## The Role of Corporate Communications in Enhancing Employee Engagement: A Structured Communications Approach for Various Use Cases

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## Abstract

**Purpose:** The purpose of this research is to fill the gap in existing literature by examining employee engagement needs and how those needs can be addressed through corporate communication practices.

**Methodology:** The research will examine a Gallup Q12 survey report and analyse the employee engagement needs and how those needs relate to other aspects of the workplace culture. By synthesizing the findings from the literature and extracting insights from the secondary data, the study aim is to suggest a simple corporate communications model that can be implemented in the workplace to enhance employee engagement.

**Findings:** The study showed that the collective impact of the opportunity to do what can be done best, the commitment to the company's purpose while having less close friends at work, has a positive impact on employee engagement – which draws attention to the need of balancing social connections with the needs of employee performance and commitment.

**Unique Contribution to Theory, Practice and Policy:** The research will suggest a corporate communications model that can be implemented in the workplace to enhance employee engagement. Recommendations may include effective use of the different communication channels, employee interactions, as well as understanding the impact of job satisfaction, commitment, and performance on employee engagement and how this relates to communication practices.

**Keywords:** *Corporate Communications, Employee Engagement, Gallup Q12 Survey, Communication Practices, Job Satisfaction, Commitment, Performance*

## INTRODUCTION

The strategic importance of corporate communications in promoting employee engagement has come to light more and more in recent years. Hayase (2009) asserts that no academic study has been done specifically examining the connection between employee engagement and corporate communications (Hayase, 2009, p. 2). The study conducted by Hayase (2009) investigated the relationship between employee engagement and corporate communications, and the findings indicate that a relation exists. The study's limitation, however, is that the conclusions cannot be broadly applied because the data was restricted to a sample of college students with little work experience. It ignored other communication models and solely looked at how employee satisfaction was affected by the two-way communication paradigm.

Roberts (2013) took the findings from Hayase (2009) and expanded the research to include employees who have work experience. Roberts (2013) mentioned that corporate communication is one of the key drivers for employee engagement and concluded that a moderate relationship existed between corporate communication and employee engagement. The researcher suggested that further research is needed around the communication climate that can impact employee engagement (Roberts, 2013, p. 42).

Mishra, Boynton, and Mishra (2014) investigated the broader function of corporate communication in enhancing employee engagement in a follow-up study. Six managers from various sectors were interviewed over the phone by the writers. Their study's conclusions demonstrated that communication is the most efficient means of fostering employee trust.

Mazzei, Butera, and Quaratino (2019) conducted another study in which they looked at how corporate communications affect engaged employee behavior. They came to the conclusion that corporate communications have a positive impact on employee engagement, which is reflected in company advocacy, information protection, and brand building. According to Mazzei, Butera, and Quaratino (2019), adjustments in management practices have an effect on employee satisfaction and that specific tactics must be developed to meet employee expectations.

(Mazzei, Butera, & Quaratino, 2019, p. 30). This study is important as it draws attention to the role of corporate communication while understanding employee expectations to address their engagement needs.

In a recent study by Sulaiman, Abdullah & Man (2023), they mention that previous research efforts have not studied employee communication and engagement as integrated concepts. In their research study around employee communication and engagement effectiveness on organisational performance, they presented a theoretical framework that predicts the relationship between corporate communication, employee engagement and organisational performance. However, there is still lack of theoretical underpinning that limits the insights into understanding the interrelated role between corporate communication and employee engagement solely. The limitation of the study by Sulaiman, Abdullah & Man (2023) is that the interdependence between corporate communication and employee engagement has not been emphasized. Sulaiman, Abdullah & Man (2023) recommendation for future studies is to expand the conceptual model and to design appropriate employee communication programs to enhance employee engagement programs and ensure a long-term sustainable organisation growth.

## Research Gap

A lot of research has been done on corporate communication and employee engagement, and the recent research findings show that a relationship among communication activities and employee engagement does exist but has not been emphasized. There is also a need to develop a corporate communications framework with proven-effective communication practices to enhance employee engagement.

The research gap in this context is the lack of empirical studies that go beyond predicting the relationship between corporate communication and employee engagement. While Sulaiman, Abdullah & Man (2023) have presented a theoretical framework that predicts this relationship, there seems to be a need for research that practically examines and demonstrates how to enhance employee engagement through corporate communication practices.

## Research Objective

i.   To examine the impact of corporate communication practices on employee engagement

ii.  To examine the impact of certain workplace variables (employee performance, commitment, and satisfaction) on employee engagement.

iii. To develop a framework of corporate communication practices that are relevant to these workplace variables (performance, commitment, and satisfaction) to enhance employee engagement.

