

Internal Communication Importance in Sense Making, Employee Engagement And Organizational Effectiveness

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Abstract

Communication is the basis for any action taking place in the society, communication can be used to persuade or threat and it is widely accepted tool for getting desirable response from the target people. Especially, in an organizational setting where employees are responsible to discharge their duties and responsibilities highly needed to be communicated about rules, regulations work culture and working conditions. Frequently, Employees would expect communication from management about organizational goals, objectives and changing requirements and their role importance to achieve organizational effectiveness. Human resources are more effective at work place when they get due respect and personal identity which can be possible with effective communication implementation at work place. It also helps as a tool to engage the employees effectively at workplace; hence it can be observed communication as one of the most imperative drivers of employee engagement and also appears that proper internal communication system create sense of belongingness among employees. In this context this research paper prepared with an intention to know about three crucial parts: What does 'employee engagement' mean to the firms and employees? How can employee engagement be managed effectively through the internal communication? What are the potential outcomes of employee engagement for organizations? This theoretical paper under a recent phenomenal setting goes over the main points of literature under each of the above research questions. With the help of various peer reviewed journals, articles, books, working papers, conference records and blog reports, found that organizational effectiveness depends on effective employee engagement and employee engagement and internal communication are significantly correlated.

Keywords: Internal communication, employee engagement, sense making and organizational effectiveness

Introduction

Given more and more unstable and unpredictable economic, technological, political, legal and social environments, heightened competition, the firms across the world have recognized that the skilled and loyal employees are the key to have sustainability and success in the long-run. To

achieve various organizational objectives, employee's cooperation and contribution much needed. Hence, it is important to communicate effectively the organizational policies and practices. Manager's ability to communicate with the employees about the changing needs of the organizations and implementation of new policies without any chance of ambiguity can lead to gain employees support all the time. According to (Karanges, et. Al. 2015) communication helps employees feel they are not isolated, they are the part of teamwork, and creates mutually respectful feeling, and builds congenial relations at workplace which encourages employees to perform the best and when industrial relations are strong it leads to sense of belongingness to the firm as a result employees feel they are engaged, trust each other and strive hard to achieve firm's objectives. The research work of (Martins et al., 2013) has revealed that the effective communication builds more understanding among the team members so that they work together effectively to achieve organizational success. They also found that communication is a significant element in building relationship and better understanding each other at peer and superior and subordinate levels.

Review of literature

Reviews were collected by systematically digging down into the literature highlighting the key search terms called role of internal communication in employee engagement, drivers of employee engagement and outcomes of employee engagement. A systematic review of the current literature helped us to gain more insights about how the organizations can use internal communication practices to increase employee engagement at work place. Weick's organizational theory is the framework of this research paper. Weick is an American organization theorist who is known for introducing the concept of "making sense" into organizational communication. Weick believes that information is the common material handled by all organizations. Yeomans (2008) empirical study conducted on 700 employees of British healthcare institutions shown that internal communication contributes to the development of organizations. According to a series of studies by Watson Wyatt Worldwide (2008, 2009, 2010), engaged employees are the most likely to be the highest performing employees, and have 20% fewer days of absence than less engaged employees, they supports organizational change, and have lower churn rate. Effective communication was found to be a key driver of employee engagement and an indicator of financial performance. (Carriere & Bourque, 2009), in their research found that communication is an important part of meaning creation. Improving internal communication practices can increase

the rational awareness among employees, which in turn can increase employee engagement and job satisfaction thereby it increases the employee retention rate. The other research by Allard-Poesi (2005) supports Wake's sensory theory of internal communication practice, but argued further the sense making must be a continuous flow of communication processes.

Statement of the Problem

Organizational investment that creates competitive advantage through development Employee engagement continues to increase, despite the increase in expenditures, the commitment and engagement of employees has not improved (Krishnan & Wesley, 2013). Organizational behavior of individuals and groups at work place influence by the level of employee engagement, in an organizational environment the effective internal communication about organizational processes and practices can provide meaning to the employees and hence the employees would support the management in achieving its objectives (Gibson & McDaniel, 2010). This study could establish "role of internal communication, in sense creating, worker engagement and firm effectiveness".

Purpose of the study

The aim of this research paper was to find the result how internal communication and employee engagement correlated and to found how positive feeling of engagement among workforce can increase organizational effectiveness in having competitive sustainability and long-run success.

