

The Role of Transparency in Enhancing Internal Communication Among Employees in Saudi Government Institutions

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ABSTRACT

This study aimed to identify the role of transparency in enhancing internal communication among employees in governmental institutions. It sought to understand the practical impact of transparency on communication quality, its contribution to a positive organisational culture, and the policies that can support it. The research employed a quantitative, descriptive survey method, collecting data via a questionnaire from a stratified random sample of 393 managers, division heads, and employees in Saudi public authorities in Riyadh. The findings revealed a strong positive relationship between transparency and the quality of internal communication, which in turn enhances overall institutional performance. The results indicate that transparency is crucial for fostering a positive organisational culture by clarifying roles, boosting employee morale, and creating an environment that supports achievement and creativity. The study concludes that transparency is a critical driver for improving internal communication and achieving organisational objectives, aligning with broader strategic goals such as Saudi Vision 2030. Key recommendations include conducting future qualitative research, exploring the role of Artificial Intelligence in promoting transparency, and enhancing the use of transparent information in management practices.

Keywords: Internal Communication, Job Satisfaction, Communication Effectiveness, Public Government Authorities, Communication Transparency.

INTRODUCTION

Transparency is foundational to effective communication and a key component in ensuring the clear and purposeful flow of information. Communication and public relations scholars have extensively researched the significant role of internal communication in fostering organisational trust (Fairbanks, 2025). Transparency serves as an essential tool for sharing information and implementing actions, thereby clarifying the decision-making processes within an organisation (Rinoba & Azzawi, 2018).

Together, transparency and internal communication are cornerstones of any successful organisation. They represent two fundamental pillars for achieving effective communication and building strong relationships among team members. Transparency is crucial for conveying information and data with clarity and honesty, while internal communication facilitates interaction between various departments and employees. Indeed, transparency cannot be achieved without an effective internal communication system to realise its objectives (Al-Saifi & Al-Shannar, 2024).

Communication characterised by transparency clarifies the organisation's vision. Internal communication builds bridges of understanding, which in turn strengthens bonds of trust, participation, and a sense of belonging, enabling the organisation to achieve its goals. Clear and effective internal communication is a hallmark of success for any business or organisation. By enhancing transparency and internal communication, employee morale is boosted. Transparent communication fosters a healthy and efficient work environment by establishing a

foundation of understanding and trust among team members, which in turn enhances overall performance and productivity (Bayomic, 2019).

Study Objectives and Questions

This study aims to identify the role of transparency in enhancing internal communication among employees in government institutions. It seeks to understand the practical application of transparency and how it strengthens internal communication through the transparent and objective sharing of information with employees, thereby promoting effective communication, increasing productivity, and fostering a sense of organisational belonging.

Research Questions:

The study aims to address the primary research question: What is the role of transparency in fostering effective internal communication among employees in government institutions?

1. What is the current impact of transparency practices on the quality of internal communication?
2. What policies and procedures can be implemented to promote transparency within organisations?
3. How can transparency contribute to building a positive organisational culture that fosters cooperation and interaction among employees?

Study Problem

The problem addressed in this study arises from several factors that necessitate an investigation into the role of enhancing transparency and internal communication. These factors include a lack of communication and the absence of effective channels within the organisation, which can lead to misunderstandings between departments, duplication of effort, and wasted time. A lack of transparency and the failure to disclose decisions and information openly can erode trust between employees and management. Furthermore, in the absence of official and transparent news, rumours and misinformation can proliferate among employees, further complicating matters. A disparity in objectives can also occur; without clear communication regarding the organisation's strategic goals and vision, efforts and directions can become fragmented. This can lead to decreased job satisfaction and limited opportunities for employees to express their opinions and feedback, resulting in reduced productivity. Therefore, enhancing transparency and internal communication can help resolve these issues, improving the organisation's overall performance and employee satisfaction levels.

Study Significance

The significance of this study lies in understanding the role of transparency in strengthening internal communication and building trust. Transparency plays a crucial role in building trust between employees and management. When information is shared openly and honestly, employees feel included in the process and have confidence in management's decisions. Transparency also improves the flow of information within the organisation and enhances communication between different departments, which helps to prevent rumours and improve the quality of decision-making.