The paper will identify employee needs to get more engaged using data extracted from the 2023 Gallup Q12 survey trend report. The study will examine if corporate communication and employee engagement are correlated. It will also examine the collective impact of employee performance, commitment, and satisfaction on employee engagement. The paper will synthesize the data findings to suggest a relevant corporate communications framework that can be applied in the workplace to enhance employee engagement.

## LITERATURE REVIEW

The study synthesizes existing knowledge from earlier studies and presents it from a new standpoint of how corporate communication practices can be tailored to enhance employee engagement while considering the relationship with other workplace variables such as performance, commitment, and job satisfaction. The contribution of this study is to fill a research gap of how corporate communication practices can enhance employee engagement – an area that has not been extensively covered in previous research.

This section provides an overview of how corporate communication and employee engagement were presented by other scholars, and their relationship with other workplace variables. It also presents the existing gap in the literature and what this paper aims to contribute to the existing research.

## Employee Engagement

Wolor, *et al*. (2022) define employee engagement as 'a workplace approach that aims to ensure that employees are committed to the organization's goals and values, motivated to contribute to the organization's success, and at the same time promote employee well-being' (Wolor, *et al*., 2022,

p. 139). In another study by Storey, Wright & Ulrich (2008), employee engagement is defined as "a set of positive attitudes which is in tune with the organization's mission" (Storey, Wright, & Ulrich, 2008, p. 300). There are many definitions in the literature. Storey, *et al.* (2008) 'there is no consistency in definition, since engagement has been defined and measured by scholars in many disparate ways' (Storey, *et al.*, 2008). However, the most common themes refer to the link with employee commitment, performance, satisfaction, and organisational goals.

## Corporate Communication

The same study by Wolor, *et al.* (2022) define employee communication as 'communication transactions between individuals and groups at different levels and different specializations for the purpose of designing and redesigning an organization, implementing its design, and coordinating daily activities' (Wolor, *et al.*, 2022, p. 140).

Corporate communication was also defined by Mazzei (2019) as 'a function that includes all types of formal and informal communication that occur internally at all levels of an organization. It is a central process in organizations in which employees exchange information, meaning, and emotions. It helps build relationships, build organizational culture, participate in decision-making processes, and facilitate most organizational activities' (Mazzei, 2019, p. 25).

## Theoretical Background

There are well-developed theoretical models that outline the theories drawn from the literature and previous studies. For example, the Communications Satisfaction Model drawn by Dawns and Hazen (1977) posits that employee's satisfaction with communication within the organisation (in terms of content, channel, clarity, feedback and empathy) influences employee engagement. The Organisational Commitment theory by Meyer and Allen (1991) suggests that employees emotional attachment to the organisation affects employee engagement. The Social Exchange theory by Blau (1964) refers that positive employee interactions impacts the level of trust and commitment as employees become more committed to organisational goals.

The Job-Demands-Resources model by Demrouti (2007) suggests that job demand and resources influence employee engagement.

## Integrating these Models

The study investigates how effective corporate communication, as framed by the Communication Satisfaction Model, can enhance employee engagement through the mechanisms suggested by the Organizational Commitment Theory and Social Exchange Theory. Additionally, considering the Job Demands-Resources Model, the study will examine how communication practices influence the employee performance, commitment, and satisfaction through other workplace components.

This theoretical framework anchors the study in current literature and offers a thorough perspective to analyze the complex relationship between corporate communication and employee engagement.

**The current state of research in the field:**

The current state of research present theoretical predications on the relationship between corporate communication and employee engagement, and how employee performance, commitment and satisfaction impact employee engagement.

This section will present some of the theoretical predictions. The study aims to connect data findings with theories from the literature to present a relevant corporate communications framework to enhance employee engagement in the workplace, and hence addressing the gap mentioned by Sulaiman, Abdullah & Man (2023).

**Employee Communication Positively Impacts Performance**

The research by Wolor *et al*. (2022) studied the changes in employee performance after the decline in the COVID-19 pandemic curve in terms of communication factors, employee engagement, job satisfaction, and work engagement. The research sample included 200 employees in Jakarta. The researchers used the non-probability sampling analytical models and purposive sampling techniques. The conclusion of their study is that organizations should improve employee communication so that employees understand the relationship between their job contributions and overall business goals.

In their study, Wolor et al. (2022) examined how communication factors, employee engagement, job satisfaction, and work engagement changed in relation to employee performance following the drop in the COVID-19 epidemic curve. There were two hundred Jakartan employees in the research sample. Purposive sampling approaches and analytical models for non-probability sampling were employed by the researchers. According to the study's findings, companies should enhance employee communication to help staff members comprehend the connection between their contributions at work and the broader objectives of the company.

