

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE ENGAGEMENT

Riani Prihatini Ishak*

Sekolah Tinggi Pariwisata Bogor, Indonesia
Email: rianipishak@stpboGOR.ac.id

Made Ayu Anggredi

Universitas PGRI Adi Buana Surabaya, Indonesia
Email: madeayu@unipasby.ac.id

Dhiraj Kelly Sawlani

Sekolah Tinggi Pemerintahan dan Kebijakan Publik, Indonesia
Email: dhirajkelly@gmail.com

Abstract

This study aims to examine the influence of organizational communication on employee engagement through a literature review approach. Employee engagement has become one of the important factors in improving organizational performance because it is related to the emotional, cognitive, and behavioral involvement of employees with their work and the organization. Organizational communication serves as the main tool in building trust, transparency, and effective working relationships between leaders and employees. The research method used is a literature review by analyzing various reputable national and international journal articles relevant to the research topic. Data analysis was conducted using a thematic analysis approach and literature synthesis to identify patterns of relationships between organizational communication and employee engagement. The study results show that organizational communication has a significant impact on employee engagement through several key mechanisms, namely increased job satisfaction, communicative leadership, and the creation of a positive communication environment. Open, transparent, and two-way communication has proven to enhance employees' sense of appreciation, trust, and work motivation. Additionally, the quality of internal communication, which includes clarity of task information, feedback provision, and supportive communication, becomes an important determinant in building employee engagement. Theoretically, this research reinforces the role of organizational communication from the perspective of organizational behavior and human resource management. Practically, the research findings provide implications for organizations to develop effective internal communication strategies to sustainably enhance employee engagement.

Keywords: Organizational Communication, Employee Engagement

INTRODUCTION

Human resources are a strategic asset that determines the success of modern organizations in facing the dynamics of global competition. Organizations no longer rely solely on technology and financial capital, but also on the quality of individuals who carry out the work processes within them (Apambila & Lippert, 2025). The rapid changes in the business environment demand that organizations have employees who are adaptive, innovative, and highly committed (Maczuga, 2025). Therefore, human resource management becomes the main focus in the organization's management strategy. The competitive advantage of an organization is greatly influenced by its ability to optimally manage employee potential. Employees who are emotionally and professionally engaged tend to contribute more maximally to the achievement of organizational goals.

In the context of modern human resource management, the concept of employee engagement has become a primary focus for practitioners and academics. Employee engagement describes the level of emotional, cognitive, and behavioral attachment of employees to their work and organization. Employees with high engagement levels demonstrate enthusiasm, dedication, and a willingness to put in extra effort at work. A high level of engagement has been proven to contribute to increased productivity, loyalty, and the quality of organizational services. Conversely, low engagement can lead to decreased performance, increased turnover, and lower job satisfaction (Balakrishnan et al., 2023). Therefore, organizations need to understand the factors that influence the formation of employee engagement.

One important factor that influences employee engagement is effective organizational communication. Organizational communication serves as a means of conveying information, coordinating tasks, and forming interpersonal relationships in the workplace. Through good communication, organizations can create a shared understanding of vision, mission, and work objectives. Communication also enables the exchange of ideas and feedback between leaders and employees. An open communication process can enhance trust and employee engagement within the organization (Ruck, 2023). Thus, organizational communication becomes the main foundation in building a conducive work environment.

Organizational communication is not only related to the delivery of formal information but also encompasses the quality of social interactions in

the workplace. Positive communication relationships between leaders and employees can create a supportive and inclusive work atmosphere. When employees feel heard and valued, they tend to have a sense of belonging to the organization. Effective two-way communication can enhance employee participation in decision-making (Arif et al., 2023). Furthermore, communication transparency helps reduce conflicts and misunderstandings within the organization. This condition ultimately contributes to the sustainable improvement of employee engagement (Cho-Li et al., 2025).

However, in practice, many organizations still face internal communication problems that are not optimal. Information that is not clearly communicated often causes confusion in the execution of work tasks. The lack of opportunities for employees to express their aspirations can also decrease work motivation. One-way communication often makes employees feel undervalued. As a result, employees' emotional engagement with the organization decreases. This issue shows that the quality of organizational communication has a real impact on the level of employee engagement (Rahmawati et al., 2024).