Furthermore, when employees feel that their opinions and feedback are heard and valued, their engagement and loyalty to the organisation increase. This fosters a stronger sense of belonging, as they recognise the importance of their role and contribution to achieving the organisation's objectives. Effective internal communication can lead to improved overall performance by enhancing the coordination of efforts and the efficient achievement of goals.

The role of transparency in promoting internal communication holds considerable theoretical and practical importance. From a practical standpoint, it fosters a positive work environment that encourages open communication and collaboration. It also reduces tensions and rumours, as accessible and transparent information mitigates their occurrence. From a theoretical perspective, transparency enables employees to understand organisational goals and directives better, leading to increased efficiency and more effective goal attainment. In conclusion, the role of transparency in enhancing internal communication is of great significance for organisations, contributing to superior organisational performance and a flexible, collaborative, and trust-filled work environment.

METHODOLOGY OF THE STUDY

This study employed a quantitative approach using a descriptive survey method. A questionnaire was utilised as the primary tool for data collection, given its prevalence and effectiveness in survey-based research. The instrument was developed by referencing relevant literature and previous studies related to the research topic. This methodology was chosen for its suitability in addressing the study's objectives and research questions, which aim to:

- Describe the role of transparency in enhancing internal communication among employees in governmental institutions.
- Assess the current state of transparency practices in terms of the quality of internal communication.
- Identify policies and procedures that can be adopted to promote transparency within these organisations.
- Understand the contribution of transparency to building a positive organisational culture that fosters cooperation and interaction among employees.

The questionnaire consisted of diverse questions utilising a five-point Likert scale. The study was conducted between 2024 and 2025. The researcher adhered to the principles of scientific research ethics, ensuring the privacy and confidentiality of the study sample.

Population and Sample of the Study

The study population consisted of department managers, division heads, and employees from Saudi governmental institutions in Riyadh. According to the 2022 Government Agencies Directory, this includes 17 public authorities. Riyadh was specifically chosen because it hosts the headquarters of most major governmental institutions. Public authorities were selected as the focus because they provide services across the Kingdom of Saudi Arabia.

The researcher selected a stratified random sample from the study population. A total of 393 questionnaires were deemed valid for statistical analysis.

The questionnaire was identified as the most suitable data collection tool for achieving the study's objectives. It was designed based on a thorough review of the literature and previous studies on the role of transparency in enhancing internal communication in governmental institutions. After drafting the initial questionnaire, its face and content validity was established by a panel of expert reviewers from the Department of Public Relations and Marketing Communication at the College of Media and Communication, as well as specialists in the research topic. The instrument underwent modifications, including additions and deletions, based on their feedback, achieving a 95% agreement rate among the reviewers on its validity. Their guidance was instrumental in finalising the questionnaire.

LITERATURE REVIEW

The concept of transparency and its integral role in effective communication has been a subject of extensive academic inquiry across various sectors, including government, corporate, and public institutions. The existing literature establishes a strong consensus that transparency is not merely a procedural formality but a cornerstone of trust, accountability, and organisational success. Research consistently demonstrates that transparent communication practices are critical, particularly in high-stakes situations, and have a profound impact on both external stakeholders and internal employees.

In the context of crisis management, the link between transparency and public trust is particularly evident. A study by Al-Saifi and Al-Shannar (2024) on the Palestinian government's handling of several crises found a direct positive correlation between the degree of transparency and the public's perception of the government's ability to contain the situation. This suggests that in times of uncertainty, the open and transparent sharing of information is fundamental to maintaining public confidence. This idea is reinforced by Stranzl et al. (2021), who examined the COVID-19 pandemic in Austria and found that employees' perception of their organisation's transparency directly influenced their work engagement and was mediated by organisational trust. Their work underscores the necessity of considering the emotional state of employees during crises and the stabilising role that transparent communication can play.

Beyond crisis response, transparency is recognised as a fundamental pillar of good governance and accountability in public institutions. A bibliometric review by Nunes et al (2023) revealed a growing trend in research linking transparency with accountability and governance in public hospitals, often connecting it to both external reporting and internal communication policies. This highlights a systemic view where transparency is integral to the ethical functioning of public services.

