

ORIGINAL

Exploring the Influence of Communication Mechanisms on Organizational Effectiveness and Employee Engagement

Explorando la influencia de los mecanismos de comunicación en la eficacia organizacional y el compromiso de los empleados

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ABSTRACT

Introduction: effective communication mechanisms are vital for organizational success, influencing employee engagement and overall performance. Despite their importance, many organizations face challenges due to unclear or infrequent communication, which undermines trust and productivity. This research investigates the influence of communication mechanisms—including frequency, medium, formality, and clarity—on employee engagement and organizational effectiveness, with employee trust as a mediating factor.

Method: data were collected through a structured survey administered to 171 employees across various sectors. The survey measured communication practices, employee trust, and engagement using a 5-point Likert scale. Statistical analyses, including regression analysis, were conducted using IBM SPSS version 25 to examine the relationships among variables.

Results: the analysis revealed that communication frequency and clarity significantly enhance Economic success (ES), and Operational efficiency (OE). Regression results indicated a strong positive correlation between clear communication and employee engagement ($p < 0,01$). Two-way communication (TWC), Transparency of communication (TC), Communication consistency (CC) and Employee engagement (EE) also contributed to improved trust and engagement.

Conclusions: findings highlight that communication clarity and frequency are critical drivers of employee engagement, facilitated by trust in communication. Organizations should prioritize enhancing communication quality and consistency to build trust, thereby fostering higher engagement and improved organizational effectiveness.

Keywords: Medium of Communication; Organizational Effectiveness; Job Satisfaction; Communication Mechanisms.

RESUMEN

Introducción: los mecanismos de comunicación eficaces son fundamentales para el éxito de las organizaciones, ya que influyen en el compromiso de los empleados y en el rendimiento general. A pesar de su importancia, muchas organizaciones se enfrentan a retos debido a una comunicación poco clara o poco frecuente, lo que socava la confianza y la productividad. Esta investigación analiza la influencia de los mecanismos de comunicación —incluida la frecuencia, el medio, la formalidad y la claridad— en el compromiso de los empleados y la eficacia organizativa, con la confianza de los empleados como factor mediador.

Método: los datos se recopilaron mediante una encuesta estructurada realizada a 171 empleados de diversos sectores. La encuesta midió las prácticas de comunicación, la confianza de los empleados y el compromiso utilizando una escala Likert de 5 puntos. Se realizaron análisis estadísticos, incluido el análisis de regresión, utilizando IBM SPSS versión 25 para examinar las relaciones entre las variables.

Resultados: el análisis reveló que la frecuencia y la claridad de la comunicación mejoran significativamente el éxito económico (ES) y la eficiencia operativa (OE). Los resultados de la regresión indicaron una fuerte correlación positiva entre la comunicación clara y el compromiso de los empleados ($p < 0,01$). La comunicación bidireccional (TWC), la transparencia de la comunicación (TC), la coherencia de la comunicación (CC) y el compromiso de los empleados (EE) también contribuyeron a mejorar la confianza y el compromiso.

Conclusiones: los resultados destacan que la claridad y la frecuencia de la comunicación son factores fundamentales para el compromiso de los empleados, facilitados por la confianza en la comunicación. Las organizaciones deben dar prioridad a la mejora de la calidad y la coherencia de la comunicación para generar confianza, fomentando así un mayor compromiso y una mayor eficacia organizativa.

Palabras clave: Medio de Comunicación; Eficacia Organizativa; Satisfacción Laboral; Mecanismos de Comunicación.

