

## **Beyond Talk: How Communication Drives Engagement and Unlocks Innovation**

**Sandra Idrovo-Carlier<sup>1</sup>, Miguel Ángel Luna<sup>2</sup>, Ximena Campos<sup>3</sup>**

<sup>1,2</sup> *INALDE Business School/Universidad de La Sabana*

<sup>3</sup> *IPADE Business School*

### **Abstract**

Achieving organizational goals depends on effective internal communication, especially as organizations operate in continually changing conditions where new challenges arise and existing ones deepen. Contemporary workforces demand transparency and more horizontal relationships, and organizations increasingly acknowledge the strategic importance of internal stakeholders. Empirical research links ineffective communication to information shortages and misunderstandings (Chmielecki, 2015; Gomes et al., 2023) and shows that effective communication improves performance (Leal D'Avila & De Montreuil Carmona, 2025), strengthens engagement (Men et al., 2021; Verčič & Men, 2023), and drives innovation (Suh et al., 2018; Islami & Mulolli, 2024). Notwithstanding, most findings derive from North America and Europe; Latin American evidence is limited (Labarca & Sadi, 2022; Yue & Thelen, 2023). Addressing this gap, we surveyed employees in Colombia (n = 200) and Mexico (n = 270) and analyzed the data using PLS-SEM. Internal communication exhibited positive direct effects on job satisfaction, work engagement, and innovation. Job satisfaction also showed positive associations with engagement and innovation. We detected no significant differences between the two countries. The article concludes with implications for theory and managerial practice in Latin American contexts.

**Keywords:** internal communications; job satisfaction; work engagement, Colombia, México