The gap in employee engagement can also arise due to weak coordination and lack of feedback from management. Employees need clear communication regarding work expectations, performance evaluations, and recognition for their contributions. Without effective communication, employees find it difficult to understand their strategic roles within the organization. These conditions can lead to feelings of alienation and reduce work commitment. In the long term, low engagement can impact the overall performance of the organization (Maiwada, 2025). Therefore, improving the internal communication system has become an urgent need for modern organizations.

Various previous studies have shown a positive relationship between organizational communication and employee engagement. Open and transparent communication can enhance employee trust and job satisfaction (Vielledent & Spears, 2023). Additionally, good interpersonal communication also plays a role in building harmonious working relationships (Tkalac Verčič & Men, 2023). However, research findings still show variations depending on the organizational context and the research approach used. This indicates the need for a comprehensive literature review to understand the relationship patterns more systematically. The literature review allows researchers to integrate various theoretical perspectives and existing empirical findings. Based on this description, the literature review on the influence of

organizational communication on employe engagement becomes important to conduct. This research aims to conceptually and empirically examine the relationship between the two variables based on previous research findings. Thru a literature synthesis, the research is expected to provide a deeper understanding of the mechanisms by which organizational communication influences employe engagement. The study's findings are also anticipated to serve as a foundation for developing more effective internal communication strategies. Furthermore, this research provides theoretical contributions to the development of organizational behavior studies and human resource management. Thus, this research has both academic and practical relevance for organizations in improving performance quality thru enhanced employe engagement.

RESEARCH METHOD

This research uses a literature review approach aimed at systematically analyzing various previous studies on the influence of organizational communication on employe engagement. The literature review was chosen because it allows researchers to integrate theoretical concepts and empirical findings from various relevant scientific sources. The research data sources come from reputable national and international journal articles that discuss organizational communication, employe engagement, and the relationship between these two variables. The literature used was selected based on specific inclusion criteria, namely the relevance of the research topic, the credibility of the journal, and the relatively recent publication years to ensure the relevance of research developments. In addition, the selected articles come from journals indexed in reputable scientific databases to ensure the academic quality of the data sources. The literature selection process is carried out systematically to ensure that the study results have high scientific validity and reliability.

Data collection techniques were carried out thru the search of scientific databases such as Scopus, Web of Science (WoS), Google Scholar, and other academic databases using keywords relevant to the research topic. The obtained articles are then selected thru the stages of identification, screening, and eligibility based on the abstract and the content of the research. Next, the data is analyzed using thematic analysis techniques to identify patterns of concepts, variables, and relationships among previous research findings. The literature synthesis process is carried out by comparing, grouping, and integrating research results to obtain a comprehensive understanding of the

impact of organizational communication on employee engagement. This analysis aims to produce systematic conceptual conclusions and identify emerging research trends. With this approach, the research is expected to provide a deep and structured scientific overview of the topic being studied (Snyder, 2019; Tranfield et al., 2003).

RESULT AND DISCUSSION

The Role of Organizational Communication in Building Trust and Transparency

Organizational communication plays a strategic role in building trust between employees and the organization. Trust is the main foundation that determines the quality of work relationships in a modern organizational environment. Through effective communication, information can be conveyed clearly, thereby reducing uncertainty in the execution of tasks. Employees who receive information openly tend to feel safer and more trusting of the organization's policies. This trust is formed due to the consistency between the messages conveyed and the actions of the organization (Rostomyan, 2024). Thus, organizational communication functions as the main mechanism in creating healthy and productive working relationships.

Open communication becomes one of the important indicators in creating an inclusive work environment. When organizations provide space for employees to express their opinions and aspirations, employees feel valued as part of the organization. That sense of being valued increases employees' emotional engagement with their work. Transparent communication also helps reduce the psychological distance between leaders and employees (Chitraju, 2025). This condition encourages the creation of more egalitarian and collaborative working relationships. Ultimately, open communication contributes to the sustainable improvement of employee engagement.

