**Role of Internal Communication in Fostering Employee Engagement, Retention, and Organizational Commitment: A Case of Bhutanese Industries**

**Abstract**

This research investigates the impact of internal communication on employee engagement, retention, and organizational commitment from the employee’s and employer’s perspective. It aims to understand how different communication practices influence employees' connection to their work and their intention to remain with their company. The study employs thematic analysis and descriptive statistical tools to analysed data collected from a survey of 224 employees. The respondents rated their agreement with the statements and provided insights into their perceptions and experiences on the subject matter. The findings indicate a significant correlation between effective internal communication and positive employee outcomes. Specifically, 62% of employees reported that good communication motivates them to stay with the company, while 71% valued freedom of speech and expression. Additionally, 80% agreed that clear and practical communication channels enhance their motivation to stay. However, there was a notable division in opinions regarding the effectiveness of internal communication in resolving issues, with 52% agreeing and 48% disagreeing. The study also highlighted that transparency and regular updates on company goals significantly boost employee commitment, with 78% of employees feeling encouraged to work harder when informed about organizational progress. The research emphasises the necessity for companies to invest in enhancing their internal communication strategies. Recommendations include developing comprehensive communication training programs for managers, implementing structured communication channels, fostering a culture of openness, and optimizing meeting structures. These strategies aim to create a supportive and inclusive work environment, eventually enhancing employee engagement, retention, and their commitment. This study offers a clear image of the role of internal communication in fostering employee attitudes and behaviours. By integrating thematic analysis with descriptive statistics, it offers a practical insight which can guide organizational practices and policies that aims at fostering employee engagement, retention and organizational commitment at workforce.

***Keywords:*** *internal communication, employee engagement, employee retention, organizational commitment*

**Introduction**

Internal communication is vital in shaping organizational dynamics and employee experiences. Effective communication in any organization is significant in enhancing employee engagement, retention, and commitment and these aspects are viewed crucial the success of any business. This study titled, "Role of Internal Communication in Fostering Employee Engagement, Retention, and Organizational Commitment: A Case of Bhutanese Industries," looks into the complex association between communication practices and employee engagement, retention and commitment in Bhutanese industries. Employee engagement is basically determined by the quality of internal communication that an organization practices. Those employees we are engaged employees are more likely to be productive, innovative, and committed to their organization (Kahn, 1990). Studies have shown that employees who receive regular updates and feedback from their managers are more engaged in their work (Bakker & Demerouti, 2008). Studies also suggest that the employees engaged well if their supervisors are approachable, friendly in terms of communication. This basically gives us an indication that effective internal communication system in an organization fosters employee engagement.

Employee retention in any organization is similarly regulated by internal communication system that they follow. Ruck and Welch (2012) assert that transparent and inclusive communication can create a sense of belonging and loyalty among employees. Employees agreed that easy, clear, and practical communication channels motivate them to work for a company. Thus, organizations need to strive for clear and open communication strategies to retain employees and reduce turnover. Organizational commitment is defined as the psychological attachment of an employee to their organization and it is significantly impacted by the communication system and practices (Allen & Meyer, 1990). Employees of any organization feel inspired to work harder and better when they are informed about the company's goals and progress. It is so true that when the employees learn and align themselves with the organizational goals and objectives, their commitment levels increase leading to the achievement of organizational mission. **In Bhutanese context, internal communication becomes even more crucial since its cultural values and community-centric approaches are strongly embedded. Organizations in Bhutan often place importance on social harmony and mutual respect, this in itself makes effective internal communication even more important in enhancing employee performance and satisfaction. This study aims to look how the** role of internal communication in fostering employee engagement, retention, and organizational commitment in Bhutanese industries.

**Problem Statement**

Effective internal communication is a pivotal component in enhancing employee engagement, retention, and organizational commitment within industries in Bhutan. Internal communication is a critical element in organizational management that influences employee engagement (Sims, 2002). Besides, in the recent years all the industrial sectors have been facing a lot of employee attrition issues and no date could exactly establish any conclusion on it. Despite the acknowledged significance of robust internal communication strategies, there remains a paucity of empirical research examining the current communication practices and their contributions to cultivating a positive workplace culture in the Bhutanese industrial context. Effective communication is regarded as a foundation for employee satisfaction, as it plays a pivotal role in transmitting information, creating shared values, and fostering a sense of belongingness (Harrison, 2005; Holtzhausen & Voto, 2008). To optimize organizational performance and foster a motivated and committed workforce, it is essential to comprehend the dynamics of internal communication and its implications for employee engagement within Bhutan's diverse industrial landscape. Thus, this research proposal aims to investigate the role of internal communication in fostering employee engagement, retention, and organizational commitment. Besides, it has outlined potential strategies or communication practices that organizations could adopt based on the study's findings. And this will help every industry in the country to identify and invest wisely to foster employee engagement, retention and enhance organizational commitment.

**Research Questions**

1. What is the role of internal communication in fostering employee engagement, retention, and organizational commitment?
2. What are the factors that influence effective communication in an industrial setting?
3. Which communication channels (e.g., emails, meetings, newsletters) are most effective in engaging employees and fostering commitment?
4. How do different communication channels impact employee retention rates?

**Literature Review**

Effective communication is the lifeblood of any industrial setting. It severs as the source of information flow, collaboration, safety and progress. In today’s dynamic environment, which is identified by complex machinery, diverse teams, and intricate processes, clear and precise communication is paramount. Effective communication ensures that workers understand their responsibilities, company’s mission, their tasks at hand, hazards and progress and are promptly identified and addressed. Without robust communication, the industrial setting becomes a breeding ground for errors, inefficiencies, and risks, highlighting the indispensable role of communication in ensuring the smooth and safe operation of industries worldwide. Effective internal communication is a cornerstone of organizational success, impacting various facets of an organization, including employee engagement, retention, and organizational commitment. This literature review explores the role of internal communication strategies in fostering these outcomes within the context of industries in Bhutan.

*Internal Communication and Employee Engagement*

Without effective internal communication guiding an employee to understand the company's vision and align themselves with its collective goals, they might not feel connected to their tasks or the organization they work for. Employee engagement, which encompasses an employee's emotional commitment and motivation toward their work and company (Bakker & Albrecht, 2018), is crucial for achieving an organization's objectives. This level of commitment is largely facilitated by an organization's effective internal communication system.

Recognized as a vital driver of employee engagement, effective internal communication is widely acknowledged (Eisenbeiss et al., 2020). In Bhutan, deeply rooted in cultural values and the principles of Gross National Happiness (GNH), internal communication that resonates with Bhutanese cultural values significantly impacts employee engagement (Pulakos et al., 2015). As communication deeply intertwines with cultural and traditional values, prioritizing its essence becomes paramount for organizations. Maintaining a clear and emotionally resonant communication system aligns with the guiding philosophies of the land and is crucial for any organization.

Understanding the current communication practices within Bhutanese industries becomes essential to evaluate the level of employee engagement and pinpoint areas for enhancement (Smidts et al., 2001). This study endeavors to assess and comprehend employment engagement levels in Bhutanese industries while identifying gaps and offering pertinent recommendations for improvement.

*Internal Communication and Employee Retention*

The effectiveness of an organization's communication system plays a crucial role in either facilitating or impeding its ability to retain skilled and experienced employees. High employee turnover is a global concern as it disrupts productivity and operational continuity. However, this challenge can be mitigated through effective internal communication. According to research conducted by Holtom and Inderrieden (2006), employees are more likely to remain with an organization when they perceive strong organizational support, often conveyed through internal communication channels.

In recent years, employee retention has emerged as a significant challenge in Bhutan, with many individuals leaving the country in search of better job opportunities abroad. This trend is partly attributed to inconsistencies in internal communication. In Bhutan, where strong employer-employee relationships are highly valued, internal communication that fosters trust and support can play a pivotal role in retaining employees. Therefore, this research aims to explore how Bhutanese industries utilize internal communication to enhance employee retention.