Communication Process Management

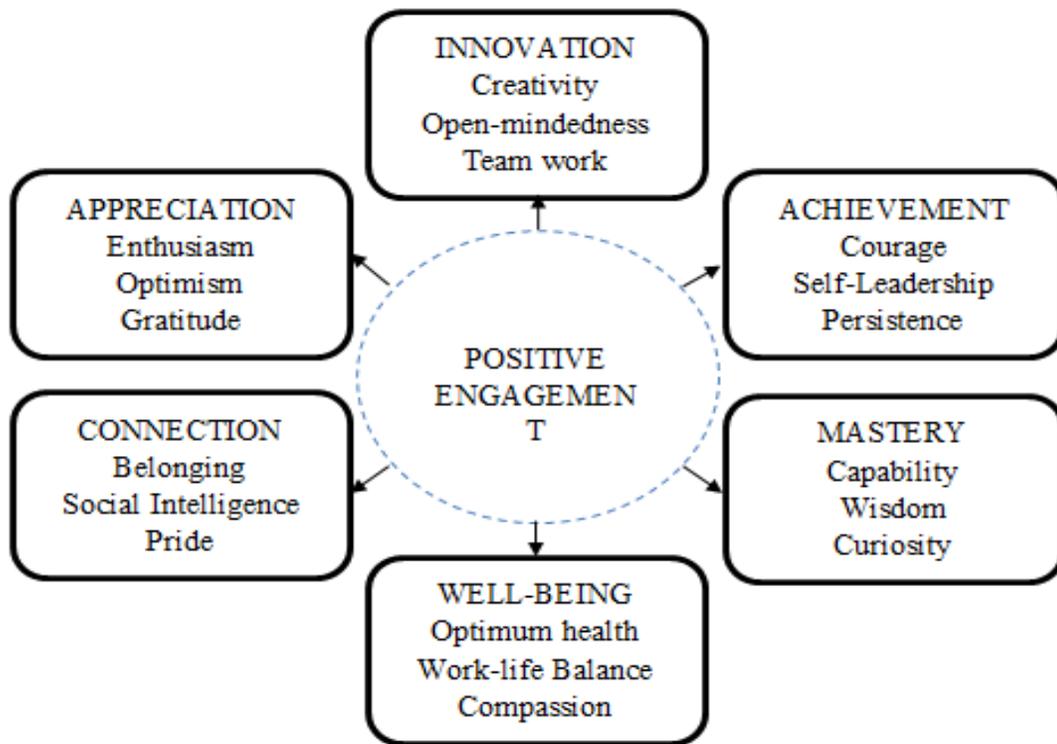
Motivated employees are the dream of any employer because they can increase the company's productivity, maintain a positive working environment, and be loyal to the company based on collaboration and teamwork. In short, workers make sure long-run success of the firm. (Frandsen, Johansen and Pang, 2013). According to the latest research of (Cooper-Warren, 2008), the young workforce is paying attention to the organizational culture influenced by internal communication and internal communication is proven to contribute to employee commitment and enhance a sense of belonging to the organization.

Employee Engagement VS Employee performance and Organizational effectiveness

The link between employee engagement and organizational financial results has received great attention. A number of studies have shown that employee engagement can initially improve

employee performance, from the perspective of (Tower Perrin, 2006; Gallup, 2006), it can further improve organizational performance. A study conducted by Robertson-Smith and Mark wick (2009) pointed out that engagement provides employees with an opportunity to invest in their own work and also creates a sense of self-efficacy. Gallup (2006), reports that effective internal communication can lead to mindfulness, intrinsic motivation, creativity, authenticity.