**Employee Communication Positively Impacts Commitment**

In another research paper by Mazzei (2019) to identify the management approaches that contribute to creating an attractive work environment. 'These management approaches included employee communication which contributes to engaged employee behavior' (Mazzei, 2019, p. 30). The paper goes deeper into these approaches and leverages the results of two surveys, the first conducted among managers from 173 Italian companies where the managers are responsible for employee engagement and the second survey is conducted among 147 employees. Overall, the results from their study show that employee communication fosters employee commitment.

**Employee Communication Positively Affects Job Satisfaction**

In the study by Mishra, Boynton & Mishra (2014) to better understand how corporate communication impacts employee engagement through different approaches that build trust and transparency, they conclude that an effective corporate communication strategy enhances employee engagement especially when employees receive information though channels that they are comfortable with, as this increases their job satisfaction.

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## Employee Performance Positively Impacts Employee Engagement

Marrelli (2011) studied the impact of effective employee performance in driving employee engagement. The study shows that organizations having high percentage of engaged employees normally have effective management of employee performance. Marrelli (2011) also examined the consequence of performance evaluation and how this impacted employee perception and engagement and mentioned that there is 'strong connection between effective performance management and employee engagement' (Marrelli, 2011, p. 12).

In another study, Budriene & Diskiene (2020) identify the possible role of HRMP (Human Resource Management Practices) in managing employee engagement and demonstrated how employee engagement is impacted by different HRM practices that improve employee performance.

## Employee Commitment Positively Impacts Employee Engagement

Shahid & Azhar (2013) examined how employee commitment drives organisational effectiveness through employee engagement and mentioned that 'employee commitment and engagement are closely linked with organisational performance outcomes' (Shahid & Azhar, 2013, p. 263).

## Employee Satisfaction Positively Impacts Employee Engagement

Mufeed & Shawkat (2018) examined how employee satisfaction related to many aspects of employee engagement and mention that 'if the employee's perception of the organisation is very positive, and he/she is satisfied, the employee will contribute their best for their organisation' (Mufeed & Shawkat, 2018, p. 64).

## In Summary



*Figure 1: Employee Communication Impact on Employee Engagement*

This model is based on prior literature views. The model suggests that corporate communication has significant impact on employee performance, commitment and satisfaction. It also suggests that employee performance, commitment and satisfaction may have significant impact on employee engagement. Therefore, corporate communications may have positive impact on employee engagement.

Studies have brought this subject to light and recommended further investigation into how corporate communication might improve employee engagement.

Hayase (2009) examined the relationship between communication and engagement factors and showed that, despite the limitation of previous studies that have been carried out on employee engagement, there are many variables for measurement and that a positive relationship exists between corporate communication and employee engagement. However, Hayase (2009) mentioned that 'no other academic study has included scale instruments for communication and employee engagement' (Hayase, 2009, p. 58).

In Gupta's (2015) study on employee satisfaction and how it affects employee engagement in the retail industry, a standardized questionnaire is used to examine the relationship between employee engagement and employee satisfaction, which is influenced by a number of factors, communication being one of them. According to research, employees are satisfied with the way their managers and coworkers interact with them (Gupta, 2015). The limitation of the study is that the survey is conducted among employees in the retail sector. Organizational contexts may differ and hence, the findings of the study are difficult to generalise.

A study by Mishra, Boynton & Mishra (2014) explores the expanded role of corporate communication in driving employee engagement. They mention that corporate communication plays a role in enhancing employee performance and satisfaction which results in increased productivity and less turn-over. The authors conducted phone interviews with 6 managers in firms within different industries and the term "employee engagement" emerged as key component in their job responsibilities. The limitation of the study is that the findings are based on interviews conducted from an executive perspective only, and that the sample included 6 managers from 6 firms only. They suggested that future research should focus more specifically on the role of corporate communications in enhancing employee engagement and consider a larger sample that includes employees as well.

Mazzei, Butera, and Quaratino (2019) conducted interviews with representatives of major Italian companies to investigate the role of corporate communication in fostering engaging workplaces. Studies indicate that when communication channels are open, workers are more inclined to become engaged in the workplace and suggest that communication practices should be "bottom-up" (Mazzei, Butera, & Quaratino, 2019) addressing the employee needs rather than being focused on the organisational goals only.