*Internal Communication and Organizational Commitment*

An employee's dedication to their organization directly impacts its performance and overall output. Committed employees serve as a cornerstone for any organization, and the effectiveness of an internal communication system plays a key role in bolstering their commitment. Organizational commitment reflects an employee's loyalty and dedication to the company's goals (Meyer & Allen, 1991), making internal communication a crucial factor in shaping this commitment.

When employees feel well-informed and believe their opinions matter, they tend to develop a strong emotional attachment to the organization (Eisenbeiss et al., 2020). Bhutan's emphasis on community and collective well-being aligns with the notion that strong organizational commitment can be cultivated through effective internal communication (Seligman & Csikszentmihalyi, 2000).

Despite Bhutan's cultural alignment with these principles, there's been limited recent research conducted on this topic. Therefore, this study aims to shed light on the reality of organizational commitment fostered through internal communication practices in Bhutan and share these insights with a wider audience.

*Promoting a Positive Workplace Culture*

Every organization strives to promote positive workplace culture and for the same many ways and means are discussed by authors, leaders, industrialists and thinkers. Internal communication practices that promote a positive workplace culture are crucial for Bhutanese industries, where traditional values coexist with modern industry demands. A study by Gotsis and Kortezi (2008) highlights the role of communication in building organizational culture. It emphasizes that the transformative power of an effective internal communication system in shaping and promoting a positive workplace culture is commendable. Bhutanese industries have often strived to leverage this to foster a culture that upholds cultural values while embracing innovation and productivity.

*Communication Practices in Bhutanese Industries*

The industrial scenario and the entire ecosystem in Bhutan have changed drastically in the recent times. Bhutan's industries, primarily centred around sectors such as hydropower, agriculture, and tourism, and a few manufacturing industries rely on clear and efficient communication to ensure the smooth functioning of operations and day to day activities.

However, Bhutan's unique cultural and socio-economic context requires tailored communication practices. Research by Chen and He (2003) emphasizes the importance of incorporating cultural elements into communication strategies. Bhutan's GNH principles, which prioritize holistic well-being and cultural preservation, can guide internal communication efforts (Ura, 2012). Employee in general, the Bhutanese citizens are peace loving people and the same is expected in the approaches during the execution of any task in any industrial/ organizational setting. In addition, Bhutan's linguistic diversity necessitates effective multilingual communication strategies (Mackey & Gass, 2005). Many industries within the nation are run by people with diverse language background thus, it is still mysterious how this sort of issues is handled by industries in the country.

**Research Methodology**

This research adopted a mixed-methods approach to comprehensively investigate the internal communication strategies for employee engagement within the industries located in Pasakha, Bhutan. The study incorporated both quantitative and qualitative methods to gather a comprehensive dataset and gain a deep understanding of the topic. Most importantly, qualitative data gathered through interviews and focus group discussions of HR managers and employee has been placed a greater importance to the researchers to answer most of the research questions.

**Data Collection Procedure**

***a. Survey Questionnaire:***

A structured survey questionnaire was administered to employees and managers of all the industries established in Pasakha, Phuentsholing, Bhutan. The survey was designed to gather quantitative data on the present communication practices in the industries and identify factors contributing to employee engagement, retention, and organizational commitment.

***b. Interviews:***

Semi-structured interviews were conducted with HR managers, internal communication specialists, and employees from all the industries in Pasakha, Phuentsholing. The researchers took appointment for the interview with the relevant stakeholder and, in case of difficulty in meeting in-person, the researcher opted for online interviews. These interviews provided qualitative insights into the communication practices that contribute to a positive workplace culture.

***Sampling:***

A stratified random sampling technique was be employed to select a representative sample of industries. An employee from every sector/section of the industry was had the opportunity to participate in the survey. This ensured various sectors and sizes of organizations are included in the study, enhancing the generalizability of the findings.

**Result Analysis Procedure**

*a. Quantitative Data Analysis:*

Data collected through the survey was analysed using statistical the SPSS software. Descriptive statistics, was performed to examine the relationships between internal communication practices, employee engagement, retention, and organizational commitment.

*b. Qualitative Data Analysis:*

Data from the interviews was transcribed and thematic analysis will be carried to find and relate with the findings of the quantitative data and arrive to a conclusion and recommendations. This approach also helped identify key themes and patterns related to communication practices that contribute to a positive workplace culture.

Qualitative content analysis technique was used to analyse the data. Varieties of responses received during interviews was be clubbed into four main themes based on data reduction, display, and conclusion-drawing processes.

***Following steps will be involved to analyse the qualitative date:***

*Step 1: Data Preparation*

Transcription: Transcribe interviews/focus group discussions verbatim into written text.

Data Organization: Organize the data by labeling and sorting transcripts based on sessions, participants, or themes.

*Step 2: Familiarization with Data*

Immersion: Read through all transcripts multiple times to immerse yourself in the data. Note-taking: Make initial notes, annotations, or comments about interesting points or recurring themes.

*Step 3: Coding*

Open Coding: Begin with open coding, assigning initial labels or codes to segments of data to capture meaningful concepts or themes. Axial Coding: Group similar codes or categories together, creating connections or relationships between them. Selective Coding: Refine and condense codes into broader themes or categories.

*Step 4: Theme Development*

Identify Themes: Based on the coded data, identify overarching themes or patterns that emerge.

Sub-themes: Break down larger themes into smaller, more detailed sub-themes where applicable.

*Step 5: Data Interpretation*

Interpretation: Analyze the significance of themes and patterns within the context of research objectives or questions. Comparison: Compare and contrast themes across different interview or focus group sessions.

Triangulation: Look for convergence or divergence in perspectives across participants or groups.

*Step 6: Verification and Validation*

Member Checking: Consider involving participants to validate interpretations or themes, ensuring their perspectives align with your analysis. Peer Review: Seek input from colleagues or experts in qualitative research to verify the credibility and reliability of your analysis.

*Step 7: Reporting*

Narrative Description: Write a narrative description of your findings, integrating quotes or excerpts from interviews/focus groups to support your themes. Visual Aids: Use diagrams, tables, or charts to visually represent the relationships between themes or categories. Quotations: Incorporate direct quotes to exemplify and emphasize key points within your analysis.

*Step 8: Reflexivity and Transparency*

Reflexivity: Reflect on your role as the researcher and acknowledge any biases or assumptions that might have influenced the analysis. Transparency: Provide a clear and transparent account of the analytical process, including limitations and challenges faced during data analysis.

*Step 9: Ethical Considerations*

Confidentiality: Ensure confidentiality of participants by anonymizing data and protecting sensitive information.

Informed Consent: Revisit the informed consent process to ensure participants' agreement to use their data for analysis and publication.