INTRODUCTION

Balancing personnel turnover is critical to organizational performance. While some turnover generates new ideas, excessive departure can reduce service quality, raise hiring costs, and lower service quality. Retaining important people is critical; therefore, turnover management is a vital HRM responsibility for ensuring performance, continuity, and customer satisfaction throughout operations.^(1,2,3,4) Environmental, social, and governance factors (ESG) are critical to company sustainability and value.^(5,6,7) Strong ESG performance improves both efficiency and stakeholder trust. Based on COR theory, ESG eliminates non-financial risks and encourages responsible investment. However, ignoring any ESG feature could risk long-term operational and reputational stability.⁽²⁾ Corporate social responsibility (CSR) is critical to sustainable management and competitiveness.^(8,9,10) As firms adopt CSR, employees respond with extra-role activities such as corporate citizenship and inventiveness. These behaviors and CSR programs are inextricably linked, demonstrating a dynamic relationship in which mutual reinforcement fosters company performance and employee engagement.⁽³⁾ Low job satisfaction, limited growth, and talent competitiveness all pose challenges to employment in the manufacturing sector. Addressing shifting employee values necessitates long-term solutions that include green practices, role restructuring, and career development. Embedding sustainability increases corporate attractiveness, aligning with modern workforce expectations and providing a competitive advantage in a changing market.⁽⁴⁾ Employee retention is critical for maintaining a competitive advantage, as talented labor is expensive and difficult to replace.⁽¹¹⁾ Turnover wastes investments in recruitment, onboarding, and training.^(12,13,14) Managing this difficulty properly is critical, especially when individuals have organization-specific knowledge, making their departure a significant loss in performance and continuity.^(5,15) Considering symmetrical internal communication influences organizational identity and individual performance, utilizing internet polls of 237 Portuguese hotel employees to determine mediation effects and inform HR communication strategies.^(16,17,18) Limitations include convenience sampling and a focus on Portugal's hotel sector, reducing generalizability.^(6,19,20) Employee engagement and affective commitment serve as mediators in the relationship between perceived organizational support and organizational social activity.^(21,22) Data were obtained from 380 Foreign Service personnel using a linear snowball sampling method and evaluated using framework model to analysis the recommended presumptions. The findings indicate that perceived organizational support positive supports the practice of organizational activities, which is significantly mediated by employee engagement. The main drawback could be that the research focused on foreign employees in service companies.^(7,23,24) The investigation uses PLS-SEM on 255 questionnaire answers to investigate internal communication, work/organization engagement, and satisfaction with work affect employee loyalty in higher education institutions.^(25,26) Except for job engagement satisfaction, all relationships could be validated.⁽²⁷⁾ Non-random sampling and context-specific focus on higher education institutions were

among the limitations.⁽²⁸⁾ A CSR communication-corporate perception model is developed and tested based on social and communication concepts, evaluating research results from 811 employees using structural equation modeling (SEM). Every presumption could be validated; communication concerning CSR impacts commitment, insincerity, and reputation. The limitations included self-reported data and the method of cross-section.⁽⁹⁾ SEM analysis of data from 177 Portuguese participants was used to determine the way sustainable human resources management (SHRM) and internal communication (IC) influence worker productivity and intentions to leave. SHRM and IC possessed an impact on organizational attractiveness, which promotes performance and defection. Disadvantages included cross-sectional design and sample size-related restricted generalizability.⁽¹⁰⁾

Research Objective

This research aims to investigate the effects of communication mechanisms, particularly two-way communication (TWC), transparency of communication (TC), and communication consistency (CC), economic success (ES), employee engagement (EE) and operational efficiency (OE). Employee trust is examined as a mediating factor to present insights for improving workplace communication and raising satisfaction with work and productivity.

System Overview

The next section clearly explains the existing research about communication mechanisms on organizational effectiveness and employee engagement. The following section of the research methodology includes the results and discussion of the proposed approach and finally, ends with the conclusion.

METHOD

171 employees responded to a structured questionnaire using a 5-point Likert scale to evaluate engagement, trust, and communication mechanism. IBM SPSS 25 was used for data analysis, which included regression analysis to measure the 6 variables based on the three sectors. Figure 1 displays the methodology flow diagram for communication mechanisms on OE and EE.