**Hypothesis drawn from the literature**

The current state of research leaves us with open questions which suggests the following hypothesis for testing:

**Hypothesis for Testing**

**Hypothesis 1:**

$H_0$: Corporate communications have no significant impact on employee engagement

$H_{01}$: Corporate communications have significant impact on employee engagement

**Hypothesis 2:**

$H_0$: Employee performance, commitment and satisfaction have no significant impact on employee engagement

$H_{02}$: Employee performance, commitment and satisfaction have significant impact on employee engagement

The statistical findings from the study will be used to test the connections and relationships with employee engagement. The paper will then present a relevant corporate communications framework to enhance employee engagement in the workplace.

## METHODOLOGY

### Research Approach and Design

As the purpose of this study is to examine the relationship among certain workplace variables and employee engagement and to suggest a relevant corporate communications framework that can enhance employee engagement beyond the theoretical predictions, the paper will aim to answer the following questions:

Is the relation between corporate communication and employee engagement significant?

How do certain workplace variables relate to employee engagement?

What are the relevant corporate communication practices that can be applied to enhance employee engagement?

Relevant hypotheses have been drawn accordingly.

**Technique and procedure:** The research will follow a quantitative data analysis approach based on numerical data collected from Gallup Q12 U.S. trend report (2023). After the separate analysis, the results are collected to draw conclusion.

**Time Horizon:** The paper will use a longitudinal study approach to analyse the data of a recent Gallup Q12 U.S trend report, published in 2023, in which the data of employee engagement will be studied over a period of time.

**Strategy:** The paper uses the trend report from the Gallup Q12 survey because the 12 items included in the Gallup Q12 survey have proven to be the most effective survey questions to measure employee engagement (Inc, G., 2020). The paper presents the data from the 2023 Gallup Q12 trend report from a different perspective, since the purpose is to study employee engagement needs and how those needs relate to communication practices. The study will use the grounded theory research strategy in which it uses the collected and analysed data to construct a theory that answers the question: what communication practices are relevant to workplace variables that have significant impact on employee engagement?

**Research Methodology:** The research methodology is quantitative. Surveys are meant to be quantitative; but the paper will use secondary data extracted from the 2023 Gallup Q12 U.S survey trend report (Scribbr, n.d.). The advantage of this methodology is that it can be used with large samples (Scribbr, 2021). The use of large sample was beneficial for this research to be able to generalise the findings. O'Gorman & MacIntosh (2015) mention in a study on research methods that large samples enable to generalise the findings.

**Approach to theory development:** This study will follow a deductive approach, whereby theory will serve as the foundation for formulating the hypothesis, which will then be tested through the

collection and analysis of quantitative data. The key findings from the secondary data collection will be utilized to determine which communication methods have a beneficial effect on employee engagement.

**Philosophy:** Following a pragmatic approach of the study, the paper will present "what works best" from the researcher's perspective to enhance employee engagement through communication.

**Research sampling:** The original research question or objective that motivated the data collection is to capture employee feedback on engagement (Gallup Q 12 and Employee Engagement FAQs Frequently Asked Questions About Employee Engagement and the Engagement Survey, n.d.). The data is collected randomly every year and is based on the probability sampling method. This method is fundamental in collecting unbiased and accurate data ensuring that the sample represents the entire population (Scribbr, n.d.). The large data population used in the Gallup Q12 report offers a more realistic approach towards analyzing the topic of interest since it covers a large population which provides a more holistic view rather being specific to one state or industry.

The individuals that the data represents are mix of male and female employees within the age group of 18 and above who have working experience – particularly, employees and managers from different companies within the U.S. who work any number of hours by an employer.

### Description and Sources of Secondary Data Selected

The researcher is only permitted to gather secondary data for this project that is publicly accessible or open source. Furthermore, no secondary data that requires authorization to access and use will be utilized. Validity, dependability, and relevance to the study topic are taken into consideration while selecting data sources.

This paper's collected secondary data was taken from the Gallup Q12 U.S. Employee Engagement Survey trend report. The Gallup organization administers the U.S. Q12 survey, which gauges American workers' opinions on the key elements of workplace culture. Gallup makes third-party data gathered through surveys and analysis available to the general audience.

The U.S. Gallup Q12 data reported in this study spans the years 2009 through 2022. Every year, the poll is carried out among sizable working-class organizations. Additionally, it is conducted worldwide, with an average of 1,000 respondents in each nation. The survey's findings show how engaged employees are at major American companies. It also draws the attention to areas where managers need to move the needle on engagement. The U.S Q12 data was used in this paper for the quantitative analysis.

Below are the questions of the Gallup Q12 survey. The survey is conducted either face to face or by telephone. Gallup Q12 Engagement Survey provides an engagement index with which employee engagement level can be measured (Inc, G., 2020).

