

# **THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMUNICATION AND WORK ENGAGEMENT: AN IMPLEMENTATION IN A PRIVATE BANK**

**Vrinda V Nair**

Research Scholar, Jain University, Asst. Professor, Presidency University

vrinda\_anu@yahoo.com

**Dr. ShikhaOjha**

Faculty, CMS Business School, Jain University

---

## **ABSTRACT**

Increased competition among service sector has led organizations to review the process of employee engagement significantly to enhance performance and productivity. Employee's psychological connection with their work has gained critical importance, especially in the service-oriented sector. To compete effectively, companies must recruit the top talent and inspire employees to apply their capabilities to their work. These days, organizations expect their employees to be highly proactive and show initiatives and responsibilities which enhances professional development and high-quality performance standards. Work engagement makes a genuine difference for employees, which is a process of positive, fulfilling, affective-motivational state of work related well-being that can be seen as the antipode of job burnout.

Work engagement goes beyond responding to the immediate situation; employees accept a personal commitment to attaining the organization's goals. This study emphasis on understanding the work engagement process of a private bank and the influence of organizational communication on work engagement

**KEYWORDS:** Work Engagement, Organizational Communication, Productivity, Performance.

## 1. INTRODUCTION

The banking sector in India has gone through tremendous changes in its functions and operations over the last decade. Owing to the highly competitive situations, it is important to note that banks need to distinguish themselves from each other. They need employees who are committed and passionate about their roles and responsibilities leading them to greater heights. The scope of this study is to recognize the strength and impact of organizational communication on enabling work engagement in a private bank.

Engagement refers to involvement, commitment, passion, enthusiasm, absorption, focused efforts, zeal, dedication, and energy. Typically, employee engagement and work engagement are two terminologies used to define engagement at the workplace which is used interchangeably. "Work engagement refers to the relationship of the employee with his or her work whereas employee engagement may also include the relationship with the organization."

Nowadays, we live in an era of information and communication. As Alvin Toffler (1995) put it, "is born from the clash of new values and techniques, new lifestyles and means of communication."

Work engagement resonates with the broaden-and-build perspective of Fredrickson and her colleagues (Fredrickson, 1998, 2001). Cognitive broadening lies at the core of this perspective. It builds on research demonstrating that positive emotions increase the flexibility (Isen & Daubman, 1984), creativity (Isen, Daubman, & Nowicki, 1987), integration (Isen, Rosenzweig, & Young, 1991), and efficiency (Isen & Means, 1983) of thought. In contrast to the narrowing focus of the stress experience, positive emotions go beyond neutral states of mind to inspire wider perspectives on the self and the situation. Isen and colleagues (Ashby, Isen, & Turken, 1999; Isen, 2002) have proposed dopamine circulation as a physiological basis for the observed broadening that accompanies positive emotions (Fredrickson, Tugade, Waugh, & Larkin, 2003).

Work engagement is defined as: 'a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption' (Schaufeli *et al.*, 2002, p. 74). Vigor is marked by high energy levels, the willingness to invest effort in work and perseverance regardless of circumstances. Dedication is marked by a sense of meaningfulness, a

feeling of being challenged, and feelings of pride, enthusiasm, and inspiration. Absorption refers to being fully focused on and immersed in one's work to such an extent that there is an unawareness of time passing and difficulty detaching from work (Schaufeli *et al.*, 2002). Vigour and dedication are considered core dimensions of work engagement (Schaufeli & Bakker, 2004), whereas absorption may be a consequence of work engagement (Langelaan, Bakker, Van Doornen & Schaufeli, 2006).

Communication is the key to any organizational success. In any organization, irrespective of the position in a hierarchy, the members spend most of their time communicating in one form or the other. Communication nowadays, unanimously recognized as "the key to organizational excellence and efficiency" (Grunig, 1992), as one of the most significant activities of an organization (Harris & Nelson, 2008). Every organization, irrespective of the size or object of activity have to meet the expectations of the employees characterized by diversity and exigency along with the interlocutors. Niculae, T., Gherghi\_\_ I., Gherghi\_\_ D., (2006) states that organization, communication is as the process of exchanging messages with the view meeting the common objectives of its members and help in achieving individual goals.