**Result Analysis**

Sampling Aspect

**Table 1: Distribution of** Industries and Employees

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Industries and Employees in Pasakha Industrial Town as of May 2024** | | | | |
| Sl. No | **Name of the Industries in Pasakha** | **Total Employees** | **Male Employees** | **Female Employees** |
| 1 | Bhutan Carbide and Chemical Limited | 270 | 227 | 43 |
| 2 | Druk Wang Alloys Limited | 210 | 187 | 23 |
| 3 | Pelden Enterprises | 198 | 168 | 30 |
| 4 | Tashi Beverages Limited | 260 | 156 | 104 |
| 5 | Karma Feeds | 50 | 40 | 10 |
| 6 | Lhaki Steel & Rolling Pvt ltd | 176 | 152 | 24 |
| 7 | M/s Thuenpa Puen Zhi | 7 | 5 | 2 |
| 8 | M/s BHP Stone and Aggregate | 15 | 12 | 3 |
| 9 | M/s Bhutan Hume Pipe | 9 | 2 | 7 |
| 10 | Rabten Wire Industry | 20 | 20 | 0 |
| 11 | Aha Oxy Gases Private Limited | 35 | 26 | 9 |
| 12 | Druk Ferro Alloys Limited | 153 | 133 | 20 |
| 13 | Kenpa Private Limited | 35 | 20 | 15 |
| 14 | Bhutan Soft Tissue | 20 | 11 | 9 |
| 15 | Bhutan Ferro Alloys Limited (BFAL) | 348 | 52 | 296 |
| 16 | Ugen Ferro Alloys Limited | 159 | 128 | 31 |
| 17 | Tashi Metals | 100 | 91 | 9 |
| 18 | Bhutan Brewery Private Limited | 337 | 152 | 185 |
| 19 | Bhutan Steel Industry | 11 | 10 | 1 |
| 20 | Quality Gases Pvt Ltd | 14 | 12 | 2 |
| 21 | Zimdra Food Private Limited | 105 | 51 | 54 |
| 22 | KK Steel Pvt Limited | 17 | 11 | 6 |
| 23 | Bhutan Soya Protein | 8 | 5 | 3 |
| 24 | Kinjore Brewery Pvt Ltd | 112 | 60 | 52 |
| 25 | Bhutan Silicon Metal Private Limited | 176 | 155 | 21 |
| 26 | Sersang Kbong Food Pvt. Ltd | 73 | 17 | 56 |
| 27 | Bhutan Concast | 9 | 7 | 2 |
| 28 | Saint Gobain Ceramic Materials Bhutan Pvt. Ltd | 34 | 22 | 12 |
| 29 | Bhutan Plastic Industry | 58 | 44 | 14 |
| 30 | Bhutan Ecolite Bricks Pvt. Ltd. | 48 | 35 | 13 |
| 31 | Kimpex Pvt. Ltd | 2 | 2 | 0 |
| 32 | Samdurbling Metal Pvt. Ltd | 21 | 19 | 2 |
| 33 | Kuenphen Norden Crushing Unit | 3 | 3 | 0 |
| 34 | R.S.A Pvt. Ltd (Bhutan Marbles) | 19 | 17 | 2 |
| 35 | Bhutan Bitumen Industry | 10 | 9 | 1 |
| 36 | Bhutan Alloys Steel Casting | 29 | 14 | 15 |
| 37 | Bhutan Roofing Industry | 5 | 5 | 0 |
| 38 | Norbu Yarphel 3D | 10 | 5 | 5 |
| 39 | Ghasal Oil Packaging Unit | 11 | 6 | 5 |
| 40 | Tashi Yechal Bricks | 6 | 6 | 0 |
| 41 | Druk Fibre Work | 2 | 2 | 0 |
| 42 | Dragon Spring Water | 14 | 10 | 4 |
| 43 | Darzang Prayer Flags | 5 | 1 | 4 |
| 44 | JT Enterlock and Paver | 27 | 18 | 9 |
| 45 | Neetshel Pvt. Ltd | 10 | 3 | 7 |
| **Total Employees** | | **3241** | **2131** | **1110** |

Source: Association of Bhutanese Industries (ABI).

For this research, the Taro Yamane formula had been used to determine the overall sample size required. For the calculation of sample size in Taro Yamane, it requires a margin of error. As this research topic falls under the category of social science research, in the areas of financial literacy, financial self-efficacy, and financial strain. Thus, in social science research a common margin of error is 5% (Crossman, 2017). For this research, the required overall sample size was 356 employees.

𝑛 =

𝑁

(1 + 𝑁(𝑒)2)

n= Sample size N= population size

e= the acceptable sampling error (0.05) n=?

N= 3241

e= 0.05

𝑛 =

3241

(1 + 3241(0.05)2)

#### 3241

=

#### 9.1024

#### **= 356**

## Convenience Sampling

For this study, convenience sampling technique was used. There are 45 factories currently operating in Pasakha. The 46 factories were divided into subgroup based on the product each factory produces. Then, each group was allocated a proportionate sample size based on its proportion of the total population.

Within each subgroup, the selection of participants was based on their ease of access in the respective category. This involved selecting the most readily available employees from each categorization. Thus, convenience sampling was employed to collect information from respondents in each subgroup because of the vast number of employees located in Pasakha industries. Collecting data through random is not possible due to limited time for data collection and some factories were not giving details of their employees due to privacy concerns. Moreover, it is factual that some of the employees are working in restricted zones, therefore it was difficult to access to them for data collection. Thus, data collection was done based on the accessibility of the employees from each categorization. Thus, convenience sampling was employed to get the participants required for each category of factory to get the total sample size.

The following table below shows the classification of each factory based on the nature of the product each factory manufactures. Here, the category were made based on the nature of the product the respective factory produces.

**Table 2:** Classification of Factories

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Nature of Industries | Chemicals | Metal and Ferroalloys | Beverages | Gases | Building Materials | Fast- moving consumers goods | Polymers |
| 1 | Neetshel Pvt. Ltd | Druk Wang Alloys Limited | Tashi Beverages Limited | Aha Oxy Gases Private  Limited | M/s Bhutan Hume Pipe | Karma Feeds | Bhutan Plastic Industry |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 2 | Bhutan Carbide and Chemical  Limited | Lhaki Steel& RollingPvt ltd | Bhutan Brewery Private  Limited | Quality Gases Pvt Ltd | M/s BHP  Stone and Aggregate | Kenpa Private Limited  (Oil) | Norbu Yarphel 3D |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 3 | Pelden Group | Kinjore Brewery Pvt Ltd | Rabten Wire Industry | Bhutan Soft Tissue |
| 4 | Durk Ferro Alloys Limited | Dragon Spring Water | M/s Thuenpa Puen Zhi | Bhutan Soya Protein |
| 5 | Bhutan Ferro Alloys Limited (BFAL) | Zimdra Food Private Limited | Bhutan Ecolite Bricks Pvt.Ltd | Sersang Kbong Food Pvt. Ltd |
| 6 | Ugen Ferro Alloys Limited |  | Kuenphen Norden Churshing Unit | Kinpex Pvt. Ltd |
| 7 | Bhutan Steel Industry |  | R.S.A Pvt.  Ltd(Bhutan Marbles) | Ghasal Oil Packagin g Unit |
| 8 | KK Steel Pvt Limited |  | Bhutan Bitumen industry | Darzang Prayer Flags |
| 9 | Bhutan Silicon Metal |  | Bhutan Roofing Industry |  |
|  | Private Limited |  | |  |
| 10 | Tashi Metals | Tashi Yechal Bricks | |  |

|  |  |  |
| --- | --- | --- |
| 11 | Bhutan Concast | Druk FibreWoks |
| 12 | Saint Gobain Ceramic Materials Bhutan Pvt. Ltd | JT Enterlock and Paver |
| 13 | Samdrubling MetalsPvt. Ltd |  |
| 14 | Bhutan Alloys Steel  Casting |  |

From the above categorization based on the nature of the products the company produces the following table shows the total employees in each category.

**Table 3:** Total Numbers of Employees in each Nature

|  |  |
| --- | --- |
| Nature of Factories | Total Employees Number of factories |
| Chemicals | 280 2 |
| Metal, Steel, and Ferro Alloys | 1641 14 |
| Beverages | 828 5 |
| Gases | 49 2 |
| Building Materials | 171 12 |
| Fast-moving consumers goods | 204 8 |
| Polymers | 68 2 |
| Total Employees | 3241 45 |

The allocation of a sample size to each category was based on its proportion to the total

population. Thus, the sample size was allocated proportionally based on the proportion of the total population. The following table shows how the allocation of sample size is done to each category proportionately.

