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Research Article

The Role of Graphic Design in Internal Organisational Communication

Md. Fatin Hasnat¹; Sanjida Afrin Shohagi¹; Mst. Somaiya Akter Shorna¹; Niloy Das¹; Kazi Abdul Mannan²

¹Department of Graphic Design & Multimedia

²Department of Business

Shanto-Mariam University of Creative Technology, Dhaka, Bangladesh

Corresponding Author: Md. Fatin Hasnat, Email: squadsyco686@gmail.com

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ABSTRACT

Internal organisational communication is a critical determinant of efficiency, collaboration, and employee engagement. While traditional studies have focused on verbal and textual communication, the growing reliance on visual elements underscores the importance of graphic design in shaping organisational culture, reinforcing messages, and enhancing clarity. This article examines the role of graphic design in internal organisational communication by analysing its capacity to simplify complex information, foster employee engagement, and build stronger organisational identities. Using a qualitative methodology, this study synthesises insights from existing literature, case-based observations, and thematic analysis. The study is guided by Visual Rhetoric Theory and Media Richness Theory to explain how graphic design influences internal communication effectiveness. Findings suggest that graphic design is not only a functional tool for transmitting information but also a strategic medium for cultivating shared meaning and alignment with organisational goals. The paper concludes by emphasising the need for organisations to institutionalise graphic design practices within their internal communication strategies.

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1. Introduction

Internal organisational communication has long been recognised as the backbone of workplace collaboration and performance (Downs & Adrian, 2012). Traditionally, it has relied heavily on verbal and written modes of interaction, including memos, emails, newsletters, and reports. However, the rise of digital communication technologies and the shift toward visual-first communication have redefined how information is created, disseminated, and understood within organisations (Kress & van Leeuwen, 2021).

Graphic design, once considered peripheral to internal processes, is now seen as a strategic asset for communication effectiveness. The increasing complexity of organisational operations demands clarity, accessibility, and creativity in information delivery. Infographics, dashboards, process maps, and branded templates exemplify how graphic design facilitates understanding by translating abstract data into visual narratives (Ware, 2021).

This study investigates the role of graphic design in internal organisational communication, asking:

- How does graphic design influence clarity, comprehension, and retention of internal messages?
- In what ways does graphic design contribute to employee engagement and organisational culture?
- What theoretical frameworks explain the significance of graphic design in internal communication?

The analysis adopts a qualitative methodology, integrating thematic review and interpretive analysis to explore how organisations employ graphic design in their communication practices.

2. Literature Review

2.1 Internal Organisational Communication in Context

Internal communication research has historically focused on hierarchical message flows such as downward, upward, and horizontal communication (Goldhaber, 1993; Miller, 2014). Modern workplaces, however, have become more decentralised, relying on cross-functional collaboration and digital platforms. As Welch and Jackson (2007) argued, internal communication should be seen not merely as information dissemination but as an interactive, relational process that fosters trust, engagement, and organisational alignment.

A critical challenge has been information overload. Employees frequently encounter an overwhelming volume of text-based communication — emails, policy documents, meeting minutes — leading to disengagement and reduced comprehension (Heath & Bryant, 2013). This makes the integration of visual and design-based strategies particularly valuable in reducing cognitive load.

2.2 Emergence of Visual Organisational Communication

The shift toward visual-first communication in organisations is driven by two forces: digital transformation and visual literacy. As

Kress and van Leeuwen (2021) observed, visuals are no longer ornamental but integral to meaning-making. Internal platforms such as Slack, Teams, and intranets increasingly employ icons, GIFs, charts, and infographics.

Research shows visuals aid retention: according to Paivio's (1991) dual-coding theory, individuals remember information better when it is presented in both verbal and visual modes. In workplaces, this means employees are more likely to recall organisational values or safety instructions when these are visually represented.

2.3 Graphic Design as a Strategic Organisational Tool

Graphic design, often associated with marketing and branding, has been repositioned as a strategic function that extends to internal stakeholders (Lupton & Phillips, 2015). As Cornelissen (2020) notes, consistent visual language reinforces identity internally, ensuring employees perceive themselves as part of a coherent whole.

Case examples demonstrate this:

- Google uses colourful visual dashboards for employee performance tracking, making progress transparent and motivating (Peterson, 2019).
- IKEA relies heavily on pictograms in both external and internal communication to transcend language barriers across its multinational workforce (Kostelnick & Roberts, 2010).

2.4 Visual Semiotics and Internal Culture

Graphic design in organisations can be understood semiotically. Colours, icons, and typography serve as organisational “signs” that employees learn to interpret. For instance, red in safety posters signals urgency, while consistent logo placement signifies authority (Chandler, 2017). These semiotic practices foster a shared visual culture within the organisation (Barthes, 1977).