However, it is a known fact for the companies, especially in its challenging period, that communication is an imperative factor for performance. Without the intention to generalize, we believe that not all companies have fully understood the primary role of communication, since managers are more focused on obtaining immediate profit than on other aspects, such as the influence of communication on performance.

Burlacu N., Graur E., Morong A., (2003) state that depending on the organizational culture, size or profile, each company has a unique process of the communication system. In the opinion of certain specialists, managerial communication is a "component of managerial and organizational culture", and the specific aim of communication is "to increase the performances of the organization". Large companies, in general, are preoccupied with creating their own communication systems, although it is not always approached as a priority. It has become evident that organizational communication becomes a priority and one of the main agendas of management for organizational effectiveness.

In the specialized literature (Rosengren, K. E., 2000), it is shown that organizational communication can be classified into two:

1. Communication defined formally among those that occupy various positions in an organization;
2. Communication defined informally, among persons as individuals (separate from their position in the organization).

This study focus on understanding the impact of organizational communication and its impact on work engagement.

## **2. Research Method- Data Collection**

The data for the study is collected from the employees of the bank. An anonymized questionnaire was used to collect the data. The questionnaire measured work engagement and organizational communication. The questions presented used a five point Likert scale for easy interpretation and to suit statistical tools. Employees were asked to indicate the extent to which they agreed or disagreed with each of the statements using a scale from strongly agree to strongly disagree. The questionnaire contained 14 items assessing three aspects of work engagement over Vigour, Dedication, and Absorption. Organizational communication was assessed over ten items on communication climate covering aspects like Superior-subordinate communication, Quality of communication and Opportunities for upward communication. All individual item scores are summed up together to create a total scale score.

This study is only a small scale study involving one organization, and there may be other variables that lead to work engagement, but in this study, it is limited to only organizational communication.

## **Sample**

The research was initiated in a private multinational bank. Based on voluntary participation 100 questionnaires were distributed of which 78 questionnaires returned representing a 78% response rate. Regression analysis was done to understand the relationship between organizational communication and work engagement.

**Results and Discussions**

<i>Regression Statistics</i>	
Multiple R	0.6830388
R Square	0.466542002
Adjusted R Square	0.170176448
Standard Error	6.243498052
Observations	100

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
<i>Intercept</i>	36.2797253	10.68226513	3.396257711	0.003218069
4	-5.902820669	3.154721313	-1.871106853	0.077677018
4	5.810615729	3.382896846	1.717644963	0.103016301
4	0.494320002	2.430729692	0.203362802	0.841132756
3	3.594963444	3.081921308	1.166468279	0.258647908
4	0.452029562	1.930670043	0.234130924	0.817525691
3	-0.45859139	2.168841322	-0.21144534	0.834915343
4	2.675689528	2.698657985	0.991488934	0.334589039
4	-1.221663777	2.055074548	-0.594462025	0.559601808
4	-1.250765505	2.35952335	-0.530092446	0.60252629

4	0.619616709	2.016930981	0.307207691	0.762211148
---	-------------	-------------	-------------	-------------

From the above analysis was found that there was a negative relationship for four items of in context to organizational communication and work engagement.

1. The superior or manager do not understand the job problem,
2. Advance changes in the jobare not clearly indicated.
3. No clear indication is provided by top management in changes taking place in the organization.
4. People do not exchange information freely, stating closed communication.

It can be found from the study that organizational communication has an impact on work engagement, but the engagement is an outcome various other variables.

Organizational communication plays a vital role in enhancing work engagement among employees. In this context, there is a disconnect between the employee and the superior related to work problems, the changes in the job are not indicated, which shows that a change in the way the manager addresses the issue can definitely enhance the work engagement of the employees leading to better performance.

The other vital issue, which came up was related to the top management's role in the communication process. Open communication and the changes in the organization are communicated to the employees will enhance the employees to understand the business, and the means for the betterment of the work leading to better engagement with the work and they are clear about their roles and responsibilities.

