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THE ROLE OF INTERNAL COMMUNICATION IN IMPROVING EMPLOYEE ENGAGEMENT FOR BUSINESS

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Abstract: *This study aims to analyze the effect of internal communication on employee engagement. Effective internal communication is believed to be able to increase employee engagement, which has a positive impact on productivity and work loyalty. This study uses the Systematic Literature Review (SLR) approach. The results of the analysis show that internal communication has a positive and significant effect on employee engagement. This study emphasizes the importance of open, clear, and two-way communication between management and employees to build high engagement in the work environment. The implications of this study encourage companies to strengthen internal communication channels and strategies in order to create a participatory and collaborative work environment.*
Keywords*: Internal Communication, Employee Engagement, Business*

INTRODUCTION

To meet the demands of an increasingly complex and dynamic business environment, organizations must focus on internal aspects that can maximize the performance of every aspect of their organization. Employee engagement, which has been shown to be a significant predictor of long-term organizational performance, is one such element. Higher levels of dedication, loyalty, and productivity are often demonstrated by workers who are emotionally and intellectually invested in their work (Chandra & Adiarsi, 2019).

Employee engagement is closely linked to the overall company culture and structure, as well as individual factors. According to Kahn (1990), employee engagement is a psychological state that motivates people to fully engage in their work at the workplace on a physical, mental, and emotional level. This suggests that a supportive work environment is as important to engagement as individual motivation.

The process of conveying information verbally from one part of an organization to another is known as internal communication. Information can be conveyed through thoughts, ideas, or messages. When employees can communicate with each other, they can share ideas, concepts, and opinions, which is why communication is so crucial for a business (Hidayat, 2021).

According to Kristanty et al. (2024), good internal communication improves the relationship between management and employees and fosters trust, as well as helping convey

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information. This is crucial for fostering a sense of belonging to the company, which in turn increases employee engagement in achieving company goals. Several studies have shown that effective internal communication can create an inclusive and open company culture. This culture will increase employee confidence and belonging, ultimately increasing their level of engagement with the company. Consequently, internal communication is seen as both a key managerial tactic and an administrative procedure.

Previous research also shows that communication channels and styles significantly influence employee engagement. Ruck et al. (2017) found that meaningful and transformative communication can increase employee loyalty and job satisfaction. These findings highlight the value of communication as a means of fostering strong emotional bonds between staff members and the company.

As more businesses use information technology to communicate and build connections, internal communication is evolving in both form and form in today's digital age. This creates new possibilities and challenges in ensuring clear messages and encouraging active participation. Technology facilitates faster, more intimate, and more engaging communication. According to research conducted in Indonesia by Fikri et al. (2024), the use of digital technology for internal communication can increase the engagement of Generation Z workers with the company.

The purpose of this study is to examine how internal communications helps improve employee engagement by considering these dynamics. It is hoped that this knowledge will provide strategic insights to organizational stakeholders in creating communication policies that improve employee performance and well-being.

LITERATURE REVIEW

1. Internal Communication

Internal communication, as defined by Effendy (2019), is the horizontal and vertical exchange of ideas between managers and staff within a business or organization. Researchers can use the following indicators to measure internal communication: horizontal communication, vertical communication from subordinates to superiors, and vertical communication from superiors to subordinates (Lestari & Kasmirudin, 2017; Effendy, 2019; Azzahra et al., 2018). According to research by Dato et al. (2019), open, transparent, and empathetic internal communication can significantly improve job satisfaction and performance.

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The process of sharing information, concepts, and directions between various levels and work units within an organization is known as internal communication. This communication is crucial to ensure efficient operations and positive relationships between management and staff (Verčič & Men, 2023). Internal communication in contemporary organizations encompasses a two-way flow of communication that allows for employee input, participation, and decision-making, as well as the process of conveying messages from superiors to subordinates. According to research by Dato et al. (2019), open, transparent, and empathetic internal communication significantly improves job satisfaction and performance.

2. Employee engagement

The literature and psychological studies on how individuals dedicate themselves to their work are the source of the phrase "employee engagement." According to some definitions, engaged employees are passionate, highly focused on their work, enthusiastic, and ready to work hard to support the long-term and sustainable success of the organization. When employees focus their energy on tasks that align with the organization's strategic goals, they become enthusiastic about their work, known as employee engagement (Vellya et al., 2020).

Involving workers at all levels of an organization in decision-making and problem-solving is known as employee participation. Employee involvement has two advantages: First, because it involves the opinions and ideas of individuals directly involved in the work environment, it increases the likelihood of informed judgment, better planning, or more successful change. Second, by involving those who will implement the choices, employee involvement also fosters a sense of responsibility and ownership (Tjiptono & Diana, 2003).

