



## SYNERGIZING CORPORATE COMMUNICATION AND EMPLOYEE ENGAGEMENT: A COMPREHENSIVE REVIEW

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### Abstract

**Introduction:** Communication is the kernel of humans' life. Obviously, it is also having an impact on business. Corporate communications are a set of actions that benefits internal and external communications, to improve faith, trustworthiness, and positive sights of the organization. It plays vital part in the progress and development of any organization. It is about employees, managers, executives, and board members communicating within an organization. It is also had significance to bring desired changes in employee's attitudes and performance which can help any organization to succeed and to achieve desired goals. The role of communication is significant for fostering employee engagement and nurturing the progressive culture in the organization. Effective communication in the organization can upsurge employee engagement, increase productivity, and improve business growth. The assurance and devotion which are vital to the long-time period is illustrated by engaged employees. The simplest way to increase employee engagement is communication. Employees are the assets of every organization. Organizations require to be exceptionally centered and being mindful to guarantee that the employee communication ought to be increased, so that they able to achieve their objectives with greatest utilization of human assets. This research paper outlines the use of corporate communication in organization and also discussed about the impact of same on employee engagement.

**Purpose:** The purpose of this work is to learn more about the impact of corporate communication in enhancing employee engagement.

**Methodology:** This study is based on secondary data. Various high-quality sources, such as Elsevier, Sage Publications, HBR and others were used to review the related research papers and articles.

**Result and findings:** The study's findings all point to the fact that good employee communication leads to higher levels of employee engagement, which is linked to improved organisational growth. Employee engagement is strongly and positively associated with leadership styles. There is a relationship between supervisory communication, employee wellbeing, and employee engagement.

**Implications:** Many researchers will use this study to expand their research, and companies will use it to include corporate communication for improved business performance.

**Keywords:** Corporate Communication, Employee engagement, Human Resource (HR)

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## **1. Introduction**

### **Corporate Communication**

Communication is a powerful tool that may have a significant impact on an organization's effectiveness. Effective communication may increase employee engagement, workplace productivity, and business growth. Effective communication is essential for a motivated staff. Employees that are engaged are far more likely to demonstrate the dedication and commitment required for any company's long-term success. "Effective internal communication leads to improved corporate outcomes, and dedicated employees are more productive." (Aniisu K. Verghese, 2017) Efficient communication is the beginning and foundation of a company's functional and financial success; it is the foundation of knowledge management, which enhances a company's competitive advantage in a difficult market climate. (Holá, Jana, 2007) Enhancing communication processes both within and outside the business, regarding the management paradigm, flow of information, communication routes, and technology solutions, is a vital activity for generating efficient internal communication. (Jakubiec, Marcin, 2019). According to Titang (2013) considering the fast increase in communication technology that characterized current society, the impact of new information and communication technologies on internal communication is there. Communication process can take several forms within the business, including face-to-face, written, and/or internet communication. It is essential for businesses to select the most appropriate communication channel for their company strategy and goals. It's normal practice to measure and optimise communications from the outside. However, strategizing and measuring the effectiveness of your internal communications is equally important. The goal of internal communications is to promote efficient communication among

employees within a company. It includes creating and distributing messages and campaigns on behalf of management, as well as fostering communication with the organization's constituents. Good communication necessitates ongoing effort, attention, and dedication on the part of corporate executives and staff. (Tworzydło, Dariusz, 2015)

In normal circumstances, communication is critical, but it becomes even more critical in times of extreme disruptions or pandemics, when the methods of communication between the leader and organisation members, as well as among the organisation members themselves, must be carefully chosen, skillfully practiced, and constantly monitored to ensure the employees' safety. (Marjan I. Bojadjiev, 2021). Because of the Covid-19 incident, many organizations realized the importance of communication.

### **Statement of Problem:**

In order for any industry to develop and succeed, communication is essential. Communication has a significant impact on employee engagement and happiness of employees. It's important to look at employee engagement and the role of corporate communication in this.

### **Objectives:**

1. To comprehend the influence of employee engagement on the success of an organisation.
2. To understand how business communication affects employee engagement

### **Scope:**

The study's focus is on employee engagement and corporate communications. Corporate communication is the only parameter considered under present study. Other parameters like organization culture, organizational perceived support system plays crucial role for employee engagement do not form part of this study.