In addition, information transparency plays an important role in strengthening the relationship between the organization and employees. Transparency allows employees to understand the direction of policies, strategic goals, and changes occurring within the organization. A clear understanding of the organization's conditions helps employees adjust their roles and responsibilities more effectively. Information conveyed transparently also reduces the emergence of rumors or negative perceptions in the workplace. When the organization is open, employees will feel treated fairly and professionally (Lee & Jennifer, 2024). This strengthens employee loyalty and commitment to the organization.

Transparency in communication also contributes to the improvement of organizational accountability. Employees who understand the reasons behind managerial decisions are more likely to accept organizational changes. Clear communication regarding goals and work expectations helps create alignment between individual and organizational interests (Williams & Robinson, 2024). Moreover, transparency encourages the creation of an honest and trusting work culture. A transparent work environment allows employees to work with greater confidence. As a result, the level of employee engagement and participation in organizational activities increases.

Two-way communication is an important element in building employee engagement. Unlike one-way communication, two-way communication provides employees with the opportunity to give feedback on organizational policies. This dialog process creates a sense of ownership because employees feel that their opinions are considered. Reciprocal interactions also help leaders understand the needs and expectations of employees (Stafford et al., 2022). With the presence of two-way communication, work relationships become more dynamic and participatory. This forms the basis for the development of strong and sustainable employee engagement.

Furthermore, two-way communication enables collective organizational learning. Information does not only flow from leaders to employees, but also vice versa through ideas, criticisms, and innovations conveyed by employees. The process of information exchange enhances the quality of organizational decision-making. Employees involved in the communication process tend to have a higher level of responsibility toward their work (Kayıarslan, 2026). Moreover, involvement in communication enhances the sense of ownership toward the organization's goals. This condition strengthens the emotional bond between employees and the organization.

Overall, open, transparent, and two-way organizational communication is a key factor in building employee trust and engagement. The combination of information openness and communication participation creates a supportive work environment. The trust formed through effective communication encourages employees to contribute optimally. Organizational transparency also strengthens the long-term relationship between employees and management. Two-way communication then becomes the main mechanism in maintaining employee engagement. Therefore, organizational communication can be viewed as a strategic foundation in enhancing employee engagement in the era of modern organizations.

The Quality of Internal Communication as a Determinant of Employee Engagement

The quality of internal communication is one of the main factors that determine the level of employee engagement within an organization. Effective internal communication allows for the clear, accurate, and timely delivery of information to all employees. Through quality communication, organizations can ensure that each individual understands their roles and responsibilities. Clarity of communication helps reduce work ambiguity, which often causes employee stress and dissatisfaction (Lemon, 2023). Additionally, good internal communication creates more efficient work coordination between organizational units. These conditions ultimately contribute to increased employee engagement in achieving organizational goals (McCown, 2023).

Clarity of information regarding work tasks is an important aspect in building employee engagement. Employees need a clear understanding of what needs to be done, how to do it, and the expected performance standards. Clear information helps employees work with more confidence and direction. When work goals are thoroughly understood, employees can connect individual contributions with organizational achievements. This enhances the sense of meaning in the work being done (Madsen, 2023). Thus, clear task communication can strengthen employee commitment and engagement.

In addition to task clarity, communication regarding the organization's vision and goals also plays an important role in enhancing employee engagement. Employees who understand the strategic direction of the organization tend to have higher work motivation. Communicating the organization's vision helps build a shared perception between management and employees. This alignment of goals creates a sense of belonging to the organization. When employees feel they are part of achieving the organization's grand goals, they will show stronger dedication (Kim & Lee, 2023). Therefore, the consistent communication of organizational goals becomes an important element in internal communication.

Feedback from leadership is also a key component in the quality of internal communication. Constructive feedback helps employees understand their strengths and areas that need improvement in their performance. Regularly provided feedback demonstrates the organization's attention to the individual development of employees. Good interpersonal communication between leaders and employees creates positive working relationships. These relationships foster mutual trust and openness in the work environment. As a

result, employees become more motivated to contribute optimally (Krishna et al., 2023).

The interpersonal communication of leaders has a significant impact on employee emotional engagement. A communicative leader is able to build closer relationships with their team members. Empathetic interactions make employees feel valued and supported. When leaders actively listen and respond to employees' needs, job satisfaction tends to increase. Effective interpersonal communication also helps resolve work conflicts constructively. These conditions strengthen engagement because employees feel they are in a supportive work environment (Špoljarić & Verčič, 2023).