RESEARCH METHODS

A Systematic Literature Review (SLR) is used in this research to uncover, evaluate, and interpret research findings related to a specific research question, topic area, or phenomenon of interest. In a systematic review, descriptive qualitative research findings are then summarized using qualitative methods. Examples of literature research in this essay include references to previous research findings and expert assessments.

RESULTS AND DISCUSSION

Building a work climate that encourages employee engagement within an organization largely depends on effective internal communications. Several internal

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communications factors, such as information transparency, communication frequency, decision-making transparency, and the use of relevant communication technologies, have been repeatedly shown to influence employee engagement, according to findings from a systematic review of the literature.

1. Information Transparency in Internal Communication

The degree to which management communicates timely, accurate, and relevant information to all levels of staff is known as information transparency within an organization. The company's strategic goals, business performance, regulatory changes, and managerial choices that directly or indirectly affect employees are just a few of the important topics included in this data. Openness is only one aspect of transparency; others include the coherence and clarity of the message conveyed. According to Welch (2011), open communication will increase employees' positive opinion of the company, increase trust in executives, and enhance a sense of stability and security in the workplace.

2. Involvement in decision making

One of the most important components of good internal communication is employee participation in decision-making, which directly impacts how engaged employees are within the company. Employees will feel more valued and recognized as a vital component in achieving shared goals when they are allowed to voice their thoughts, views, or objections to rules or procedures. This involvement increases the intrinsic drive to contribute as much as possible and increases a sense of ownership over the work results. Participatory communication can encourage the sharing of ideas and foster positive, mutually beneficial relationships between superiors and subordinates, according to Mazzei (2010). Furthermore, participation in decision-making facilitates a positive two-way exchange of information, enabling organizations to make more informed decisions.

3. The Influence of Two-Way Communication on Employee Engagement and Organizational Dynamics

Organizational dynamics and employee engagement are heavily influenced by two-way communication. By facilitating communication between management and staff, this communication not only disseminates information from the top down but also provides opportunities for staff members to provide input. Employee engagement increases because they feel heard and valued. According to research by Ruck and Welch (2012), companies with two-way communication typically have more dedicated and effective staff members. Furthermore, two-way communication fosters trust, which creates a transparent and open

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workplace. Organizations that promote open communication tend to generate more innovative ideas and creative solutions (Kalla, 2005). All in all, two-way communication is crucial for fostering a productive workplace and enhancing organizational effectiveness.

4. Organizational Culture and Message Consistency in Internal Communication

The direction and delivery of messages in internal communication are heavily influenced by organizational culture. A strong culture can foster consistent communication patterns, making it easier for staff members to understand and receive communications equitably (Yunianto, 2023). Maintaining alignment of organizational values, vision, and mission requires consistent messaging, especially when faced with organizational change or dynamics. Inconsistent messaging can lead to misunderstandings and erode staff trust in management. Therefore, the extent to which organizational culture, the content, and delivery methods of messages across all aspects of the organization are aligned is a critical factor in the effectiveness of internal communication (Agustini & Purnaningsih, 2018).

5. Challenges and Barriers in Internal Communication to Increase Employee Engagement

Organizations often face various internal communication challenges in their efforts to improve employee engagement. One major challenge is differences in how management and staff perceive messages, which can lead to miscommunication and reduce the sense of community within the company (Harivarman, 2017). Furthermore, one-way communication that doesn't allow for feedback is a major obstacle because it makes employees feel unheard, which lowers engagement (Harahap & Ganiem, 2020). Ineffective message reception can also be caused by inappropriate communication media or information overload, ultimately hindering the development of optimal employee engagement. Therefore, for the engagement process to function efficiently and sustainably, organizations must establish open, two-way communication tailored to employee characteristics.

CONCLUSION

In today's digital world, every organization must understand the importance of having a strong and efficient internal communications system. The stronger a company's internal communications strategy, the greater the opportunity to increase employee loyalty and engagement. Workload and salary aren't the only factors that influence employee engagement; information delivery, invitations to discussions, and the amount of space employees have to participate in organizational processes all play a crucial role.

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Consequently, businesses need to shift their communication paradigm from one-way to open, digital, and participatory. To increase efficiency, productivity, and foster a collaborative work environment, organizations must leverage contemporary internal communications tools. A high-productivity environment will be fostered by well-designed internal communications, which will also encourage active engagement and a stronger sense of ownership. By doing this, businesses will be able to retain their best employees while developing a more engaged and dedicated staff dedicated to achieving common goals.

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