**Table 4:** Sample Size in each Nature

|  |  |
| --- | --- |
| Category | Sample Size from each category |
| Chemical | (280/3241)\*356=31 |
| Metal, Steel, and Ferro Alloys | (1641/3241)\*356=180 |
| Beverages | (828/3241)\*356=91 |
| Gases | (49/3241)\*356=5 |
| Building Materials | (171/3241)\*356=19 |
| Fast-moving consumers goods | (204/3241)\*356=22 |
| Polymers | (68/3241)\*356=8 |
| Total Sample Size | 356 |

*Source: Excelsheet*

*From the total sample ascertained for the study, we could get only 309 samples could be collected. The non response rate was 13% (i.e. 47 of them didn’t respond).*

The questionnaire was separate for the two levels of people in the industry (Managers and Workers) therefore, based on the convenience of the researchers two officer level workers were chooses from every industry that fell in the sampling frame. Every industry had either of the following officers; Managers, Adm. officers, HR managers, labour officer, communication officer or a supervisor thus, two officers each were handed the questionnaire and they we also the respondents for the interviews and focal group discussion.

**Table 5:** Sample for the two levels of workers

|  |  |  |
| --- | --- | --- |
| Category | From Managers and Officers  (No. of factories x 2) | From the Workers |
| Chemical | 4 | 27 |
| Metal, Steel, and Ferro Alloys | 28 | 152 |
| Beverages | 10 | 81 |
| Gases | 4 | 1 |
| Building Materials | 19 | 0 |
| Fast-moving consumers goods | 16 | 6 |
| Polymers | 4 | 4 |
| **Total** | **85** | **271** |

*Source: Excelsheet*

**Findings and Discussions**

**Table 6:** Reliability Test of this study

|  |  |  |
| --- | --- | --- |
| **Questionnaire for the Managers and Officers** | | |
| Dimensions | No. of Items | Cronbach Alphs |
| Internal Communication | 5 | 6.54 |
| Employee Engagement | 5 | 6.78 |
| Employee Retention | 5 | 7.56 |
| Organizational Commitment | 5 | 7.25 |
| **Questionnaire for the Employees** | | |
| Employee Engagement | 5 | 7.45 |
| Employee Retention | 5 | 7.85 |
| Organizational Commitment | 5 | 6.75 |

Source: SPSS

The questionnaire had its first question as follows and the responses are shared just below:

*We have strong internal communication system in our company.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 76 | 112 | 36 | 53 | 32 |

*Source: Excel sheet, Questionnaire*

The figure above shows that 188 (60.8%) of the total respondents agree that their company has a strongly internal communication system and conversely 121 (39.2%) of the respondents do not agree with the same.

**Table 7:** Internal Communication (Managers and Officers)

|  |  |  |  |
| --- | --- | --- | --- |
| **Sl. No.** |  | **Total number agreements** | **Total number of disagreements** |
| 1 | Employee retention is significantly influenced by the effectiveness of internal communication in my firm. | **70 (82%)** | **15 (18%)** |
| **2** | Internal communication plays a vital role in enhancing employee engagement within my firm. | **78 (92%)** | **7 (8%)** |
| **3** | Internal communication is pivotal in cultivating organizational commitment among employees. | **63 (74%)** | **22 (26%)** |
| **4** | Meeting employee needs hinges on the efficacy of internal communication within my firm. | **69 (81%)** | **16((19%)** |
| **5** | The attainment of company’s objectives is closely tied to the effectiveness of internal communication. | **71 (83.5%)** | **14(16.5)** |
|  | Total | **70 (82.5%)** | **15 (17.55)** |

*Source: Excellsheet, SPSS Note: The above descriptive details take the neutral as disagreement.*

There were 85 managers or officers who have responded. Out of the total 70 (82.5%) of the managers/officers agree that internal communication helps in employee retention, engagement and foster organizational commitment. The highest agreement is for employee engagement (92%), The findings align with it says employee engagement has been highly commendable as a potential mediator between contributing factors to successful employee communication and favourable organisational performance either in times of stable economic situations (e.g., Jiang & Shen, 2020; Jiang & Men, 2017; Kang & Sung, 2017; Men & Stacks, 2014) or in time of economic instability (Kim, 2018 & 2020; Komodromos, 2020; Austin, 2009; Hakanen et al., 2008; Schaufeli & Baker, 2004). Internal communication in essence is seen as effective means of employee engagement in the industrial setting, as per the study.

On the contrary, the management personals showed less agreement for organizational commitment (i.e 74%). The least number of agreements (63 n) by the officers/managers on; internal communication being pivotal in cultivating organizational commitment among employees, could have a significant meaning. One of the respondents (R9) stated that, “Internal communication can guarantee employee retention and engagement but it doesn’t ensure organizational commitment.”. Similarly, a study conducted by Postmes and Tanis (2001) asserts that interpersonal interaction and pleasant working relations are not directly responsible for commitment at either the organizational or the unit level. Thus, the findings from the above table are significant and relates positively with the literature.

**Table 8:** Employee Engagement

|  |  |  |  |
| --- | --- | --- | --- |
| **Sl. No.** | **Items** | **Total number agreements** | **Total number of disagreements** |
| 1 | Employee work better when we move around talking and monitoring them. | **78(92%)** | **7(8%)** |
| **2** | Conducting frequents meetings and connecting through mails helps engage employees productively in the firm. | **57(67%)** | **28(33%)** |
| **3** | Effective communication of all forms (meeting, mails, face-to face) help foster employee engagement. | **68(80%)** | **17(20%)** |
| **4** | Reminding company’s targets to the employees on timely basis helps company achieve its goals | **79(93%)** | **6(75)** |
| **5** | Hosting informal communicating platforms like parties and get-together by the company has positive impact in employee engagement. | **61(72%)** | **24(28%)** |
|  | Total | **68(80%)** | **17 (20%)** |

Source: Questionnaire, SPSS

The above table on employee engagement shows that 68(80%) managers/officers agree that internal communication helps in employee engagement.The item that is rated the highest (93%) states, “reminding company’s targets to the employees on timely basis helps company achieve its goals”, thus by means of internal communication, if the employees are provided information on timely basis, employee engagement can be enhanced. Since engaged employees are always passionate, vested in their work activities, and confident in their ability to complete those duties (Schaufeli et al., 2008), it helps the company achieve its goals. It is apparent from the result here that, the employer i.e. the managers/officers are well aware that through effective internal communication medium they need to remind their employees of the company’s target, which ultimately helps them engage their employees. On a similar note, Sulaiman, Abdullah and Man (2023) claims that, through communication, employees can share their views and ideas with management, understand what is happening within the organisation, and believe their manager is dedicated to the organisation’s success.

The lowest rated item in the list is, “*conducting frequents meetings and connecting through mails helps engage employees productively in the firm.”* A total of 57 respondents agreed that communicating meetings and mails helps in employee engagement however, a significant number denies the fact that communications through meetings and mails helps engage employees productively in the firms. Nevertheless, according to the data above, the second strong point worth noting here is that employee work better when their managers/ officers move around talking and monitoring them i.e. face-to- face communication with physical involvement works well for employee engagement.