Supportive communication becomes an important factor that influences employee work motivation. Communication that provides encouragement, appreciation, and recognition of performance can enhance work motivation. Supportive communication from leaders and colleagues creates a positive work atmosphere. A supportive communication environment helps employees cope with work pressure more effectively (Dhanesh & Picherit-Duthler, 2025). Moreover, communication that values individual contributions enhances employees' self-confidence. This has a direct impact on increasing motivation and work engagement.

Overall, the quality of internal communication plays a key role in shaping employee engagement. The clarity of task information and organizational goals provides clear work direction for employees. Feedback and interpersonal communication from leaders strengthen harmonious working relationships. Meanwhile, supportive communication increases motivation and appreciation for the job. The combination of these three aspects creates a work environment conducive to employee engagement. Therefore, organizations need to manage internal communication strategically to enhance employee engagement sustainably.

The Mechanism of Organizational Communication's Influence on Employee Engagement

Organizational communication has a complex mechanism of influence on the formation of employee engagement in the work environment. The influence does not occur directly, but rather through various psychological and social processes experienced by employees. Effective communication helps employees understand their roles, expectations, and the organization's values more clearly. This understanding creates a sense of connection between individuals and the organization. When communication flows well, employees

feel like an important part of the organizational system. This condition serves as the basis for the emergence of stronger work engagement (Dong & Song, 2023).

One of the main mechanisms through which organizational communication influences employee engagement is through job satisfaction. Clear and open communication can reduce uncertainty and role conflicts in the workplace. Employees who receive sufficient information tend to feel more comfortable and satisfied with their work. Job satisfaction arises because employees understand the organization's expectations and receive adequate communication support. That feeling of satisfaction increases the motivation to contribute maximally (Dong & Song, 2023). Thus, organizational communication acts as an initial factor that drives the formation of engagement through job satisfaction.

The relationship between organizational communication, job satisfaction, and employee engagement can be explained as a chain process. Effective communication enhances the quality of employees' daily work experiences. A positive work experience results in a higher level of job satisfaction. That satisfaction then develops into emotional attachment to the job and the organization. Satisfied employees tend to show greater enthusiasm, dedication, and commitment (Mazzei et al., 2023). Therefore, job satisfaction functions as a mediating variable in the relationship between organizational communication and employee engagement.

In addition to job satisfaction, communicative leadership also plays an important role in that mechanism. Leaders who can communicate clearly, openly, and empathetically can build strong interpersonal relationships with employees. A leader's communication style influences employees' perceptions of organizational fairness and support. When leaders actively provide direction and listen to feedback, employees feel valued and recognized. Positive communication interactions increase trust in leadership (Cheng et al., 2023). This trust becomes an important factor in increasing employee engagement.

Communicative leadership also plays a role in creating a conducive work environment. Leaders who are transparent in conveying information can reduce organizational uncertainty. Consistent communication helps align individual goals with organizational goals. Moreover, communicative leaders are able to provide motivation through inspiring and constructive messages. Employees who receive communication support from their leaders tend to

have higher work engagement (Park, 2023). This indicates that communicative leadership acts as a catalyst in the process of forming employee engagement.

A positive communication environment also serves as an important mediator in enhancing employee engagement. A work environment that encourages open communication allows for the free and constructive exchange of ideas. Employees feel safe to express their opinions without fear of negative consequences. A positive communication atmosphere creates a sense of mutual respect among organizational members. Healthy social interactions strengthen work relationships and enhance team collaboration. Such a communication environment accelerates the formation of collective engagement (Pan, 2023).

Overall, the mechanism of organizational communication's influence on employee engagement involves various interrelated mediating factors. Effective communication enhances job satisfaction as the initial stage in the formation of engagement. Communicative leadership strengthens the emotional bond between employees and the organization. Meanwhile, a positive communication environment creates psychological conditions that support work engagement. The three mechanisms work simultaneously in shaping sustainable employee engagement. Therefore, organizations need to develop integrated communication strategies to optimally enhance employee engagement.