Shifting the focus to the internal dynamics of an organisation, research consistently shows that transparent communication is a key driver of a positive organisational culture. The work of Stranzl et al. (2021) is crucial here, as it empirically links transparent communication to higher employee engagement and lower disengagement. This suggests that when employees feel informed and included through open communication, their trust in the organisation deepens, fostering a stronger sense of belonging and commitment.

However, a significant portion of the literature reveals a persistent gap between the recognised importance of transparency and its actual implementation. Several studies indicate that the practice of transparency often falls short of the ideal. For instance, research by Abd Al-Sayed et al. (2019) and Bayomi (2019) found that the degree

of transparency practised in government and educational institutions in their respective contexts was low, even while its importance for reducing corruption and improving management was acknowledged. Similarly, Al-Mousa (2018) found only a moderate level of transparency at King Faisal University, suggesting that even in environments where information should flow freely, barriers remain.

Investigating the mechanics of achieving transparency, scholars have examined both the process and the specific features of effective communication. Muntaha et al. (2019) described the creation of a transparent communication system as an initially slow, bottom-up process that gradually builds momentum, emphasising the need for different types of objective and timely information. The tangible impact of specific communication strategies was tested by Holland et al. (2018), who found that messages exhibiting high levels of clarity, disclosure, and accuracy led to perceptions of greater organisational transparency and credibility. In a similar vein, Rinoba and Azzawi (2018) concluded that applying formal disclosure and transparency measures has a statistically significant effect on improving the quality of financial communication. In a comparative corporate study, Koskela (2020) noted that while both Finnish and Italian companies valued transparency, they pursued it differently, with Finnish firms focusing on adequate disclosure and Italian firms emphasising continuous dialogue.

Finally, the role of communication professionals as gatekeepers of information is a critical factor. Ruijter (2016) found that government communication officials can either enhance or, at times, distort transparency. This human element is further explored by Fairbanks (2005), who concluded that while government communicators understand the necessity of transparency in a democracy, they also navigate institutional factors that can constrain its practice.

In summary, the literature review offers a multifaceted perspective on transparency. It is established as a critical component for building trust, managing crises, and fostering employee engagement. However, its practical application is often inconsistent and faces significant barriers. This body of work collectively points to the need for a deeper understanding of how transparency can be effectively embedded within organisational culture, particularly within governmental institutions, which forms the central inquiry of the present study.

Theoretical Framework

This study seeks to describe the role of transparency in enhancing internal communication among employees in government institutions. Specifically, it examines the practical application of transparency and its role in improving the quality of internal communication, the policies and procedures that can be adopted to promote transparency within organisations, and its contribution to building a positive organisational culture that fosters collaboration and interaction among team members.

The study employed a model from the school of organisational behaviour: Theory X and Theory Y, proposed by Douglas McGregor in his 1960 book, *The Human Side of Enterprise*. The theory was introduced to maximise organisational benefit. By fostering transparency, employee engagement and a sense of belonging can be enhanced, leading to improved performance and the achievement of organisational goals.

This theory is based on two contrasting premises. The first (Theory X) assumes a need for external controls, similar to a focus on physiological needs and external motivation. The second (Theory Y) focuses on the ongoing needs for esteem and self-actualisation, which can be met by creating a transparent environment.

The theory posits that X and Y represent two opposing perspectives on individual behaviour in the workplace. Theory X assumes that employees are naturally unmotivated and require constant external communication and motivation. Conversely, Theory Y views employees as individuals who seek achievement and contribute positively to organisational goals through transparency, which enhances communication to maximise organisational benefit (Al-Zoubi, 2010).

To further clarify the key terms of the study, the researcher focuses on transparency and internal communication, examining the factors that contribute to their quality and effectiveness.

Transparency

Transparency is an important tool for disclosing information that facilitates administrative work in organisations. It is simply the distribution, transfer, and sharing of information in a manner that allows it to be acted upon, benefiting stakeholders, employees, and the organisation as a whole. It entails conducting business openly, which simplifies tasks for employees and helps management oversee operations smoothly by providing clear procedures for decision-making. The United Nations defines transparency as: "the free flow of information, meaning the provision of information in an open manner that allows stakeholders to obtain the necessary information to protect their interests, make appropriate decisions, and identify errors" (Rinoba & Azzawi, 2018, p.44).