**Table 9:** Employee Retention

|  |  |  |  |
| --- | --- | --- | --- |
| **Sl. No.** | **Items** | **Total number agreements** | **Total number of disagreements** |
| **1** | To retain employee, good internal communication is crucial. | **66(78)** | **19(22%)** |
| **2** | Employees must have freedom of speech and expression to work well in a company. | **73(86%)** | **12(14%)** |
| **3** | The channel of communication must be easy, clear and practical to retain employees. | **78(92%)** | **7(8%)** |
| **4** | Effective internal communication solves all issues of employees and help them stay in the company for long. | **52(61%)** | **33(39%)** |
| **5** | Employees work for longer duration in a company only if it has clear and transparent communication channels. | **56(66%)** | **29(34%)** |
|  | **Total** | **65 (76%)** | **20(24%)** |

Source: Questionnaire, SPSS

The data in the above table shows that majority of the managers/officers feel that the channel of communication must be easy, clear and practical to retain employees. On the same note, a respondent (R3) in the interview shared that, “To gain the confidence and to retain employee, we need to have clear and transparent communication system in the company, and upwards communication, is preferred.” Similarly, Erickson (2022) claims that in order to better retain their employees, supervisors should intentionally utilize these four strategies: (s) meeting regularly with employees, (b) providing regular performance management feedback, (c) committing to ongoing learning and professional development, and (d) conducting periodic stay interviews. All the four-aspect mentioned above hints at being clear and practical in approach. Besides, Erickson (2022) also claims that the extent to which retention factors lead to the desired result, i.e. making employees stay, depends on their impact on “motivational forces.” Through easy, clear and practical communication the companies can motivate the employees to stay with the company as this would help draw clearly what they own to each other.

The above discussion also helps us connect with the least agreed point i.e. *effective internal communication solves all issues of employees and help them stay in the company for long.* Besides effective internal communication in a company, it is equally crucial to meet the needs (both physical and psychological) of the employees. It is thus, obvious that the data set obtained from the managers/offices closely aligns with the findings of the literatures too.

**Table 10:** Organizational Commitment

|  |  |  |  |
| --- | --- | --- | --- |
| **Sl. No.** | **Items** | **Total number agreements** | **Total number of disagreements** |
| **1** | Effective internal communication is essential in nurturing organizational commitment among workers. | **46(54%)** | **39(46%)** |
| **2** | The commitment of workers is closely tied to the effectiveness of communication within the organization. | **48 (56%)** | **37(44%)** |
| **3** | Conducting timely meetings and discussions with employees contributes to building their organizational commitment. | **57(67%)** | **28(33%)** |
| **4** | Employee commitment to their work is bolstered when they are informed about company targets through appropriate communication channels. | **61 (72%)** | **24(28%)** |
| **5** | Establishing transparent and timely communication system that shares company’s goals and progress directly influences employee commitment to the organization. | **71 (83.5%)** | **14(16.5%)** |
|  | **Total** | **57(66.5)** | **28(33.5%)** |

Source: Questionnaire, SPSS

Going by the data obtained, the managers and offices in the industries feel that internal communication has comparatively has lower impact on the organizational commitment of their employees. Just 57 out of 85 managers/offices show their agreement, and it is important to note here that the last item on the list i.e. *establishing transparent communication channels regarding company goals and progress directly influences employee commitment to the organization,* receives the highest agreement. Employees commit themselves in the industries only if the company opens up to them. The idea here is that if through strong internal communication system, company keeps its employees informed about its goals and progresses, the employees will start accepting, identifying and involving themselves with the actual business of the company which we item it as organizational commitment. On the same note, Porter et al. (1974) further developed the idea of employee attitude as a perspective that includes either a psychological or an affective relationship between the employee and the organization, which is dependent upon the employee's identification with, and involvement in, the organization. 66.5% of the managers and officers, feel that organizational commitment is impacted by strong internal communication of the company. It is indicative here that there are other factors that enhances organizational commitment besides internal communication.

***Analysing the Factors of Internal Communication:***

The second set of questionnaires had a list of factors that influenced effective communication in their industries. Each factor had a short description as showed below. The manager/officer was asked to choose any five factors from the list that applies/impacts them and rank them on a scale of 1-5 (1 – being the most influential factor 5- being weakest factor that sill influences communication in their company).

**Table 11:** List of factors

|  |  |  |  |
| --- | --- | --- | --- |
| Sl. No | Factors | Description | Rank it on priority basis. |
| 1 | ***Clear Communication***  ***Channels*** | Having well-established channels for communication ensures that information flows smoothly and reaches  the intended recipients. |  |
| 2 | ***Leadership Communication*** | Effective communication from leadership sets the  tone for the entire organization and influences how messages are received and interpreted. |  |
| 3 | ***Safety communication*** | Clear communication of safety protocols and procedures is crucial to prevent accidents and ensure  a safe work environment. |  |
| 4 | ***Employee Involvement*** | Involving employees in the communication process by  seeking their feedback and input fosters a sense of ownership and commitment. |  |
| 5 | ***Training and Development*** | Providing training in communication skills equips employees with the necessary tools to communicate effectively in various situations. |  |
| 6 | ***Feedback Mechanisms*** | Establishing mechanisms for feedback allows for continuous improvement in communication practices  and addresses any issues or concerns promptly. |  |
| 7 | ***Cultural Sensitivity*** | Being sensitive to cultural differences and adapting  communication styles accordingly helps avoid misunderstandings and promotes inclusivity. |  |
| 8 | ***Clarity and Conciseness*** | Communicating clearly and concisely ensures that messages are easily understood and reduces the  likelihood of misinterpretation. |  |
| 9 | ***Technological Tools*** | Utilizing appropriate technological tools and platforms  facilitates communication, especially in large or dispersed industrial settings. |  |
| 10 | ***Conflict Resolution Skills*** | Having effective conflict resolution skills helps address communication barriers or conflicts that may arise, preventing escalation and fostering  collaboration. |  |

The following was the result obtained for the factor prioritization section of the questionnaire.

*From the number of questionnaire sheet distributed 15 of them have left the questionnaire un-attempted. The non-response rate for this part of the questionnaire is 17%. Besides, 5 of the respondents had random selections which could not be grouped anywhere.*

**Table 12:** Top Five Factors

|  |  |  |
| --- | --- | --- |
| **Factors** | **Ranks as prioritized by the managers/officers (based on number)** | **Number of people who prioritized it this way.** |
| **Clear Communication Channels** | 1st priority | 21 |
| **Leadership Communication** | 2nd priority | 18 |
| **Safety Communication** | 3rd priority | 12 |
| Employee Involvement | 4th Priority | 8 |
| **Training and Development** | 5th priority | 6 |
| **Total** | | 65 |

*Source: Questionnaire, Excel sheet*

Clear communication channels have been rated the first priority (21 n). Clear communication channels in the Bhutanese industries seems to be the top most priority as per the study. Managers and officer strongly believe that having well-established channels for communication ensures that information flows smoothly and reaches the intended recipients. On the same note Lutgen-Sandvik (2010) shares that one of the most inhibiting forces to organizational effectiveness is a lack of effective communication. When the channels of communication is clear and efficient, it enhances organizational effectiveness.

Next, leadership communication is rated the second highest (18n). One of the respondents (R7) in an interview shared, *“When top level management people meet with our works, they are seen happier and a lot more energized, the talk with them brings happiness always*.” This statement substantiates the essence in this case. The discussion very well resonates with Adu-Oppong and Agyin-Birikorang (2014) when they share that, when administrators in an organization are unable to create an environment which promotes open and clear communication, it can have negative repercussions on the work culture and the employee productivity.

**Communication Practices**

In the context of this study, "Communication Practices" refer to the systematic methods and techniques employed by the organizations to facilitate the exchange of information and foster effective interaction among its employees. This includes both formal and informal channels, tools, and strategies used to disseminate information, gather feedback, and promote dialogue within the organization.

The 85 managers/officers were made to choose any five communication practices that contributed to a positive workplace culture from the list of 10 provided to them purely based on the practices of their company. They were asked to rank the factors form 1-5. (1- being the most common practice, and 5- least common that is still practiced). The following results were obtained.