CONCLUSION

Based on the synthesis of various literatures, it can be concluded that organizational communication plays a significant role in shaping and enhancing employee engagement. Literature reviews show that open, transparent, and quality communication can create trust, job satisfaction, and positive interpersonal relationships within the organizational environment. Clarity of information regarding tasks and organizational goals helps employees understand their contributions more meaningfully. Furthermore, two-way communication and support from leadership strengthen employees' emotional engagement and commitment to the organization. A positive communication environment also serves as a mediator that strengthens the relationship between organizational communication and employee engagement. Thus, organizational communication becomes an important element in creating a productive and sustainable work experience.

Theoretically, this research reinforces the organizational behavior perspective that places communication as a key factor in building employee

engagement. The findings of the literature review indicate that employee engagement is not only influenced by individual factors but also by the quality of the communication system implemented by the organization. Practically, organizations need to develop effective internal communication strategies thru communicative leadership, information transparency, and a supportive communication culture. These efforts can enhance work motivation, loyalty, and overall employee performance. In addition, the results of this study can serve as a reference for human resource management practitioners in designing more strategic organizational communication policies. Therefore, strengthening organizational communication becomes an important step in enhancing employee engagement in the era of modern organizations.

REFERENCES

- Apambila, D. S., & Lippert, L. R. (2025). Leadership Communication on Internal Social Media: Strategies for Employee Engagement and Organizational Success in Hybrid Workplaces (SSRN Scholarly Paper 5556719). Social Science Research Network. <https://doi.org/10.2139/ssrn.5556719>
- Arif, S., Johnston, K. A., Lane, A., & Beatson, A. (2023). A strategic employee attribute scale: Mediating role of internal communication and employee engagement. *Public Relations Review*, 49(2), 102320. <https://doi.org/10.1016/j.pubrev.2023.102320>
- Balakrishnan, K., Angusamy, A., & Rosli, M. D. R. (2023). Two-way asymmetrical communication mediating internal communication and employee engagement. *Environment and Social Psychology*, 9(2), 1–10.
- Cheng, Y., Liu, P., & Burnette, C. (2023). Dealing with Employees in Crises: Examining Contingent Organization–Public Relationships (COPR) for Internal Communication. In *Internal Communication and Employee Engagement*. Routledge.
- Chitraju, S. (2025). Building Trust through Transparency: The Role of Disclosure in Risk Governance (SSRN Scholarly Paper 5603270). Social Science Research Network. <https://doi.org/10.2139/ssrn.5603270>
- Cho-Li, Q., Men, L. R., Chu, H., Akanbi, F., & Kioussis, S. (2025). Understanding Internal Agenda-Building: The Role of Communication Sources and Channels in Shaping Internal Issues Salience and Employee Issue Engagement (SSRN Scholarly Paper 5358347). Social Science Research Network. <https://doi.org/10.2139/ssrn.5358347>
- Dhanesh, G., & Picherit-Duthler, G. (2025). The Role of Internal Communication in Predicting Remote Employee Engagement in a Crisis: An Expanded Framework of Remote Internal Crisis Communication (RICC). In *The Routledge Handbook of Employee Communication and Organizational Processes*. Routledge.