Conceptually, transparency refers to the disclosure of information, thereby opposing its concealment or withholding from employees and other stakeholders, ensuring that it is neither secret nor ambiguous. From a managerial perspective, it means making information readily available, ensuring it is complete, accurate, documented, and accessible for all activities. Transparency clarifies matters without complication or omission,

presenting information in a straightforward manner that is free from ambiguity, misrepresentation, or deception. It ensures that directives, regulations, goals, and laws are easily understood, coherent, and flexible enough to adapt to organisational changes (Abd Al-Sayed et al., 2019).

Thus, transparency is the complete disclosure and clarification of information to ensure it is correctly understood, without ambiguity, concealment, or misrepresentation. It involves providing easy access to information about directives and tasks, as well as clarity on the organisation's policies, goals, and strategies—including both their advantages and disadvantages—without being hidden from senior management, employees, or stakeholders. Transparency has two main aspects: the first relates to the clarity of the organisation's procedures, policies, and goals, while the second pertains to the tasks and procedures specific to the individuals connected to it. It is crucial to verify the credibility of information and present data from all departments, outlining relationships in terms of planning, financing, and implementation, while ensuring timely access to factual information.

The Importance of Transparency

Transparency is a cornerstone of success and a foundation for effective communication. The clarity of information, tasks, and directives, and their easy accessibility to employees, creates a transparent work environment. This, in turn, enhances the quality of communication, leading to better employee performance and the achievement of organisational goals. Transparency also facilitates participation in decision-making, allows employees to be aware of available options, and contributes to overall performance efficiency. It is essential for fostering good communication between departments and between management and employees, creating organisational harmony (Bayomi, 2019).

Conversely, a lack of transparency can lead to conflicts in internal communication, resulting in misunderstandings and hindering productivity. This can decrease employee loyalty, as they lack complete information and may not fully understand directives. Consequently, this negatively impacts the organisation's objectives. The function of transparency and communication is to bridge the credibility gap, clarify ambiguity, and unveil information that could otherwise harm the organisation. It has been observed that employees who have complete and transparent information about their organisation exhibit greater trust.

Effective Internal Communication

Organisations focus on enhancing the efficiency of internal communication to ensure it is of high quality. Effective internal communication fosters mutual interaction, enhances overall performance, and facilitates the smooth and precise circulation of information among employees, enabling the rapid and accurate completion of tasks. This suggests a strong correlation between the effectiveness of communication and achieving transparency. Internal communication is a dynamic process that creates harmony and facilitates the attainment of organisational goals.

Transparency, effectiveness, and quality of communication work in concert to enhance internal communication. Transparency acts as a safeguard for achieving effective communication between all parties. When an organisation is unclear about its direction, policies, and goals, the quality of internal communication suffers. This leads to a decline in employees' sense of belonging and weakens overall performance, affecting productivity and achievement (Al-Mousa, 2018).

The Importance of Internal Communication

Most organisations have a dedicated department for internal communication because modern strategic management requires sound, reciprocal communication to cultivate an engaged workforce. This requires that all departments provide accessible information about policies, regulations, directives, tasks, and goals.

Therefore, the role that transparency plays in achieving effective communication among employees increases general awareness of the organisation's structure and affairs. It strengthens the bond between the organisation and its employees, fostering greater loyalty. This transparent and interactive communication can change employee behaviour, making them more productive and engaged.

Furthermore, when organisations communicate with their internal audience with a high level of transparency, they promote successful communication by keeping employees informed about policies, procedures, and requirements. This encourages participation in decision-making, contributing to the organisation's success. Additionally, internal communication efforts have evolved from relying solely on annual reports and periodic publications to using various modern communication channels to share information with employees.

Effective internal communication ensures the smoother functioning of the organisation. Conversely, activities where information is unclear or withheld result in lower productivity and negatively affect interaction among employees, thereby reducing their loyalty and proper understanding of their roles (Fairbanks, 2025).

Limitations of the Study

While this study provides valuable insights into the role of transparency in internal communication, its findings should be considered in light of several methodological and contextual limitations.

First, the scope of the research is geographically and sectorally specific. The study's population was limited to employees of public authorities located in Riyadh, the capital city. As organisational cultures and administrative practices may vary across different regions of the Kingdom of Saudi Arabia, the findings may not be fully generalisable to governmental institutions in other provinces. Similarly, the focus on public authorities means the results might not apply to other types of organisations, such as different government ministries or private and educational institutions.