*From the number of questionnaire sheet distributed 7 of them have left the questionnaire un-attempted. The non-response rate for this part of the questionnaire is 5.8%. Besides, 4 of the respondents had random selections which could not be grouped anywhere.*

**Table 13:** Communication practices

|  |  |  |
| --- | --- | --- |
| **Communication Practices** | **Ranks as prioritized by the managers/officers (based on number)** | **Number of people who prioritized it this way.** |
| Open and Transparent Communication. | 1st | 24 |
| Clear Expectations | 2nd | 17 |
| Constructive Feedback | 3rd | 14 |
| Active Listening | 4th | 11 |
| Collaborative Communication | 5th | 8 |
| **Total** | | 74 |

*Source: Questionnaire, Excel sheet*

The data above shows that open and transparent communication strategy is the most important strategy that contribute to positive work place culture. One of the respondents(R5) in an interview shared that, “*When we have open and transparent communication channels, it builds trusts within the organization, which is crucial for the company thrive in this competitive scenario.*” Open and transparent communication rather ensures that employees are well-informed about company decisions, changes, and other important information, which can lead to increased engagement, reduced misunderstandings and better output.

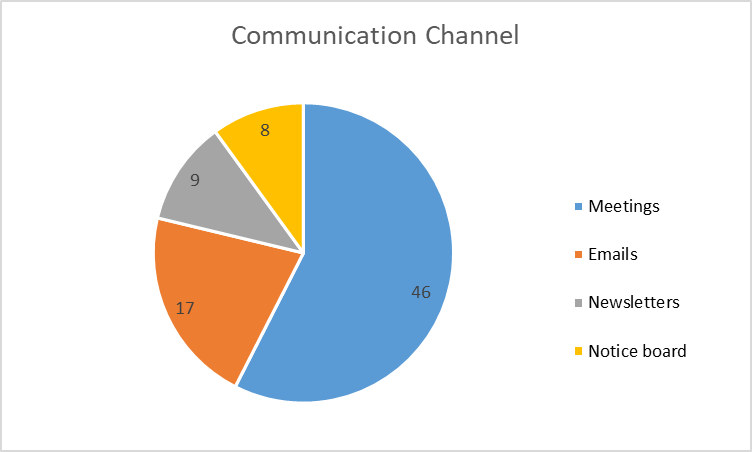
Similarly, sharing the expectation clearly with the workers is seen as the second most important communication practices that enhances productivity in the industrial setting. On the same note, one of the respondents(R6) during the interview shared that, “*Communicating expectations helps in reducing errors and improving productivity. More importantly, when we communicate expectation, it helps the workers understands their roles, responsibilities, and the standards they need to meet.”*

The other three communication practices are that has been chosen by the managers/officers are; constructive feedback, active listening and collaborative communication. Another respondent(R8) in a discussing on communication practices during an interview that*, “giving constructive feedback is of utmost importance in our factory because they need to be precise and efficient all the time. In our case feedback helps our workers know their works and areas that they need to be careful.”* The nature of work in the industrial setting is slightly different than the normal work place because there is always a need of being extra vigilant and careful since all the workers will be dealing with machines and various equipment. Therefore, internal communication especially through constructive feedback, active listening and collaborative communications and are deemed essential.

**Communication Channels:**

The managers/officers were asked about the most effective communication channels used in their organizations to foster employee engagement, retention and organizational commitment.

**Figure 1:** Communication Channels



Source: Excel Sheet

The above result shows that 46 managers/offices shared that meeting is the prominent communication channel used in the industries. One of the respondents (R2) shared, “*meetings are suitable for us as we can share problems and together, we can solve it.*” Meetings provides platform for face-to-face interaction which gives the employers the opportunity to get the solutions to the issues put forward tot eh floor. Besides, respondent (R4) shared that, “*In the meeting, we not only hear them but see the reactions on their faces which helps us understand the situation much better.”* Through this, we come to understand that the certain aspect of non-verbal communication, the body language is also visible and it is obvious that the manages/officials also take this aspect of communication into consideration.

***Do different communication channels impact employee retention rates? How?***

Varied views were shared by the industrial officers/managers. Retention rate of the employees has been looked at from different angles in connection to the importance of internal communication. Different communication channels impact retention of the employees and helps in the stabilizing the workforce in a company. The managers/officers shared that various communication channels such as meetings, emails, messaging apps, notice board, and reports have substantial impact to boost engagement of employees which ultimately leads to higher retention rate. A study shares that companies that adopt a multichannel communication strategy see a marked improvement in employee engagement levels. It claims that that employees who feel well-informed are more likely to stay with their current employer longer (Society for Human Resource Management, 2022). Besides, the use of digital tools for communication such as Microsoft Teams and Zoom has made a huge impact in workplace communication. According to Forbes, those organizations using digital communication tools see better collaboration and feel satisfaction amongst the employees, and this has direct impacts on employee retention. Experts note that these tools facilitate real-time communication and foster a sense of community and belonging among remote and in-office workers alike (Forbes, 2023). On the similar note one of the respondents (R1) shared, “Connecting with the employees through digital tools have become rampant and it has brought us much closer and made our work much easier.” This proves that digital communication besides the traditional communication channels have also shown significant impact in employee retention in the workplaces.

The next important point raised during the interview and the focal group discussion raised a flag about the managerial communication. Employee retention is equally impacted by the quality of communication between managers and the workers. One of the respondents (R8) shared something on a similar note, “More than thing in a company setting like ours, how employee and managers communication matter the most. Employee staying or leaving the company depends on the frequency of communication with the head.” The channels of communication don’t matter much but actual communication with the managers is viewed as everything. One of the Gallup reports states that managers who maintain open, transparent, and regular communication with their employees are more successful in retaining top talent. It also indicates that employees who receive regular feedback and feels that they are heard are less likely to leave the organization (Gallup, 2021).

When the employer/manager maintain one-one communication, and focus on the needs of the employees, it helps in enhancing the overall experience and the loyalty of an employee. McKinsey & Company reports that personalized communication strategies that consider employees' preferences, career goals, and personal circumstances can lead to higher job satisfaction and lower turnover rates. Those industries which capitalize in knowing and addressing the needs of their employees through personalized communication have higher chances of retaining their employees (McKinsey & Company, 2022).

In conclusion, digital communication tools, intranets, and employee portals are some of the most common internal communication channels. They play a significant role in keeping employees informed and connected and on toes always. A study indicates that organizations with strong internal communication channels see a 25% lower turnover rate. These channels offer a centralize system for company news, updates, and resources, helping employees feel more integrated and valued within the organization (Deloitte, 2021).

**Understanding from the perspective of the employees**

***Table 14:*** *Employee Engagement*

|  |  |  |  |
| --- | --- | --- | --- |
| *Sl. No.* | *Item* | *Total Agreement* | *Total Disagreement* |
| *1* | I am more productive when my manager/supervisor regularly communicates and monitors my progress. | *145(65%)* | *79(35%)* |
| *2* | Frequent meetings and emails help me stay engaged and productive. | *97(43%)* | *127(57%)* |
| *3* | Communication from managers and supervisors (through meetings, emails, or face-to-face) enhances my productivity. | *137(61%)* | *87(39%)* |
| *4* | I am fully engaged in my work when my supervisors are approachable and easy to communicate with. | *152(68%)* | *72(32%)* |
| *5* | I feel closer to my company and supervisors when they talk to me and include me in company events like parties and picnics. | *128(57%)* | *96(43%)* |

*Source: Questionnaire, Excel sheet*

The above table shows that a significant number (65%) of employees feel more productive when their managers regularly communicate and monitor their progress. This figure suggests that consistent feedback and communication by the managers/officers are valued by a good number of the workforce, likely because it provides clear guidance in their work and support their needs and requirements, foster a sense of direction and accountability for the work under taken. In contrast, only 43% of employees agree that frequent meetings and emails help them stay engaged and productive, while a majority (57%) disagree. This is indicative of issues in frequency or the quality of meeting the company conducts. This kind of meetings (too many/poorly structured) could be often redundant or information overloaded which potentially doesn’t help in engagement and productivity of the employees. The highest level of agreement (68%) is with the statement that employees are fully engaged in their work when supervisors are approachable and easy to communicate with. This indicates the vital role of managerial openness/approachability in enhancing a positive and engaging work environment. It is clear here that employees feel more valued, supported and nurtured when have an ease to communicate with their manager/officer.

