Data on the Emotional Commitment of Teachers at A POLITÉCNICA.  
Source: Research Results.

Regarding *cognitive impairment*, respondents fully agreed that, within the scope of the activities carried out at A POLITÉCNICA, they accept that:

- They remain focused on their work;

- They are committed to paying attention to the work;
- They are focused on giving a lot of attention to their work;
- They focus on their work; and
- They are committed to giving their full attention to the work.

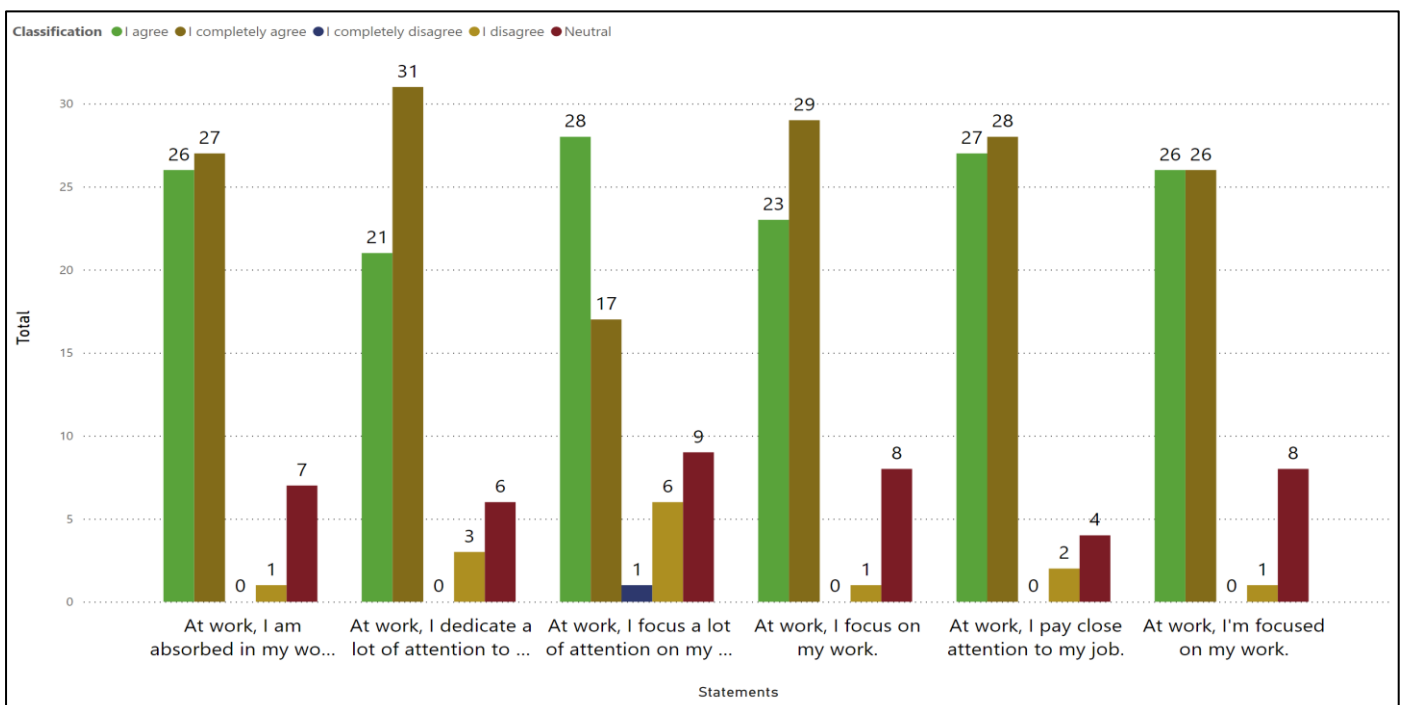


Fig 6 Data on the Cognitive Impairment of Teachers at A POLITÉCNICA.  
Source: Research Results.

According to the responses given by the 61 respondents, a high level of total commitment stands out, considering both physical and cognitive variables. Regarding the emotional variable, there is a relative decrease in the emotional relationship between the teachers and the Polytechnic University. The study observed from the results collected here that, despite the lack of total agreement across the various indicators used to classify this variable, there was not much conviction in the responses, with respondents only agreeing, which in itself suggests the existence of some gaps for the effective realization of this variable.

## VI. CONCLUSIONS

This research, whose objective was to determine how the internal communication strategies adopted by A POLITÉCNICA contribute to strengthening the engagement of the teaching staff on campuses located in the central region of Mozambique, highlights that social networks (Facebook, WhatsApp, etc.), email, and telephone (mobile phone) play an important role in finding the best way for teachers to relate to A POLITÉCNICA and how commitment to the work is assumed by them.

From the measurable data resulting from the study, it is worth highlighting that the teachers who participated in the research recognize the existence of several channels for interaction with the University. These channels, according to their nature, allow for a positive evaluation of the relationship created by both parties, strengthening the relationship established between the various sectors of the institution and the teachers.

The psychological contract, as well as the aspects referenced herein, serve as intermediaries in the connection between socialization and the various organizational elements, proving to be crucial for the development of a positive emotional relationship. The study results point to a lack of comfort in the workplace, which can influence performance and productivity. Therefore, it is suggested that the aspects of the psychological contract established between teachers and A POLITÉCNICA be reviewed to better manage expectations.

The emotional connection must be taken into account, as the results suggest that both the established and properly identified channels, as well as the perceived experience in the relationship with teachers, need to be improved in order to address this gap. Looking at the other variables, the study showed total satisfaction among respondents, which also suggests that further actions should be taken to strengthen the psychological contract, aiming for greater teacher commitment.

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