Second, the study's reliance on a quantitative, descriptive survey method has inherent limitations. While the questionnaire effectively captured the prevalence and strength of employee perceptions across a large sample, it may not reveal the deeper, qualitative nuances behind these views. This is acknowledged in the study's recommendation to employ qualitative methods in future research to gain a more in-depth understanding. Furthermore, the data is self-reported, which carries the potential for biases such as social desirability, where respondents may provide answers they believe are more favourable.

RESULTS AND DISCUSSION

Demographic Data

Gender: The population included 259 male subjects (65.9%) and 134 female subjects.(%34.1)

Age: The most prominent age group was between 31 and 35 years old (35.9%), which shows that the working population in these public authorities consists mainly of young, active, and dynamic professionals. The next largest group was the 26- to 30-year-old group (25.2%), followed by the 36- to 40-year-old group (16.3%), the below-25 group (13.2%), and lastly, the 41 and above group.(%9.4)

Educational Qualification: Most of the participants (73.3%) were university degree holders, reflecting a highly skilled workforce. Postgraduate degree holders made up 18.1% of the sample, whilst 7.4% had a high school certificate, and 1.3% indicated other qualifications.

Years of Experience: The findings present a varied level of professional experience. The most significant proportion (43.3%) was in the 6 to 10 years range of experience, indicating successful organisational expansion under the influence of experienced staff. Thirty-three point six percent of the respondents had up to 5 years of experience, and 23.2% had over 11 years of experience.

Job Title: Most of the respondents were employees (79.1%), followed by division heads (12.7%) and department managers.(%8.1)

Table (1): Distribution of the Study Sample

Variable	Category	Frequency	Percentage
Gender	Male	259	65.9%
	Female	134	34.1%
Age	Less than 25 years	52	13.2%
	26 to 30 years	99	25.2%
	31 to 35 years	141	35.9%
	36 to 40 years	64	16.3%

	41 years and above	37	9.4%
Education	High School	29	7.4%
	University	288	73.3%
	Postgraduate	71	18.1%
	Other	5	1.3%
Years of Experience	Less than 5 years	132	33.6%
	6 to 10 years	170	43.3%
	More than 11 years	91	23.2%
Job Title	Employee	311	79.1%
	Division Head	50	12.7%
	Department Manager	32	8.1%
	Total	393	100%

The Role of Transparency in Enhancing Internal Communication

This section addresses the primary research question by exploring the contribution of transparency to enhancing internal communication among employees in governmental institutions in Riyadh.

Question 1: What is the current state of transparency practices on the quality of internal communication?

The results in Table (2) indicate that transparency is playing an important role in enhancing the quality of internal communication. The respondents essentially concurred with the statement, "Internal communication helps in accepting and clearly understanding decisions and instructions," and this was rated with a mean score of 4.88 out of 5. This indicates that transparency is positively enhancing the overall performance of the institution. This was closely followed by "Internal communication gives information constantly and consistently" (Mean = 4.87) and "Internal communication gives all information officially" (Mean = 4.83). Additionally, respondents concurred that "Internal communication allows the exchange of opinions and ideas between all parties" (Mean = 4.77), indicating how openness is facilitating the free flow and exchange of information resulting in higher organisational satisfaction. The findings reveal very high mean scores (e.g., 4.88, 4.87, 4.83), indicating high practice of transparency. Conversely, some earlier studies (e.g., Abd Al-Sayed et al., 2019; Bayomi, 2019) revealed the practice of transparency as "low."

Table (2): Practice transparency in the quality of internal communication

Statement	Mean
Internal communication facilitates the acceptance and clear understanding of decisions and instructions.	4.88
Internal communication provides information in a continuous and consistent manner.	4.87
Internal communication provides all information through official communication channels.	4.83
Internal communication facilitates the transfer of opinions and ideas among all parties.	4.77
Internal communication provides decision-makers with access to all activities and information, enabling them to make informed decisions.	4.57

Question 2: What policies and procedures can be adopted to enhance transparency within organisations?