Thus, regular communication with managers is highly regarded, as this factor shows positively impact the employee’s productivity and engagement. Therefore, the company maintain consistent, meaningful, and supportive interactions between managers and employees. The disagreement on the benefits of frequent meetings and emails highlights a potential overload or inefficiency in these communication methods. Secondly, the companies need to reevaluate the frequency, delivery method, format, and opportunity to speak in the meeting to ensure that meetings are healthy and enjoyable to the employees. Finally, inclusion in company events is appreciated by a majority, suggesting that social activities can enhance feelings of belonging and loyalty. However, a significant minority do not find these events impactful, indicating a need for diverse engagement strategies to cater to different employee preferences.

|  |  |  |  |
| --- | --- | --- | --- |
| **Table 15:** Employee Retention | | | |
| Sl. No. | *Item* | *Total Agreement* | *Total Disagreement* |
| 1 | Good communication within the company motivates me to stay with the company. | *138(62%)* | *86(38%)* |
| 2 | Freedom of speech and expression in the company encourages me working for the company. | *159(71%)* | *65(29%)* |
| 3 | Easy, clear, and practical communication channels motivate me to stay with this company. | *179((80%)* | *45(20%)* |
| 4 | Effective internal communication solves our issues and helps us stay longer with the company. | *118(52%)* | *106(48%)* |
| 5 | We are more likely to work longer in a company with clear and transparent communication channels. | *125(55%)* | *99(45%)* |

*Source: Questionnaire, Excel sheet*

A significant portion of employees (62%) agree that "good communication within the company motivates me to stay with the company." This suggests that effective internal communication is key to employee retention. According to Smith (2023) "Employees who feel informed and involved are more likely to stay with their employer, as they feel valued and understood" (Smith, 2023). Besides, the data also suggest that internal communication is not the only factor that helps in the retention of the employees. A very huge number of employees (71%) feels that freedom of speech and expression in the company helps them stay and working for the company. The open and culture of freedom of expression significantly boosts employee morale and help in retention. On the same note, a writer from Forbes notes, "Employees who feel they can voice their opinions and concerns without fear of retribution are more committed to their organizations" (Doe, 2023). A majority (80%) of employees agree that easy, clear, and practical communication channels motivate me to stay with this company. The significant percentage underscores the importance of straightforward and effective internal communication methods in retaining employees. Communication must be simple, clear and practical in solving the day-to-day issues in the company thus, "Clarity and simplicity in communication eliminate misunderstandings and make employees feel more secure in their roles," states Michael Brown, an organizational psychologist (Brown, 2022). A little over half (52%) of employees agree that effective internal communication solves their issues and helps them stay longer with the company and at the same time a good number, 48% disagree. This gives a very distinct picture of how well internal communication resolves problems of the employees and foster employee retention. One of the writers explains, "While good communication can aid in resolving issues, its effectiveness depends on the responsiveness and actionability of the communication" (Johnson, 2023). Finally, 55% of the employee agreed that they are more likely to work longer in a company with clear and transparent communication channels, and that indicates that transparency in communication is crucial for building trust and long-term commitment of the employees. Lee (2013), a business consultant shares that transparent communication builds trust and reduces uncertainty, which are critical for employee retention. Nevertheless, 45% who disagreed gives equally strong message that there are still a few other factors that helps in employee retention. A majority of employees value good internal communication (62%) and easy, clear, and practical communication channels (80%). This clearly shows that quality communication is key to employee retention. The strong agreement (71%) on the importance of freedom of speech and expression highlights that employees highly value an open and inclusive work environment.

**Table 16*:*** Organizational Commitment

|  |  |  |  |
| --- | --- | --- | --- |
| ***Sl. No.*** | ***Item*** | ***Total Agreement*** | ***Total Disagreement*** |
| *1* | I work with commitment when communication within the company is effective (clear, transparent and timely) | *120(53%)* | *104(47%)* |
| *2* | The ease of communicating with my managers and supervisors helps me work harder and with more confidence. | *126(56%)* | *98(44%)* |
| *3* | Frequent invitations to attend meetings and discussions make me more committed and focused on my work. | *148(66%)* | *76(34%)* |
| *4* | When my supervisors inform me about the company’s targets and challenges, I feel motivated to help achieve those goals. | *165(73%)* | *59(27%)* |
| *5* | Knowing my company’s goals and progress on timely basis encourages me work harder for my company. | *176(78%)* | *48(22%)* |

*Source: Questionnaire, Excel sheet*

The table above shows that a little over half of the employees (53%) agree that they work with more commitment when communication within the company is effective. It indicates that that clarity, transparency, and timeliness in communication are vital in promotion commitment. However, a significant (47%) disagree hinting that there are other factors that impact their commitment level. This has been highlighted by Morrison (2022) "While effective communication is essential, it must be complemented by other organizational practices such as recognition, empowerment, and support to fully enhance employee commitment" (Morrison, 2022). To enhance organizational commitment, there are other equally essential factors fostering commitment as indicated by respondent (R8), “We don’t get committed workers but employee friendly system of the company that meets their both physical and psychological enhances their commitment level.” Next, a small majority (56%) believe that the ease of communicating with their managers and supervisors helps them work harder and with more confidence. This indicates the importance of open and approachable leadership. According to Blake and Mouton (2023), "Managers who maintain open lines of communication create an environment of trust and support, which is critical for boosting employee confidence and work ethic." The remaining 44% who disagree could be due to rigidity in the channel of communication or irresponsive nature of their managers/offices.

A good number of employees (66%) feel when that are frequently invited to attend meetings and discussions, it increases their commitment and focus on their task. The idea deducted here is that if employees are frequently engaged in meetings and matters of the company, it fosters their commitment level. On the same note, one of the author states, "Engagement in regular discussions allows employees to align their efforts with organizational objectives, thereby enhancing their commitment" (Taylor, 2023). Next, majority of the employees (73%) work with extra motivation and commitment when their supervisors inform them about the company’s targets and challenges. This indicates the important role of aligning the company’s goal to foster organizational commitment. Locke and Latham (2023) suggest that, "Clear communication of organizational goals ensures that employees understand their role in the broader context, thereby increasing their motivation and commitment." This closely relates with the next statement, sharing of company’s details, i.e the transparency aspect is crucial in fostering employee commitment. Thus, the highest (78%) level of agreement is shown for the statement which states that knowing the company’s goals and progress on a timely basis encourages them to work harder. This statement relates to the importance of transparency and regular updates to the employees in maintaining organizational commitment all the time. Another author shares, "Timely information dissemination ensures that employees are always aware of where the organization stands and what is required of them, thereby driving their commitment" (Kanter, 2022).

**Conclusion**

The analysis of internal communication reveals several critical insights into how communication practices within organizations impact employee engagement, retention, and commitment. The data collected from 224 employees and 85 managers/officers offers a comprehensive view their perceptions which plays a pivotal role in rethinking communication which fosters productivity and commitment among the workforce in the company.

The result of the findings shows a significant positive correlation between effective internal communication and employee engagement. Regular, clear, and approachable internal communication from the managers/officers/supervisors enhances employee’s interest and engagement in their work. To be more specific here, a good number of employees (68%) reported that they are fully engaged in their work when their supervisors are approachable and easy to communicate with. Thus, nurturing open and communicative culture is crucial as it makes the employees feel supported and valued, thereby enhance engagement and productivity of the company.