Data collected is based on employee responses. Six response alternatives are available to rate the Q12 statements: 5 = strongly agree, 1 = strongly disagree, and don't know/does not apply. The sixth response option is left unscored. The comprehensive analysis in chapter 5 will uncover trends, and relationships, to examine which variables have significant impact on employee engagement. The analysis of the data will use correlation analysis and multiple regression analysis.

**Rationale of using Gallup Q12 survey:**

Founded in 1935 in the United States, Gallup is the oldest institute and one of the most well-known public opinion research firms worldwide. Globally, managers and human resource experts acknowledge the validity of the Gallup survey. Twelve questions make up the survey, chosen from a list of the most pertinent ones that are related to the performance of the company and employee satisfaction. Changes in management practices that address employee needs and satisfaction create an environment where employees feel more engaged, according to research conducted by Gallup across a variety of industries and organizations (Gallup Q 12 and Employee Engagement FAQs Frequently Asked Questions About Employee Engagement and the Engagement Survey, n.d.). This paper will focus on the communication strategy to enhance worker engagement.

**Quality of Secondary Data**

In this study, it has been ensured that the quality of secondary data meets at least 3 criteria:

- Secondary data relevance: The data in this paper is relevant to the research topic as the explored data will address the key components for this study: employee engagement, and communication.
- Credibility of the data: Gallup report provides reliable and credible data based on approved global statistics that have proven credibility to conduct statistics.
- Appropriateness of data collection methods: the paper uses data summaries based on quantitative data that is extracted from the Gallup Q12 U.S. trend report.

Because of the limitation of the approach and the data available, there are some limitations in the extent to which how communication practices impact engagement can be fully explored. In the future, further datasets that become accessible may increase the ability to detect more communication tactics that benefit employee engagement. However, this data still need to be used along with other approaches for assessing the impact of communication tactics as part of future frameworks to provide a holistic communications strategy that enhances employee engagement.

**Secondary Data Ethical Measures**

The ethical measures for using secondary data have been strictly followed:

- Ensured the data are extracted from open-data sources such as Gallup Report  and already published and analysed survey data to avoid the risk/need for permission to use the data.
- The paper acknowledges that the Gallup Q12 information is protected by law.
- The collected data will be used to take the existing research efforts further to conduct further analysis and provide answers to the topic under question.
- It is understood that there is no control on the collected data, and that the data shall be used as given to interpret and develop more innovative and dynamic solution to the research topic – which may be different than the purpose for which the data have been originally constructed.
- Proper referencing and in-text citations where needed for all secondary data and to be clear and transparent about all the sources of data used.

Credibility and relevance were also checked in the reviewed research papers. Ulrich's database was employed to verify that the examined research articles had been accepted for publication in peer-reviewed journals and that duplicates had been eliminated. The formats of the results that were obtained from Google Scholar varied; some were book chapters and others were press releases. A few of the papers that were pulled from Google Scholar may not have been specifically about employee communication, but rather about employee engagement and communication and how it relates to other organizational elements like performance, goals, and employee satisfaction.

## FINDINGS

### Introduction

In this chapter, the paper will prepare for the data analysis in the next chapter in order to test the presented hypothesis. The study will look at the U.S. Gallup Q12 engagement trend report. It will use correlation analysis to study the relationship between each of the Q12 items and employee engagement and determine if corporate communication has significant impact on employee engagement. It will then use regression analysis to examine the most significant collective impact on employee engagement.

The paper uses the findings from this chapter to assess the significance of the correlation between corporate communication and employee engagement. It also identifies collective employee engagement needs and will propose relevant communication practices to meet those needs.

It is worth noting that the items from the Gallup report provide a possible indication to certain workplace variables (Harter, J., 2023) some of which are presented in the research hypotheses (marked in the table **). There are other variables that are not in the research hypotheses, yet still provide interesting insights and serve as an opportunity for future research efforts.

**Table 1: Q12 Variables Indication**

| Variable Name | | Possible Indication |
|---|---|---|
| Q01. I know what is expected of me at work. | **Q1** | Communication ** |
| Q02. I have the materials and equipment I need to do my work right. | **Q2** | Satisfaction ** |
| Q03. At work, I have the opportunity to do what I do best every day. | **Q3** | Performance ** |
| Q04. In the last seven days, I have received recognition or praise for doing good work. | **Q4** | Communication ** |
| Q05. My supervisor, or someone at work, seems to care about me as a person. | **Q5** | Satisfaction ** |
| Q06. There is someone at work who encourages my development. | Q6 | Enablement |
| Q07. At work, my opinions seem to count. | **Q7** | Communication ** |
| Q08. The mission or purpose of my company makes me feel my job is important. | **Q8** | Commitment ** |
| Q09. My associates or fellow employees are committed to doing quality work. | Q9 | Quality Assurance |
| Q10. I have a best friend at work. | **Q10** | Satisfaction ** |
| Q11. In the last six months, someone at work has talked to me about my progress. | **Q11** | Communication ** |
| Q12. This last year, I have had opportunities at work to learn and grow | Q12 | Enablement |

## Research Results

The following table shows the responses of U.S. employees to the Gallup Q12 questions and the impact on employee engagement (shown in %) for the mentioned time range.