Data in Table (3) illustrates that From the perspective of the employees, the sentence "The internal communication department ensures effective communication by guaranteeing all circulars and memos reach employees" ranked highest (Mean = 4.83). This policy supports transparency by ensuring the receipt and clear understanding of information. Second, the sentence "Internal communication contributes to increasing stability and cohesion among all parties" (Mean = 4.78) affirms that transparency enhances loyalty and stability by clarifying tasks and goals. Also, "The internal communication department provides all information with transparency to ensure effective communication" (Mean = 4.62) indicates that transparency is essential to ensure a harmonious and effective internal communication system. This view is well substantiated in the literature. A study conducted by Holland et al. (2018), for instance, established that messages with high degrees of clarity and disclosure resulted in higher levels of perceived transparency and credibility, which lends direct support to the present finding that credible dissemination of information is essential. In the same vein, Rinoba and Azzawi (2018) established that the implementation of formal disclosure measures has a statistically significant positive influence on communication quality. The policies uncovered in this study can thus be regarded as the practical implementation of these dicta—formal, credible procedures guaranteed to ensure clarity and disclosure, and in so doing, improve the quality and effectiveness of the entire communication ecosystem.

Table (3): Policies and actions that can be taken to enhance transparency within organisations

Statement	Mean
The internal communication department ensures effective communication by guaranteeing all circulars and memos reach employees.	4.83
Internal communication plays a crucial role in enhancing stability and cohesion among all parties.	4.78
The internal communication department provides all information with transparency to ensure effective communication among all parties.	4.62

Question 3: How can transparency contribute to building a positive organisational culture that promotes cooperation and interaction among employees?

The findings displayed at table (4) shows that transparency is essential to develop a positive culture. The item "Internal communication provides a work environment that aids achievement and creativity" had the highest mean score (4.88). strongly aligns with the assumptions of Douglas McGregor's Theory Y, which this research used as its theoretical foundation. According to this theory, employees are motivated intrinsically and strive for self-actualisation, a potential that is realised in an enabling environment. Transparent communication, in promoting creativity and achievement, is the process that generates this Theory Y environment, and hence improves overall performance. Respondents also strongly agreed that "Internal communication shapes attitudes and behaviours that boost employee morale" (Mean = 4.87), indicating that transparent communication aligns employee and organisational interests. Also, the findings indicate that "The internal communication department encourages collaboration among employees to increase communication effectiveness" (Mean = 4.84) and "clarifies the tasks and responsibilities assigned to employees" (Mean = 4.84). Lastly, the high ranking given to "The internal communication department pays attention to employee complaints and opinions" (Mean = 4.80) suggests that transparently addressing feedback reinforces a sense of belonging and strengthens a positive organisational culture. In addition, the findings empirically confirm the observations of Stranzl et al. (2021), who demonstrated a direct relationship between perceived transparency and increased employee engagement. High mean ratings for statements on improving employee morale (4.87) and fostering collaboration (4.84) are concrete measures of such engagement. The finding that the internal communication department "pays attention to employee complaints and opinions" (Mean = 4.80) is especially significant, since this practice directly develops the "organisational trust."

Additionally, Koskela (2020), having observed the significance of "dialogue" in corporate communication practice, argued that a two-way, responsive flow of communication is necessary to establish a culture of transparency. According to Fairbanks (2005), when staff members know their roles and feel heard, it strengthens the "stronger sense of belonging" referenced in the significance section of the study, which ultimately leads to a united and interactive culture. In combination, the findings of this study affirm that transparent internal communication is not just an administrative task but a strategic means of developing a motivated, cooperative, and high-achieving organisational culture.

Table (4): Transparency contributes to building organisational culture among employees

Statement	Mean
Internal communication provides a work environment that aids achievement and creativity.	4.88
Internal communication shapes attitudes and behaviours that boost employee morale.	4.87
The internal communication department encourages collaboration among employees to increase communication effectiveness.	4.84
The internal communication department clarifies the tasks and responsibilities assigned to employees.	4.84
The internal communication department pays attention to employee complaints and opinions.	4.80

CONCLUSIONS AND RECOMMENDATIONS

Conclusions of the Study

Following a critical study of the results and data of the research, it is the conclusion of the researcher that the position of transparency in raising the level of internal communication between employees in government agencies is a matter of growing interest. It is especially relevant in the current era, which promotes movement towards Kingdom Vision 2030 and enables the objectives of Saudi government agencies to reach a high degree of transparency according to their strategic visions. From the data, the researcher established that internal communication explains mean (4.62 out of 5) of job satisfaction variance, indicating its paramount importance as a key driver of employee joy.