2.5 Research Gap and Contribution

While literature has explored external branding, training communication, and visual persuasion (Messaris, 1997; Henderson, 2020), fewer studies address graphic design's systemic role inside organisations. This research fills the gap by situating graphic design as a core internal communication practice that strengthens comprehension, engagement, and culture.

3. Theoretical Framework

This study employs two complementary frameworks:

3.1 Visual Rhetoric Theory

Visual Rhetoric Theory (Foss, 2005) posits that visuals are persuasive artefacts capable of shaping perception and meaning. In internal organisational contexts, graphic design functions rhetorically by appealing to employees' logic (clarity of processes), ethos (trust in leadership), and pathos (emotional connection to organisational goals). For instance, safety posters and training infographics not only transmit instructions

but also persuade employees to adopt desired behaviours.

3.2 Media Richness Theory

Media Richness Theory (Daft & Lengel, 1986) explains how different communication channels vary in their capacity to convey nuanced information. Rich media—such as face-to-face communication—are suited for ambiguous tasks, while leaner media (e.g., written memos) suffice for straightforward communication. Graphic design enhances the “richness” of digital and print communication by integrating visual cues that reduce ambiguity and improve message effectiveness.

By combining these frameworks, the study conceptualises graphic design as both a persuasive tool and a medium enhancer in internal communication.

4. Research Methodology

4.1 Research Design

This study employs a qualitative research design to explore how graphic design is applied in internal organisational communication. Qualitative approaches are well-suited for examining complex, socially embedded practices (Creswell & Poth, 2018).

4.2 Data Collection

Three methods were utilised:

- Document Analysis – Reviewing internal communication materials (e.g., newsletters, reports, infographics) from selected organisations.

- Semi-Structured Interviews – Conducting interviews with communication managers, HR personnel, and designers to capture experiential insights.
- Thematic Review of Case Studies – Synthesising existing case-based evidence on the role of visuals in workplace communication.

4.3 Sampling

A purposive sampling strategy targeted medium-to-large organisations with established internal communication practices. A total of 18 participants were interviewed across sectors, including finance, healthcare, and manufacturing.

4.4 Data Analysis

Data were analysed using thematic analysis (Braun & Clarke, 2006), focusing on recurring patterns such as clarity, engagement, and identity. NVivo software supported coding and theme generation.

4.5 Ethical Considerations

Informed consent was obtained from participants. Confidentiality was ensured through anonymisation of organisational data.

5. Findings

Through document analysis, case comparisons, and interviews with 18 participants (communication managers, HR specialists, and in-house designers), five major themes emerged.

5.1 Graphic Design as a Clarity-Enhancing Tool

Nearly all respondents highlighted how graphic design reduced misinterpretation in complex communication. In manufacturing, process diagrams clarified technical instructions:

“Our engineers understood the safety protocol immediately once we redesigned it visually. Before, the same text document caused constant errors.” (Manufacturing HR Manager)

One case revealed that onboarding manuals redesigned with flowcharts cut employee training time by 30%. This supports the role of visuals in reducing ambiguity, aligning with Media Richness Theory.

5.2 Engagement and Emotional Connection

Participants reported that visuals helped employees feel connected to organisational goals. A healthcare manager explained:

“When we rolled out our wellness program, posters with bold graphics and relatable images got people talking. Emails alone wouldn’t have created that buzz.”

Gamified dashboards in finance firms, incorporating colour-coded progress bars, motivated employees to complete compliance training faster.

5.3 Building Organisational Identity and Belonging

Design consistency emerged as central to identity-building. Employees equated visual templates with professional pride:

“Even our internal memos use the same colour palette as our brand. It makes me feel I’m part of something bigger, not just doing a job.” (Interviewee, Banking sector)

This finding resonates with Cornelissen’s (2020) notion of internal branding, where graphic design strengthens collective identity.

5.4 Overcoming Communication Barriers

In multinational settings, pictograms and icons bridged linguistic divides. IKEA and Toyota were frequently cited as benchmarks. As one HR manager observed:

“Our workforce speaks five different native languages. But one image of a helmet does more than a paragraph of translated safety rules.”

This reflects semiotic theories that universal signs can act as boundary objects (Star & Griesemer, 1989).

5.5 Challenges and Limitations

Participants also highlighted barriers:

- Budgetary constraints limited professional design integration.
- Managerial resistance emerged when design was dismissed as “cosmetic.”

Over-design risks sometimes obscured the message:

*“Once, our campaign was too flashy, and employees complained they couldn’t find the actual instructions.”
(Corporate Designer)*

These challenges emphasise the need for balance between aesthetics and clarity.

6. Discussion

6.1 Graphic Design as Organisational Rhetoric

Findings confirm that graphic design operates rhetorically by appealing to logic, ethos, and pathos (Foss, 2005). Logic is evident in clearer workflows, ethos in professional consistency, and pathos in emotionally resonant campaigns. Organisations thus use design not only to inform but to persuade and align employees with values.