- Dong, C., & Song, B. (2023). Engaged Employees through Internal CSR Communication: A Case Study of Home Depot. In *Internal Communication and Employee Engagement*. Routledge.
- Kayıarslan, B. (2026). The Role of Effective Communication and Generation Alpha in Building a Strong Organizational Culture. In *The Role of Generation Alpha in Building a Strong Organizational Culture* (pp. 69–84). IGI Global Scientific Publishing. <https://doi.org/10.4018/979-8-3373-3987-0.ch003>
- Kim, S., & Lee, J. J. (2023). Management of Cybersecurity through Internal Communication. In *Internal Communication and Employee Engagement*. Routledge.
- Krishna, A., Kotcher, R. L., & Wright, D. K. (2023). Internal Communication and Employee Activism: Netflix’s Dave Chappelle Woes and Perspectives from the Field. In *Internal Communication and Employee Engagement*. Routledge.
- Lee, B., Christopher, & Jennifer, M. (2024). Building Trust, Effective Communication, and Transparency Between Police and Community Members. IGI Global.
- Lemon, L. L. (2023). Exploring Internal Communication, Employee Engagement and Trust within a Government Contractor: A Case Study. In *Internal Communication and Employee Engagement*. Routledge.
- Maczuga, N. (2025). Internal communication management as a tool for employee engagement and enterprise quality policy enhancement. *Zeszyty Naukowe. Organizacja i Zarządzanie / Politechnika Śląska*, z. 218. <https://doi.org/10.29119/1641-3466.2025.218.26>
- Madsen, V. T. (2023). Internal Social Media and Employee Engagement in a Danish Bank. In *Internal Communication and Employee Engagement*. Routledge.
- Maiwada, A. A. (2025). Role of Internal Communication in Enhancing Employee Engagement in the Nigeria Customs Service: A Two-Way Symmetrical Approach. *Feedback International Journal of Communication*, 2(1), 1–13. <https://doi.org/10.62569/fijc.v2i1.142>
- Mazzei, A., Quaratino, L., Butera, A., & Conti, S. (2023). Rethinking the Way of Working: In Search of Sustainable Engagement. In *Internal Communication and Employee Engagement*. Routledge.
- McCown, N. (2023). Hope International: A Case Study in Nonprofit Employee Engagement through Internal Communication, Leadership, and Culture. In *Internal Communication and Employee Engagement*. Routledge.
- Pan, F. (2023). Boundary Communication: Smartphone Usage in Employees’ Work–Family Conflicts When Working from Home. In *Internal Communication and Employee Engagement*. Routledge.

- Park, K. (2023). The Impact of Corporate Social Advocacy: A Case Study on Building Employee-Company Relationships through Corporate Engagement in the Fight against Asian Hate. In *Internal Communication and Employee Engagement*. Routledge.
- Rahmawati, A., Witjaksono, B., & Ramli, A. H. (2024). Employee training. Employee empowerment, internal communication, employee motivation and service quality at Bank X. *Jurnal Ilmiah Manajemen Kesatuan*, 12(5), 1757–1784.
- Rostomyan, A. (2024). Levers of Heightening Trust and Certainty in Communication: The Relevance of Communication in Building Trust. In *Building Trust, Effective Communication, and Transparency Between Police and Community Members* (pp. 60–80). IGI Global Scientific Publishing. <https://doi.org/10.4018/978-1-6684-8569-9.ch004>
- Ruck, K. (2023). Application of the AVID Framework in a U.K. Fire and Rescue Service. In *Internal Communication and Employee Engagement*. Routledge.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Špoljarić, A., & Verčič, D. (2023). The Effects of Social Exchange Quality Indicators on Employee Engagement Through Internal Communication. In N. Rodríguez-Salcedo, Á. Moreno, S. Einwiller, & M. Recalde (Eds.), *(Re)discovering the Human Element in Public Relations and Communication Management in Unpredictable Times* (Vol. 6, p. 0). Emerald Publishing Limited. <https://doi.org/10.1108/S2398-391420230000006008>
- Stafford, I., Cole, A., & Heinz, D. (2022). Building trust in an age of transparency. In *Analysing the Trust–Transparency Nexus: Multi-Level Governance in the UK, France and Germany* (pp. 11–24). Policy Press. <https://bristoluniversitypressdigital.com/monochap/book/9781447355236/ch001.xml>
- Tkalac Verčič, A., & Men, L. R. (2023). Redefining the link between internal communication and employee engagement. *Public Relations Review*, 49(1), 102279. <https://doi.org/10.1016/j.pubrev.2022.102279>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- Vielledent, M., & Spears, C. (2023). Leading Institutional Change through Digital Communication: A Case Study on the Launch of the U.S. Army Combat Fitness Test. In *Internal Communication and Employee Engagement*. Routledge.

Williams, T. N., & Robinson, C. (2024). Building an Effective Crisis Communication Plan for Police Agencies. In *Building Trust, Effective Communication, and Transparency Between Police and Community Members* (pp. 1–13). IGI Global Scientific Publishing. <https://doi.org/10.4018/978-1-6684-8569-9.ch001>