**Literature Review:** Employee communication has a greater impact on organisational identification due to the support provided by the organisation to its workers (Krywalski Santiago Joanna, 2020). In today's competitive workplace, employee engagement has become crucial to business success (Nupur Veshne, 2017). Employee partnership relationships are built on the foundation of good communication. The responsibility of those in charge of the communication process should be to encourage action based on the values of transparency and accountability in order to foster employee confidence (Monika Zajkowska, 2012). Employees who were satisfied with their jobs were always active in the company's activities, which resulted in enhanced individual performance and productivity, which contributed to the company's success (Gomathi Sankar, Jeganatha, 2018).

Employees that are more engaged have greater faith in their managers and are thus more empowered to develop client

connections on behalf of the company. More effective business communication may enhance employee engagement (Mishra, Karen & Boynton, Lois & Mishra, Aneil, 2014). At many levels, communication methods create a healthy culture and enhance organisational effectiveness (Men, Linjuan & Yue, Cen, 2019).

### Benefits of Corporate Communication

Communication is considered to as an organization's cornerstone. An organization cannot function successfully without it. Communication is essential for an organization's day-to-day operations to function smoothly. An organization's smooth operation is the result of well-implemented communication. Internal communication that is properly executed inspires an organization's personnel. Internal communication is typically beneficial to the connection between senior management and subordinates. Only via communication can each person feel like they are a part of an organization. This serves as a driving force.

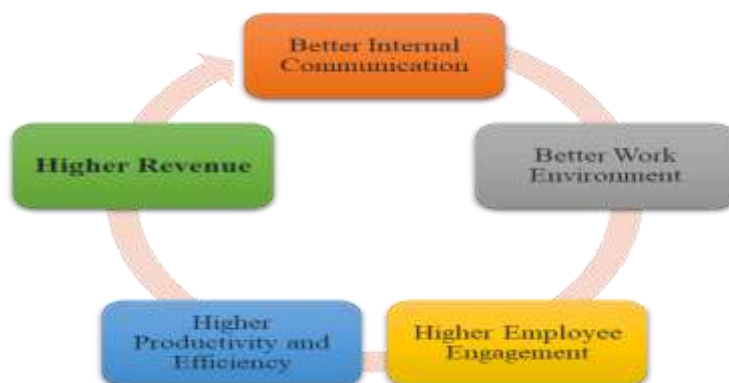


Fig. 1 Benefits of communication in organization

Better communication, as illustrated in fig. 1, leads to a better work environment, higher employee engagement, higher productivity and efficiency, and increased revenue.



Fig. 2 Factors that are most likely to lead to success  
[Source: HBR Analytic Services survey 2013]

Effective internal communication is considered as a significant foundation for employee engagement, according to the responses of participants in a 2013 Harvard Corporate Review Analytic Services global study on the effects of employee engagement on business success, as shown in Fig 2.

**Employee Engagement** “Employee engagement is an outcome of how employees perceive their work, leadership of their organizations, the recognition and rewards they receive, and the communication ethos of the organization”-  
-----Sanchez

Employee engagement is the practice of keeping employees involved in their organization's operations in order to improve their loyalty and sense of belonging (Gomathi Sankar, Jeganatha, 2018). Employee engagement refers to employees' emotional and intellectual commitment to the success of their organization. Employees who are engaged in their job feel a strong sense of

determination and sense of importance which lead them to go exceeding their efforts and give great performance to help the organization to achieve its goal line. Employee engagement is characterised by the emotional and rational attachment of employees to their jobs, as seen by the increasing of employee retention periods. In reality, an increase in an employee's retention time has a cascade effect, resulting in a reduction in recurrent recruiting and associated costs. There is a link between high levels of employee engagement and decreased employee turnover, as well as better customer satisfaction and loyalty. Employees that are emotionally linked feel strongly about their job and are committed to producing the best results. Employee engagement also enables employees to understand how their deliverables relate to the organization's goals, allowing them to give their entire attention to the related responsibilities.