**Table 2: U.S. Gallup Q12 Trend Data**

| Time | % | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 8/1/2023 | 21 | 48 | 38 | 35 | 29 | 41 | 32 | 29 | 33 | 32 | 19 | 32 | 33 |
| 5/1/2023 | 20 | 51 | 40 | 37 | 31 | 43 | 34 | 30 | 33 | 32 | 20 | 31 | 34 |
| 2/1/2023 | 20 | 48 | 37 | 35 | 30 | 43 | 33 | 30 | 33 | 31 | 20 | 33 | 34 |
| 11/1/2022 | 20 | 46 | 36 | 34 | 30 | 42 | 33 | 29 | 33 | 33 | 20 | 32 | 34 |
| 9/1/2022 | 19 | 44 | 36 | 33 | 29 | 41 | 33 | 29 | 33 | 32 | 18 | 32 | 33 |
| 6/1/2022 | 19 | 46 | 37 | 33 | 28 | 40 | 30 | 28 | 32 | 31 | 19 | 30 | 31 |
| 2/1/2022 | 18 | 45 | 35 | 31 | 28 | 41 | 32 | 28 | 33 | 32 | 19 | 30 | 32 |
| 10/1/2021 | 23 | 46 | 36 | 33 | 30 | 41 | 32 | 29 | 34 | 31 | 19 | 30 | 32 |
| 6/1/2021 | 24 | 48 | 38 | 34 | 31 | 44 | 32 | 28 | 36 | 31 | 20 | 33 | 34 |
| 3/1/2021 | 26 | 54 | 41 | 38 | 32 | 45 | 35 | 31 | 38 | 34 | 19 | 33 | 35 |
| 1/1/2020 | 26 | 56 | 38 | 39 | 33 | 47 | 36 | 32 | 38 | 34 | 21 | 34 | 38 |
| 1/1/2019 | 26 | 55 | 38 | 37 | 30 | 45 | 34 | 31 | 37 | 32 | 19 | 33 | 38 |
| 1/1/2018 | 27 | 57 | 39 | 38 | 30 | 43 | 32 | 30 | 37 | 31 | 19 | 31 | 35 |
| 1/1/2017 | 27 | 56 | 39 | 36 | 29 | 42 | 31 | 30 | 36 | 30 | 17 | 31 | 36 |
| 1/1/2016 | 27 | 56 | 36 | 36 | 31 | 42 | 32 | 29 | 35 | 28 | 18 | 31 | 34 |
| 1/1/2015 | 28 | 61 | 39 | 38 | 31 | 41 | 30 | 30 | 38 | 29 | 20 | 30 | 37 |
| 1/1/2014 | 27 | 59 | 37 | 38 | 28 | 40 | 31 | 30 | 35 | 26 | 19 | 29 | 35 |
| 1/1/2013 | 27 | 51 | 36 | 35 | 30 | 38 | 30 | 29 | 34 | 28 | 16 | 30 | 34 |
| 1/1/2012 | 23 | 53 | 35 | 36 | 27 | 39 | 28 | 28 | 35 | 29 | 19 | 30 | 33 |
| 1/1/2011 | 26 | 49 | 33 | 33 | 26 | 35 | 25 | 26 | 33 | 26 | 19 | 26 | 29 |
| 1/1/2010 | 30 | 51 | 34 | 35 | 27 | 37 | 26 | 27 | 34 | 28 | 21 | 28 | 31 |
| 1/1/2009 | 22 | 56 | 38 | 39 | 26 | 39 | 26 | 31 | 38 | 31 | 21 | 27 | 33 |
| 1/1/2008 | 25 | 57 | 38 | 35 | 26 | 38 | 26 | 27 | 33 | 26 | 19 | 27 | 32 |
| 1/1/2007 | 21 | 57 | 38 | 36 | 26 | 38 | 28 | 28 | 34 | 27 | 20 | 29 | 34 |