6.2 Media Richness and Visual Amplification

According to Media Richness Theory (Daft & Lengel, 1986), visuals enrich lean media such as newsletters or digital memos. An infographic-laden email is perceived as “richer” than plain text, improving comprehension. This validates Ware’s (2021) argument that visual perception accelerates pattern recognition.

6.3 Case-Based Comparisons

- Healthcare Sector: Graphic design in patient safety communication

internally (staff training visuals) improved adherence to protocols.

- Finance Sector: Visual dashboards fostered transparency and accountability, enhancing trust.
- Manufacturing: Pictograms reduced workplace accidents by simplifying instruction delivery.

6.4 Cultural and Semiotic Implications

Graphic design constructs shared cultural symbols. Logos and consistent design styles foster belonging, echoing semiotic interpretations (Chandler, 2017). Employees identify with these symbols, reinforcing organisational culture (Schein, 2010).

6.5 Challenges and Future Needs

Despite the benefits, organisations risk undervaluing design. Training managers in design literacy is crucial. As Henderson (2020) stressed, design should not be left solely to marketing teams but embedded across HR, safety, and administration.

6.6 Contribution to Research and Practice

This study demonstrates that graphic design is not ancillary but foundational to effective internal communication. It enriches media, bridges linguistic barriers, and strengthens identity. Importantly, it calls for future empirical research that measures the long-term impacts of design interventions on employee engagement and organisational performance.

7. Conclusion and Recommendations

7.1 Conclusion

This study demonstrates that graphic design is not merely a supportive or aesthetic component of internal organisational communication but a strategic driver of clarity, engagement, and identity-building. The findings revealed that visual design enhances message comprehension, reduces ambiguity, and accelerates the learning of complex processes. Employees consistently indicated that well-designed visuals—whether safety pictograms, onboarding manuals, or internal dashboards—enabled faster understanding and retention compared to text-heavy communication.

Beyond cognitive clarity, graphic design also plays a critical affective role. By embedding organisational values into visual campaigns, symbols, and branded templates, design fosters emotional engagement and a sense of belonging. Employees interpret colours, icons, and visual styles as signs of organisational culture, reinforcing collective identity. This semiotic dimension demonstrates how graphic design strengthens not just functional communication but also the symbolic infrastructure of organisations.

The study also highlighted how visuals bridge linguistic and cultural divides, particularly in multinational workplaces. Pictograms and infographics emerged as “boundary objects” that helped diverse employees interpret messages without translation, reducing communication barriers. This finding confirms the role of

design in promoting inclusivity within globalised organisations.

However, the research also uncovered significant challenges. Budgetary constraints often restrict access to professional design expertise, while some managers undervalue design as merely cosmetic. Over-designed campaigns can also backfire, distracting from core content. These tensions underline the need for balance between aesthetics and functionality, as well as a cultural shift within organisations to view graphic design as a core element of communication strategy rather than an afterthought.

Overall, the study concludes that graphic design must be institutionalised within internal communication policies. Organisations that invest in visual literacy and consistent design practices will benefit from more effective communication, stronger organisational culture, and improved employee engagement.

7.2 Recommendations

Based on these conclusions, the following recommendations are proposed:

- **Develop a Visual Communication Policy:** Organisations should establish guidelines that standardise design practices for internal communication. This ensures consistency in templates, colour schemes, and visual language, reinforcing identity and professionalism.
- **Invest in Design Resources:** Allocating budget for professional design support—either through in-

house teams or contracted specialists—can significantly improve communication effectiveness. Resources should not be confined to marketing but extended across HR, safety, training, and administration.

- **Promote Visual Literacy Among Managers:** Training programmes in basic design principles can help non-design managers better appreciate and apply graphic design in communication. This reduces the risk of undervaluing design and promotes a balance between aesthetic appeal and clarity.
- **Leverage Inclusive Visuals:** Multinational organisations should prioritise universal visual symbols that transcend linguistic barriers. Pictograms, icons, and culturally sensitive imagery should be strategically incorporated into communication campaigns.
- **Evaluate and Iterate:** Organisations should implement feedback mechanisms—such as employee surveys or usability testing of visual materials—to continually refine their design practices. Evaluating communication outcomes ensures that visuals remain functional, engaging, and aligned with employee needs.
- **Future Research and Practice:** Longitudinal studies are recommended to measure the impact of design interventions on organisational outcomes such as engagement, safety compliance, and

employee retention. Researchers should also explore sector-specific applications, such as healthcare communication design or digital dashboard development in finance.

By adopting these recommendations, organisations can move beyond text-heavy and fragmented communication practices toward a visually integrated model of internal communication. Graphic design, when strategically embedded, has the potential to transform how employees understand, engage with, and embody organisational values—ultimately contributing to more cohesive and high-performing workplaces.

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