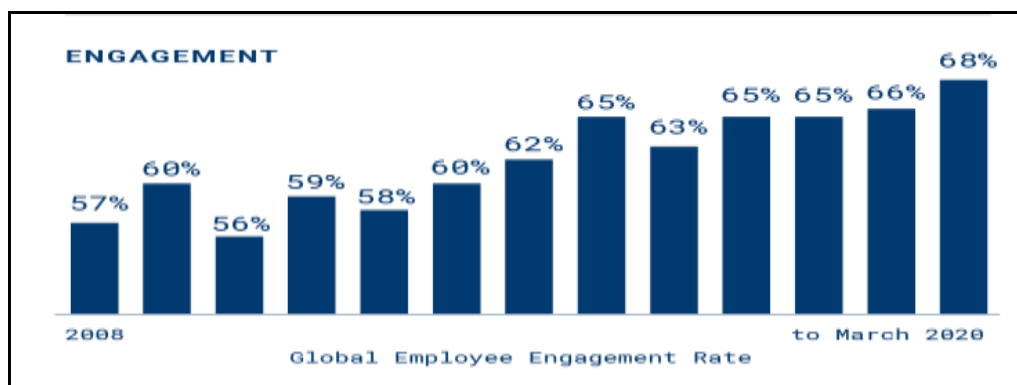


Fig. 2 Global Employee Engagement Rate [Source: Christopher Adair (2020)<sup>6</sup>]

According to Christopher Adair's (2020) study, employee engagement is at an all-time high in 2020 when compared to the years 2008 to 2019. A highly engaged employee consistently produces results that exceed expectations. As shown in fig.2, the demand for employee involvement has grown as a result of the epidemic.

### Benefits of Employee Engagement

Employee engagement is critical to any organization's success, and as businesses become more global and reliant on cutting-edge technology, there will always be a need for engaged workers to convey an organisational identity. Employees that are engaged have a holistic view of the organisation and understand their role, where they fit in, and how they contribute. As a result, organization is able to make smarter decisions. Companies that have a highly engaged staff outperform their competitors.

### Role of Corporate Communication in Employee Engagement

Corporate communication is a key idea in internal public relations, and it has been linked to beneficial organisational and employee outcomes including employee engagement. Employee partnership relationships are built on the foundation of good communication. Employee engagement is influenced by the organization's communication practices. (Fatma Jaupi, Shyqyri Llaci, 2015)

Efficacious communication is a critical component of a well-designed strategy for increasing employee engagement. Feedback, open lines of communication, supervisor-to-employee dialogue, and sharing information with workers are all significant engagement facilitators. (Verčič, A. T., & Vokić, N. P., 2017). Corporate communication strategies among managers provide a chance to boost employee engagement. This necessitates top management commitment to improving different aspects of corporate communication, which will improve employee engagement. (Solomon Markos & Biruk Gossaye, 2021).

Corporate communication is significantly correlated to employee engagement (Saad, Zuliawati Mohamed; Sudin, Suhaimi; Shamsuddin, Norlina., 2018) "More effective corporate communication can enhance the employee engagement" (Mishra, Karen & Boynton, Lois & Mishra, Aneil., 2014) According to the replies of participants in the Harvard Business Review Analytic Services global study on the influence of employee engagement on business success, effective internal communication is a critical foundation for employee engagement. Communication was a critical element in at least five of the eight most influential determinants of employee engagement, as seen in the below fig. 3. (Good internal communication leads to stronger employee engagement and therefore better organizational performance, 2020