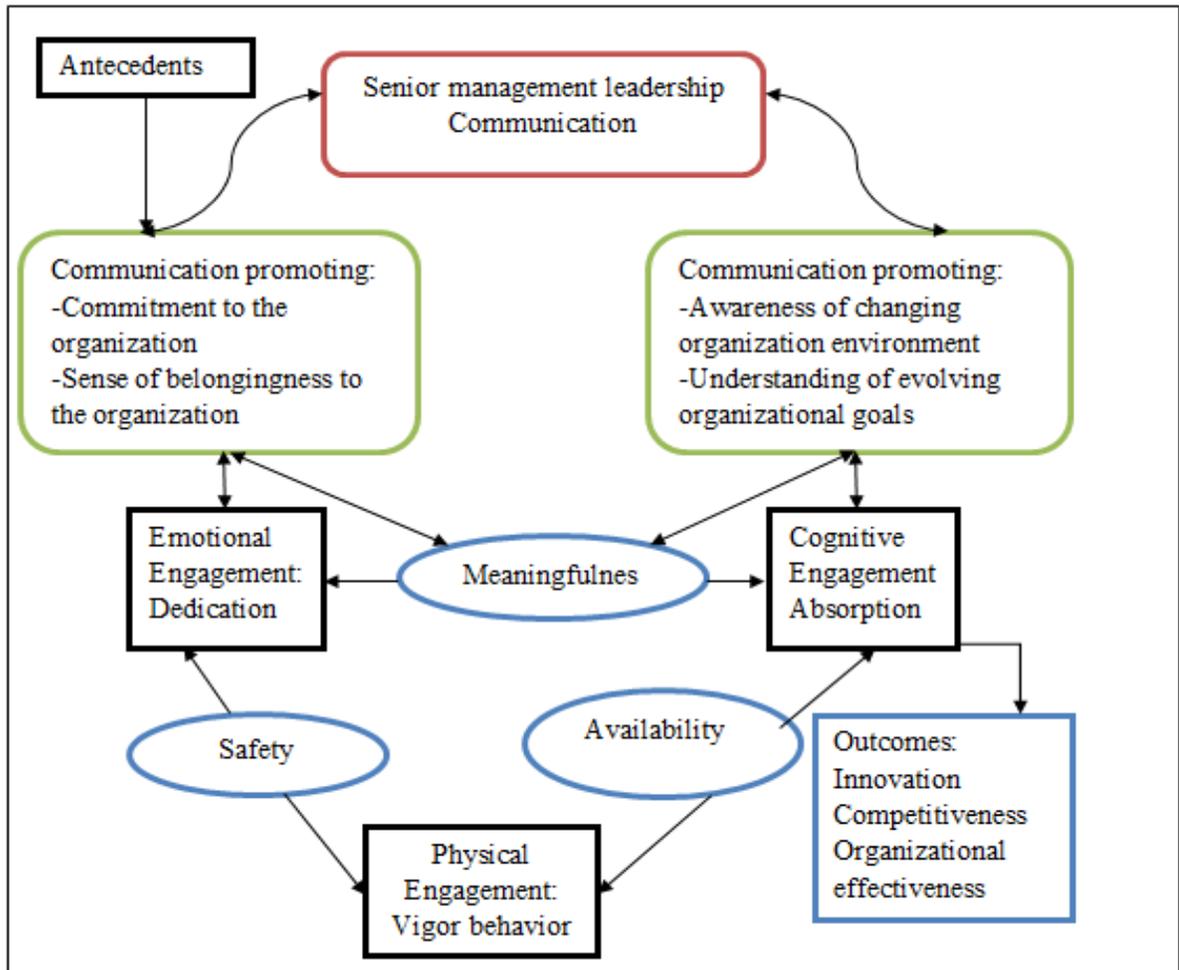
Figure: 1the positive engagement model communication perspective (Source: Ruck & Welch, 2012)



Communication and Employee Engagement

Communication plays an important role in ensuring employee engagement (Pugh and Dietz, 2008; Wiley et al., 2010; Kahn, 1992; MacLeod and Clarke, 2009) emphasized that employees need clear communication from their bosses to communicate the role is linked to the leadership vision. In addition, employees believe that poor communication is an obstacle to understand the expectations of management so it is relatively effects employee participation. Internal communication is an organizational behavior that can effectively convey organizational values to all employees, thereby gaining their support for achieving organizational goals.

Figure: 2 the employee engagement concept and internal corporate communication: a conceptual model
 (Source: Mary Welch 2011)



The figure above shows the communication-oriented view of employee engagement. It locates all aspects of senior management leadership and communication related to employee engagement. Communication is a form of employee psychological needs that an organization must meet to maintain and develop employee engagement. All aspects of internal company communication are positioned to increase employee's awareness and understanding of organizational policies and practices which further helps to boost employee sense of commitment, belongingness to the organization. The outcomes of employee engagement are innovation, competitiveness, and organizational effectiveness.

Results and Discussion

Communication can not only motivate the employees to perform the better but it also creates sense of belongingness among workers. It has been proved even in the Hawthorne study experiment conducted by Prof. Elton Mayo in between 1924 to 1932. The other study of Khans 1990 research work on employee engagement also highlighted the role of internal communication at work place. Mary Welch 2011, Ruck & Welch, 2012 research articles also supporting that proper internal communication system at work place would always bring better understanding among workers and make sure smooth flow of organizational activities.

Conclusion

This research paper discussed the association between internal communication and employee engagement and highlighted that how organizational effectiveness is depends on employee engagement. The content of internal communication and the management ability of communication effectively with the employees at all level can potentially provide feeling of meaningfulness and engagement. However, the intricacy of Communication within the organization needs to be recognized through other research considering various dimensions like internal communication dimensions, including production line management, teammates and projects Peer exchanges. The further research would help the communicators about the practice and communicate interventions to increase employee engagement.

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