The result of the paper shows that organizational communication do impact work engagement, but there may be other variables that also impact work engagement in a large degree than communication. The organization scored high in certain areas like

1. The superior makes it easy for you to do the best work
2. The superiorexpress confidence in their ability to do the job
3. The superiors are willing to tolerate argument and give a fair hearing and share the frustration.
4. The superior keeps employees up to date
5. The top management is providing information the employee want and need.

6. The employees believe their views have real influence.

This is an indicator that organizational communication is effective. But the information related to the job can be improved which can lead to better work engagement.

### 3. CONCLUSION

This paper has considered the possible impact of organizational culture on work engagement and drawn on the results from a private bank. Many previous studies also identify that manager is crucial for proper work engagement hence providing a platform in improving this issue could give a better engagement.

It suggests a link between organizational communication and work engagement although more research is required to fully understand the issues and influences that lead to work engagement in organizations. It would be beneficial to conduct a similar study on a large scale with different levels in different industries. This would enable the researcher to gain a better understanding of link between work engagement and other parameters other than organizational communication.

### 4. REFERENCES

1. Alan M. Saks, (2006) "Antecedents and consequences of employee engagement", *Journal of Managerial Psychology*, 21 (7).
2. Armstrong, M. A. 2005. *Handbook of human resource management practice*. New Delhi: Kogan Page India.
3. Arnolds, C.A., &Boshoff, C. (2001). The challenge of motivating top management: A need satisfaction perspective. *Journal of Industrial Psychology*, 27(1).
4. Bakker A.B., Demerouti, E. &Schaufeli, W.B. (2005), " Cross Over and Burnout of Engagement among Working Couples", *Human Relations*, 58 (5), 661-89
5. Bakker Arnold .B, Schaufeli, Wilmar .B. (2008), Positive Organizational Behavior: Engaged Employees in Flourishing Organizations", *Journal of Organizational Behavior*, Vol 29, pp.147-154.
6. Burlacu N., Graur E., Morong A. (2003), *Comunicarea managerial*, EdituraGrafemaLibris, Chi in u.
7. Bates, S. (2004), "Getting Engaged", *HR Magazine*, 49 (2),44-51
8. Bocalandro, (2009) "Mapping Success in Employee Volunteering", Boston Center for Corporate Citizenship, Boston MA

9. Boxall, P. F. (1996). The Strategic HRM debate and the resource-based view of the firm. *Human Resource Management Journal*, 6 (3) Pp
10. Cal W. Down, "Toward a Discipline of Organizational Communication", *The Academy of Management Newsletter (Organizational Communication Division)*, 7, June, 1981, p.3.
11. Dan Crim, GerardSeijts, What Engages Employees the most or The Ten C's of Employee Engagement, (2006), *Ivey Business Journal*.
12. Frank, F.D., Finnegan, R.P. and Taylor, C.R. (2004), —The race for talent: retaining and engaging workers in the 21st centuryll, *Human Resource Planning*,27 (3), 12-25.
13. Gebauer, J., & Lowman, D. (2009) *Closing the engagement gap: How great companies unlock employee potential for superior results*. New York: Portfolio Penguin.
14. Grunig, J. (1992), *Excellence in Public Relations and Communication Management*. London:Routledge.
15. Harter, J. K., & Schmidt, F. L (2008). Conceptual versus empirical distinctions among constructs: Implications for discriminant validity. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(1), 36–39.
16. K.H. Roberts, CA. O'Reilly III, G.E. Bretton, & L.W. Porter, "Organizational Theory and Organizational Communication: A Communication Failure?" in *Communication in Organizations, op. eit.*,pp. 95-117;
17. Niculae, T., Gherghi I., GherghiD. (2006), *Comunicarea organizational managementulsituuilor de criz*, Ed.MinisteruluiAdministraieiInternelor.
18. Pati, S.P. & Kumar, P, (2011), "Work Engagement: a Rethink", *Indian Journal of Industrial Relations*, 47(2), 264-76.
19. Saks, A.M. (2006), "Antecedents and Consequences of Employee Engagement", *Journal of Managerial Psychology*, 21(7), 600-19.