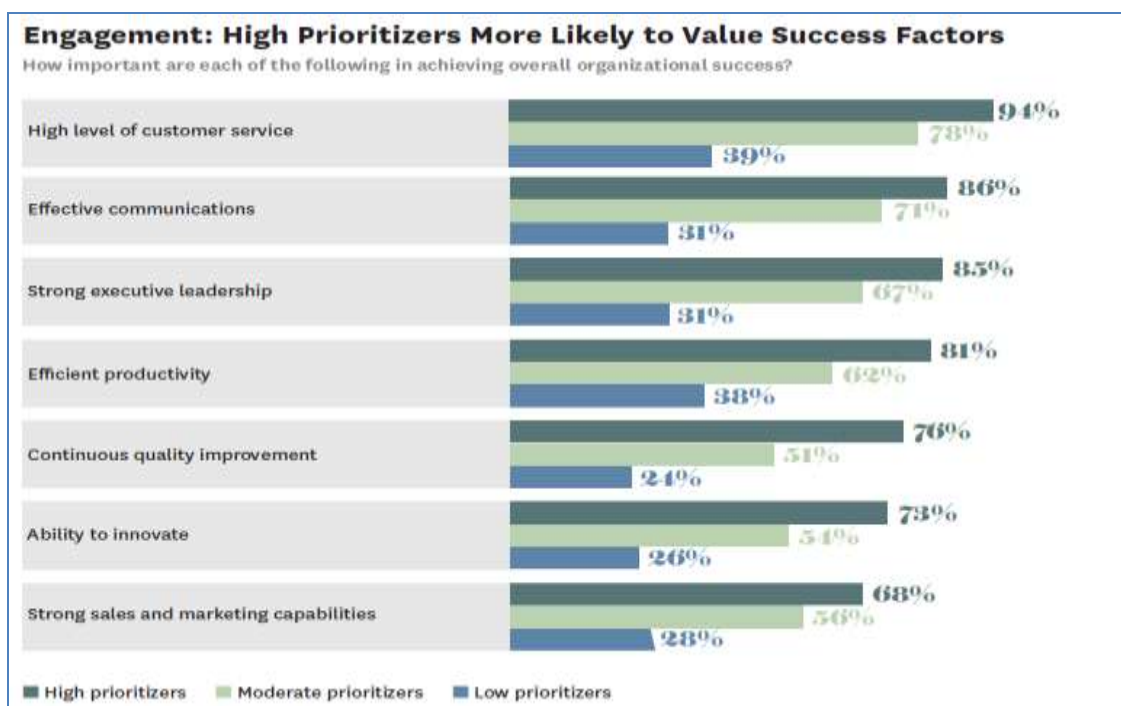


Fig. 3 Employee engagement factors most likely to bring success [2013 HBR Analytic Services survey]

Organizations and public relations professionals are increasingly realizing the need of improving corporate communication with workers. Corporate communication is critical for fostering a culture of transparency between management and employees, as well as engaging workers in the organization's goals. To interact with employees, executives use a number of ways, including face-to-face communication. They selected different communication techniques aim to increase employee belief and engagement. there is a link between supervisory communication, employee wellbeing, and employee engagement because each of these factors leads to improved employee performance, employee commitment, employee loyalty, and intention to stay, all of which are behaviours demonstrated by engaged employees. (Nuper Veshne, 2017) Nothing is more essential to the success of your company than having a motivated team. Employee engagement is a critical factor in boosting productivity, creativity, retention, and competitiveness. "Engaging employees in quick and real-time

conversations, not only impacting organizational efficiency and a smooth communication flow, but also leading to higher productivity, motivation and a sense of loyalty and involvement among employees within organizations." (Niyati Vora & Kishore Patra, 2017) "A symmetrical internal communication system is employee-centered and one that values reciprocity, openness, trust, and feedback." (Men, Linjuan & Yue, Cen, 2019) "The implementation of the action plans for improving the internal communication, was able to bring back the level of employee engagement better than the previous one" (C Balakrishnan & Dr. D. Masthan, 2013).

## 2. Findings and Discussions

The findings are described below based on information retrieved from secondary sources about corporate communication and employee engagement.

1. Employee engagement is strongly and positively associated with leadership styles, personality traits, and communication.

2. In different sorts of sectors, numerous techniques for employee engagement were used.
3. Employee performance, commitment, loyalty, and intention to stay increase as a result of corporate communication, all of which are behaviours shown by engaged workers.
4. There is a relationship between supervisory communication, employee wellbeing, and employee engagement.
5. Employee engagement is increased by efficient corporate communication, which leads to the achievement of an organization's goal.
6. Supervisory two-way communication ensures successful employee engagement.
7. Customer satisfaction is heavily influenced by employee engagement.

### **3. Conclusion**

Effective workplace communication is typically viewed as a significant contributor to high levels of employee engagement, which leads to greater organisational outcomes, according to this study. The outcomes of the study all point to the fact that excellent employee communication contributes to higher levels of employee engagement, which is related to better organizational growth. Effective corporate communication increases employee engagement, which helps to the accomplishment of an organization's purpose. Communication process inside an organisation has a huge influence on staff productivity. Because the Human Resource (HR) Department serves as a liaison between employees and upper management, it must have a well-developed strategy for communicating effectively with employees in order to increase employee happiness and engagement.

### **Scope for Future Research**

The researcher suggests that many aspects of corporation communication need to be studied for future study. Other factors that impact employee engagement may be incorporated in research. In addition, future study may look at how and why corporate communication affects employee engagement. This study solely looked at corporate communication and its influence on employee engagement; nevertheless, it would be interesting to look into the issue in a specific industry.

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