Similarly, a vibrant internal communication is crucial factor in a company in terms of employee retention. A huge number of employees (80%) indicated that easy, clear, and practical communication channels encourage them to stay and work for the company. Besides, 71% of employees emphasised the importance of freedom of speech and expression which equally encourages them to work for the company. The findings indicate that the organizations can improve the retention rates of employees by enhancing inclusive, transparent and easy communication practices. Nevertheless, the divided opinion on the effectiveness of internal communication in solving employee’s issues (52% agree, 48% disagree) hints that internal communication alone is not sufficient, the company must look at broader strategies that could bring solutions to employee’s issues and respond to their needs.

This study reveals yet another strong link between communication and organizational commitment. The statement which says that timely information on company goals and progress encourages employees to work harder (78%) reveals that commitment is strongly tied to communication on company’s goal and progress. Employees are committed of they are shared the company’s working in details. It suggests that when the workers are informed well about the company’s objectives and challenges, they are motivated thus, they work for the betterment of the company. In addition, 73% of employees reported feeling motivated to help achieve company goals when their supervisors communicate these targets and challenges. This suggests that regular and transparent communication about organizational goals is essential for fostering a committed workforce.

Therefore, the study reveals the necessity for organizations to invest in enhancing their internal communication strategies and deploy frequent meetings and digital communication for the same. Clear, transparent, and timely communication should be integrated with other organizational practices such as recognition, empowerment, and support to maximize employee engagement, retention, and commitment. Importantly, companies should provide training to their managers, officers and supervisors to be approachable and responsive to ensure effective communication to fosters a supportive and inclusive work environment. Future researchers can explore specific barriers to effective communication, and how they can be addressed to further improve employee outcomes. Besides, we also advise longitudinal studies which can provide deeper insights into the long-term effects of communication practices on employee engagement, retention, and commitment.

**Recommendation**

1. Company should take regular feedback from the employees on communication practices and overall workplace environment, and work on the feedback to make the employees feel valued.
2. Provide specific training for managers focused on developing communication skills, including active listening, clear messaging, and empathetic interactions.
3. The company must ensure inclusive communication strategy for all the employees, all the employees must have access to important information and feel their voices are heard. This can be achieved through regular town meetings, transparent reporting, and open-door policies.
4. Use digital tools to streamline meeting processes and provide regular updates at regular intervals to reduce meeting overload.
5. Establish a consistent schedule for sharing updates on organizational goals, challenges, and achievements. Use multiple channels, such as emails, newsletters, and internet updates, to ensure all employees receive this information.

**Consent**

As per international standards or university standards, Participants’ written consent has been collected and preserved by the author(s).

**Disclaimer (Artificial intelligence)**

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

Option 2:

Author(s) hereby declare that generative AI technologies such as Large Language Models, etc. have been used during the writing or editing of manuscripts. This explanation will include the name, version, model, and source of the generative AI technology and as well as all input prompts provided to the generative AI technology

Details of the AI usage are given below:

1.

2.

3.

**Reference**

Adu-Oppong., A., A. & Agyin-Birikorang., E. (2014) Communication in the workplace: guidelines for improving

effectiveness. *Global Journal of Commerce and Management Perspective.* *3* (5), 208-213.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative

commitment to the organization. Journal of Occupational Psychology, 63(1), 1-18.

Bakker, A. B., & Albrecht, S. L. (2018). Work engagement: Current trends. *Career Development International,*

23(1), 4-11.

Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. Career Development

International, 13(3), 209-223.

Blake, R., & Mouton, J. (2023). The Managerial Grid: Building Effective Leaders. Leadership Quarterly.

Brown, M. (2022). Simplifying Communication for Better Employee Retention. Organizational Psychology

Journal.

Chen, Y. R., & He, H. (2003). Employee involvement and organizational citizenship behavior in China: A survey

in state-owned enterprises*. International Journal of Human Resource Management*, 14(6), 984-997.

Deloitte. (2021). "The Impact of Internal Communication Platforms on Employee Retention."

Doe, J. (2023). The Importance of Open Communication in the Workplace. Forbes.

Downs, C. W., & Hazen, M. D. (1977). A factor analytic study of communication satisfaction. *Journal of Business*

*Communication,* 14(3), 63-73.

Eisenbeiss, S. A., Knippenberg, D. V., & Boerner, S. (2020). Transformational leadership and team innovation:

Integrating team climate principles*. Journal of Applied Psychology*, 105(4), 381-393.

Erickson, R., A. (2022). Communication and Employee Retention. *The International Encyclopedia of*

*Interpersonal Communication*, DOI:10.1002/9781118540190.wbeic0239

Forbes. (2023). "How Digital Communication Tools Are Transforming Workplace Collaboration."

Gallup. (2021). "The Manager's Role in Employee Engagement and Retention."

Gotsis, G., & Kortezi, Z. (2008). Philosophical influences on organizational culture in the Greek context.

*Management Decision*, 46(2), 243-258.

Holtom, B. C., & Inderrieden, E. J. (2006). Integrating the unfolding model and job embeddedness model to

better understand voluntary turnover. *Journal of Managerial Issues*, 18(4), 435-452.

Johnson, L. (2023). Effective Internal Communication Strategies. SHRM.

Kanter, R. M. (2022). Commitment and Organizational Behavior: Insights from Research and Practice. Harvard

Business Review.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of

Management Journal, 33(4), 692-724.

Lee, D. (2023). Building Trust through Transparent Communication. Business Insights.

Locke, E. A., & Latham, G. P. (2023). Goal Setting Theory: A Practical Approach. Organizational Dynamics.

Lutgen-Sandvik, P. (2010). Destructive organizational communication: Processes, consequences, and

constructive ways of organizing. New York, NY: Routledge.

Mackey, A., & Gass, S. M. (2005). *Second language research: Methodology and design*. Routledge.

McKinsey & Company. (2022). "Personalized Communication Strategies in the Workplace."

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human*

*Resource Management Review*, 1(1), 61-89.

Morrison, E. W. (2022). Employee Voice and Silence in Organizations. Annual Review of Organizational

Psychology and Organizational Behavior.

# Postmes, T & Tanis, M. (2001) Communication and Commitment in Organizations: A Social Identity Approach,

*Researchgate,* doi :[10.1177/1368430201004003004](http://dx.doi.org/10.1177/1368430201004003004" \t "_blank)

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction,

and turnover among psychiatric technicians. *Journal of Applied Psychology, 59*(5), 603-609.

Ruck, K., & Welch, M. (2012). Valuing internal communication; management and employee perspectives. Public

Relations Review, 38(2), 294-302.

Seligman, M. E., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist,*

*55*(1), 5-14.

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement

and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies,* 3(1),

71-92.

Smidts, A., Pruyn, A. T., & van Riel, C. B. (2001). The impact of employee communication and perceived

external prestige on organizational identification. *Academy of Management Journal*, *44*(5), 1051-1062.

Smith, J. (2023). Employee Engagement and Retention. HR Today.

Society for Human Resource Management (SHRM). (2022). "The State of Employee Engagement."

# Sulaiman, N.S., Abdullah, Z., & Man, N.I (2023) The Effects Of Employee Communication And Engagement On

Organisational Performance: A Conceptual Study, *International Journal of Accounting, Finance and*

*Business (IJAFB)*, DOI: 10.55573/IJAFB.084616

Taylor, F. W. (2023). The Principles of Scientific Management Revisited. Journal of Management Studies.

Sims, C. A. (2002). Solving linear rational expectations models. Computational economics, 20(1-2), 1.

Harrison, M. I. (2005). Diagnosing organizations: Methods, models, and processes (Vol. 8). Sage.x