The researcher concludes that the practice of transparency has a direct influence on the quality of internal communication, which allows for the open acceptance and comprehension of decisions and directions. This shows that transparency improves communication, ultimately leading to improvement in the overall performance of the institution. It was also found that there is a constant flow of information through internal communication, showing a very high rate of transparency in the information shared. Further, by communicating all information in official manners, transparency is fostered, making it possible to share ideas and opinions among all stakeholders. Consequently, transparency illuminates uncertain information correctly and accurately, resulting in overall staff satisfaction. This is also corroborated by the role that transparency plays in making informed decisions based on clear information.

This result is corroborated by the study conducted by Staranzel, Rubel, and Einwiller (2021), which concluded that employees' awareness of their organisation's handling of transparency had a direct influence on their work engagement, which was mediated through organisational trust.

In addition, the data findings confirmed employees' perception that policies and procedures put in place to promote transparency is a good thing. In particular, when the internal communication department guarantees that all circulars and publications are distributed to employees, they promote transparency because they ensure that messages are properly communicated and received with clarity. The researcher further concludes that there is greater stability and cohesion when internal communication is complemented by transparency. Transparency promotes the free flow of information from all directions, which leads to harmony between parties, enhances loyalty, and eventually results in stability that facilitates effective performance and increased productivity. When the internal communication department gives information transparently, it guarantees a captivating and harmonious communication system in the organisation.

These findings align with Bayoumi (2019), who quantified transparency by using variables of information sharing, problem-solving involvement, decision-making, accountability, and communication systems. They also align with Rinoba and Azzawi (2018), who found that the application of disclosure and transparency standards makes a statistically significant positive contribution to communication quality. The researcher concludes that greater levels of transparency result in greater levels of satisfaction and allow for effective communication among employees. These findings are close to what was established by Almahraj (2021) that public relations departments in Saudi private companies showed a high level of transparency when communicating with their internal publics during the COVID-19 pandemic.

The findings also illustrate how transparency helps to promote a strong organisational culture that is conducive to collaboration and communication through demystifying the roles and responsibilities of employees. The researcher concludes that this aligns with Douglas McGregor's Theory X and Theory Y (1960) framework of the school of organisational behaviour. By promoting transparency, organisations can promote workers' involvement and sense of belonging, which leads to better performance and attainment of organisational goals.

For the researcher, hence, transparency can aid in creating a positive organisational culture through the creation of a work environment that encourages achievement and innovation. Employees' overall performance is consequently improved. Transparent intranet communication affects behaviour and attitudes that uphold

employees' morale, which creates harmony between employees' goals and the organisation. Transparency further improves cooperation and collaboration, indicating the function of transparency in creating a cooperative work culture.

These results are consistent with Muntaha, Muktiyob, and Kartonog (2019), who posited that the process of constructing transparent communication from the ground up will be slow at first but later accelerate and become interactive. They also underscored the need to create transparent communication elements, particularly those that are mandatory and timely. The results were also in line with Al-Mousa (2018), which revealed a moderate practice of transparency from the administrators' point of view. In general, transparency strengthens the function of the internal communication department through demystifying employees' work and roles. This, in turn, works to heighten cooperation and interaction. Lastly, the culture of transparency in government agencies makes the internal communication department more receptive to employees' complaints and ideas, thus improving interaction, encouraging them to feel a sense of belonging, and solidifying an effective organisational culture.

RECOMMENDATIONS

In light of the findings and conclusions of the study, the researcher recommends the following:

- The study suggests using the qualitative approach of collecting a more precise and diverse insight in further research through comparing the influence of transparency over internal communication in various kinds of institutions (e.g., governmental, private, and educational).
- Discuss the role played by Artificial Intelligence (AI) in making information more transparent and effective that is being communicated through internal communication channels.
- Promote the use of very transparent information in internal communication management and ensure that it is being utilised to achieve organisational objectives.

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