*Source: Inc, G. (2023). Indicator Employee Engagement. [online]*

Dependent Variable: Engagement rate %

Independent Variables:  Q12 Items

N = 24

**A – Correlation analysis:**

**Table 3: Correlations**

| Variable Name | | Q0 Pearson Correlation | Sig. |
|---|---|---|---|
| Q01. I know what is expected of me at work. | Q1 | **0.781**\*\* | 0.000 |
| Q02. I have the materials and equipment I need to do my work right. | Q2 | 0.186 | 0.384 |
| Q03. At work, I have the opportunity to do what I do best every day. | Q3 | **0.736**\*\* | 0.000 |
| Q04. In the last seven days, I have received recognition or praise for doing good work. | Q4 | 0.011 | 0.958 |
| Q05. My supervisor, or someone at work, seems to care about me as a person. | Q5 | -0.023 | 0.915 |
| Q06. There is someone at work who encourages my development. | Q6 | -0.230 | 0.280 |
| Q07. At work, my opinions seem to count. | Q7 | 0.354 | 0.089 |
| Q08. The mission or purpose of my company makes me feel my job is important. | Q8 | **0.770**\*\* | 0.000 |
| Q09. My associates or fellow employees are committed to doing quality work. | Q9 | -0.302 | 0.152 |
| Q10. I have a best friend at work. | Q10 | -0.037 | 0.865 |
| Q11. In the last six months, someone at work has talked to me about my progress. | Q11 | -0.174 | 0.416 |
| Q12. This last year, I have had opportunities at work to learn and grow | Q12 | **0.421**\* | 0.041 |

Significant correlation at the 0.01 level \*\*

Significant correlation at the 0.05 level \*

The correlation is calculated from sample size: 24

Significant correlation provides strong evidence for the relationship.

Non-significant correlation may not provide strong evidence for the relationship.

When employees can utilize their strengths, engagement increases.

## B- Regression analysis:

In this model, the variables entered are: Q12, Q10, Q9, Q2, Q8, Q4, Q3, Q11, Q7, Q5, Q6, Q1

Q0 being the dependent variable.

Method:

The method used in this model is "Enter" which means that all variables were entered simultaneously in order to study the collective impact of the independent variables on Q0.

**Table 3: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .975[a] | 0.951 | 0.898 | 1.100 |

Dependent Variable: Q0

R (Multiple Correlation Coefficient): 0.975

R Square (Coefficient of Determination): 0.951

Adjusted R Square: 0.898

Std. Error of the Estimate: 1.100

n = 24

1. **R (Multiple Correlation Coefficient)**: The value of **0.975** indicates a strong positive relationship between the independent variables (Q12 items) and the dependent variable (Q0). This coefficient represents how well the model fits the data.

2. **R Square (Coefficient of Determination)**: The value of **0.951** suggests that approximately 95.1% of the variability in the dependent variable (Q0) can be explained by the independent variables included in the model.

3. **Adjusted R Square**: The adjusted R Square value of **0.898** considers the number of independent variables and adjusts the R Square according to the complexity of the model due to the inclusion of unnecessary independent variables. A higher adjusted R Square indicates a better model.

   **Std. Error of the Estimate**: This is a crucial indication of the regression model's predictive accuracy for the dependent variable Q0. The standard error of the estimate (1.100) represents the average deviation (error) of the observed value of Q0 from the predicted variable of the regression model. As the number is lower, this means that the predictive accuracy is higher.

**Table 4: Regression**

| Independent Variable | Slope (Beta) | Std. error | t-ratio | Prob. (Sig.) |
|---|---|---|---|---|
| Q0 (Constant) | 7.743 | 11.130 | 0.696 | 0.501 |
| Q1 | -0.280 | 0.269 | -1.041 | 0.320 |
| Q2 | -0.458 | 0.222 | -2.062 | 0.064 |
| **Q3** | **1.230** | **0.490** | **2.507** | **0.029** |
| Q4 | -0.066 | 0.284 | -0.233 | 0.820 |
| Q5 | 0.068 | 0.410 | 0.167 | 0.870 |
| Q6 | -0.177 | 0.368 | -0.480 | 0.641 |
| Q7 | -0.198 | 0.666 | -0.297 | 0.772 |
| **Q8** | **1.394** | **0.303** | **4.603** | **0.001** |
| Q9 | -0.607 | 0.313 | -1.938 | 0.079 |
| **Q10** | **-0.803** | **0.286** | **-2.810** | **0.017** |
| Q11 | 0.039 | 0.506 | 0.076 | 0.941 |
| Q12 | -0.040 | 0.432 | -0.092 | 0.928 |

**Table 5: ANOVA Test**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 258.513 | 12 | 21.543 | 17.790 | .000[b] |
| | Residual | 13.320 | 11 | 1.211 | | |
| | **Total** | **271.833** | **23** | | | |

Below is a summary of the ANOVA table for the regression model:

Regression:

- Sum of Squares: The total variability explained by the regression model is 258.513.

- Degrees of Freedom (df): There are 12 predictors (independent variables), so df = 12.

- Mean Square: The mean squared deviation for the regression model is 21.543.

- F-statistic: 17.790. Reflects the joint or collective impact of all variables together.

- Significance (Sig.): The significance level (p-value) associated with the F-statistic is very low (0.000), indicating that the regression model is statistically significant.

Residual:

- Sum of Squares: The unexplained variability (residuals) is 13.320.

- Degrees of Freedom (df): The residual df is 11 (total df - predictor df).

- Mean Square: The mean squared deviation for the residuals is 1.211.

Total: The total variability in the dependent variable (Q0) is 271.833

**Conclusion**

The purpose of this study was to further examine the relation of corporate communication and employee engagement and the impact of employee performance, commitment and satisfaction on

employee engagement and to develop a framework of relevant corporate communication practices to enhance employee engagement.

The paper discussed findings and conclusions from earlier studies on the relationship between employee engagement and corporate communication. The most recent work on this relationship's prediction was done by Sulaiman, Abdullah, and Man (2023), who also emphasized the need for more research to show how corporate communication methods might enhance employee engagement.

This paper identified the needs of employees to become more engaged in the workplace by using survey data from the Gallup Q12 trend report. The analysis's findings are then combined to suggest a corporate communications framework that can enhance employee engagement.

With that, the paper extends the research of prior studies around these workplace variables (employee performance, commitment and satisfaction) and provides a more holistic understanding of the impact of these variables collectively on employee engagement.

The paper also puts the existing gap from the literature forward by demonstrating the relation between corporate communication and employee engagement and shows that despite a relation between corporate communication practices and employee engagement exists, corporate communication practices do not necessarily enhance employee engagement. The study concludes that corporate communication practices when built upon certain workplace variables (employee performance, commitment, and satisfaction) collectively, employee engagement is more likely to get enhanced.

This study examined the impact of certain variables indicating employee performance, commitment, satisfaction, and communication on employee engagement. The study examined the impact of each variable individually using correlation analysis, and revealed that factors such as understanding expectations, having opportunities to do what can be done best, connecting with the company's mission, and having learning and career growth opportunities are positively associated (each individually) to employee engagement.

However, correlation doesn't imply causation. Other factors may also play a role, so further analysis was needed to be able to understand the collective impact of several variables simultaneously on employee engagement using multiple regression analysis. This provided a more realistic approach to understand the collective impact of multiple variables rather than the individual impact of each variable alone.

The regression analysis of the Gallup 2023 U.S. trend report revealed further significant results. It showed that the collective impact of the opportunity to do what can be done best, the commitment to the company's purpose while having less close friends at work, has a positive impact on employee engagement – which draws attention to the need of balancing social connections with the needs of employee performance and commitment.

The paper finally presented a corporate communications framework relevant to the workplace variables that collectively impact employee engagement.

These results are significant as previous studies demonstrated numerous relationships between corporate communication and engagement, but each relationship had been discussed

independently rather than as an integrated concept. 'Studies on integrating employee communication and engagement still need to be improved' (Ruck & Trainor, 2011; Welch, 2011 quoted in Sulaiman, Abdullah & Man (2023), p. 244).

Additionally, the findings are noteworthy because social connections in the workplace are important area to study. Organisations must ensure that the social connections do not negatively impact employee performance or commitment. These factors combined provide an opportunity of further research on how organisations can promote social connections in the workplace without disrupting employee performance and commitment to the company purpose. Certain strategies need to be set in place to create the balance between the three factors which present an opportunity for further investigation and research.

## Contribution of the Study

The unique contribution of the study is that it provides practical guidelines, best practices, and recommendations for a corporate communications framework based on powerful employee engagement data from the Gallup Q12 survey. The proposed framework serves as a practical model for the actions required by managers to drive employee engagement through communication practices.

The communications model can be generalised across large companies. Furthermore, the research paper provided further analysis into the relationship between corporate communication and employee engagement and the variables that interconnect with both components, and thus providing more clarity around this relationship and fill one of the exiting gaps in the literature.

Several questions however remain unanswered, including how employee engagement can be fulfilled through direct communication practices, and the extent to which the proposed communication practices are considered industry relevant and culture relevant, making clear the focus of where further research should be done and whether interventions through other supporting functions such as HR, Training, Facilities, etc. could help to enhance employee engagement. Additionally, more future studies are needed around the impact of enhanced employee engagement on the long-term sustainable business growth, and whether corporate communication practices can play part in creating long-term sustainable business growth. These questions offer a wide area of future research to investigate their impact on employee engagement.

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