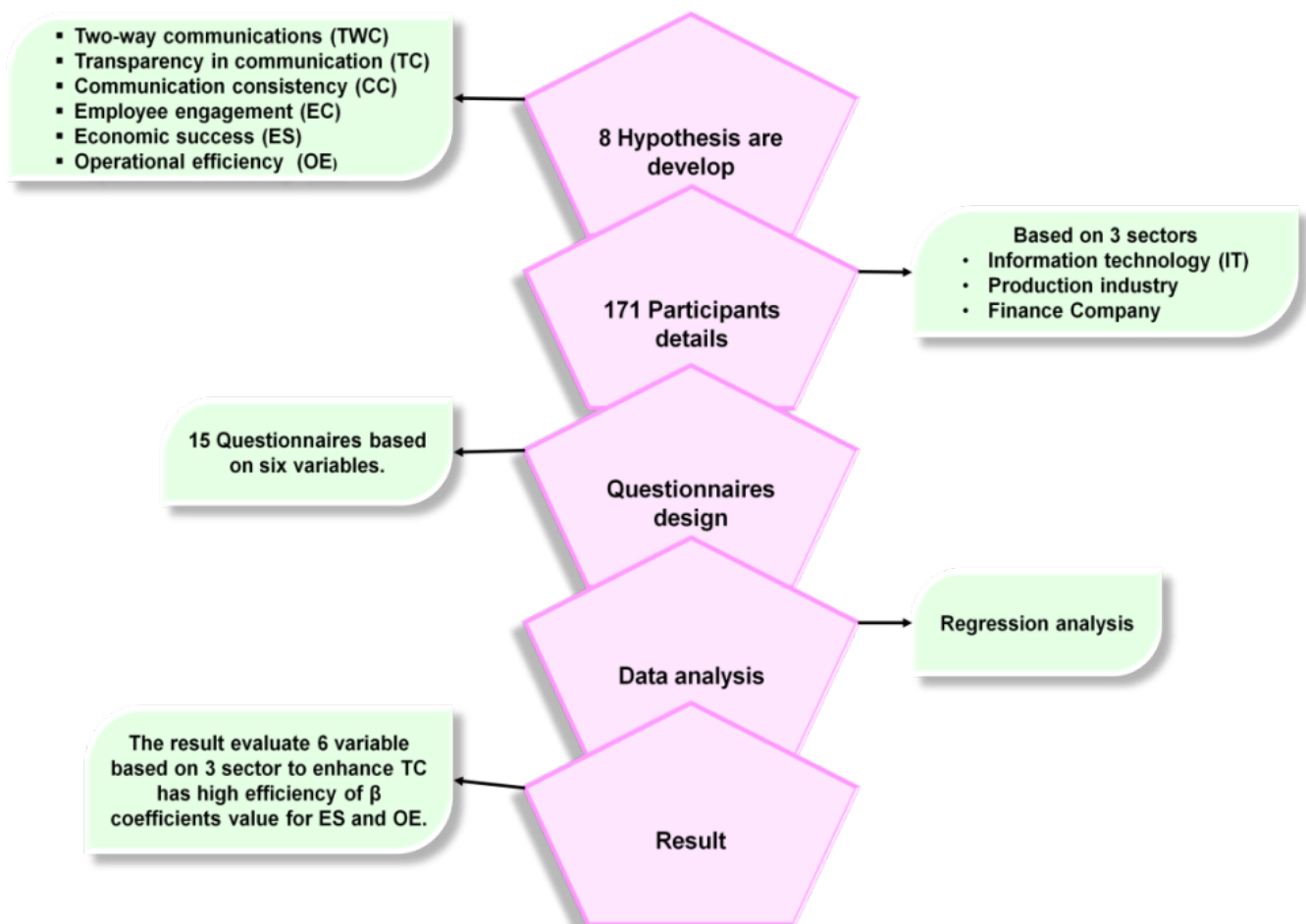


Figure 1. The organizational effectiveness and employee engagement methodology flow diagram

Variables and hypothesis development

Organizations utilize various communication mechanisms, including email, telephone, online meetings, and TWC, TC, CC, which impact engagement and include channels, styles, and methods for sharing information. It takes 6 variables in the communication mechanisms of organizational effectiveness and employee engagement. The variables are explained below.

Independent variables

TWC promotes mutual understanding between management and staff, increasing engagement and trust. TC improves EE and OE by providing clear information and fostering a transparent culture. CC ensures consistent, dependable messages.

Dependent variables

EC refers to an organization's ability to achieve financial objectives like higher revenue, profitability, cost efficiency, and sustainable growth, while OE focuses on maximizing production and performance by reducing waste, expenses, and resource usage.

Mediator variable

EE is the motivation and emotional investment workers make in their jobs and company, which increases production, satisfaction with work, and overall company performance. Figure 2 display the 8 hypothesis links based on six variables.

- H1: two-way communication (TWC) significantly impacts Economic success (ES) (TWC→ES).
- H2: transparency in communication (TC) positively affects ES (TC→ES).
- H3: communication consistency (CC) effectively influences ES (CC→ES).
- H4: TWC significantly impacts Operational efficiency (OE) (TWC→OE).
- H5: TC significantly impacts of OE(TC→OE).
- H6: CC positively affects OE (CC→OE).
- H7: employee engagement (EE) mediates the connection between TWC ES(TWC→EE→ES).
- H 8: EE mediates the interactions within TC and OE (TC→EE→OE).

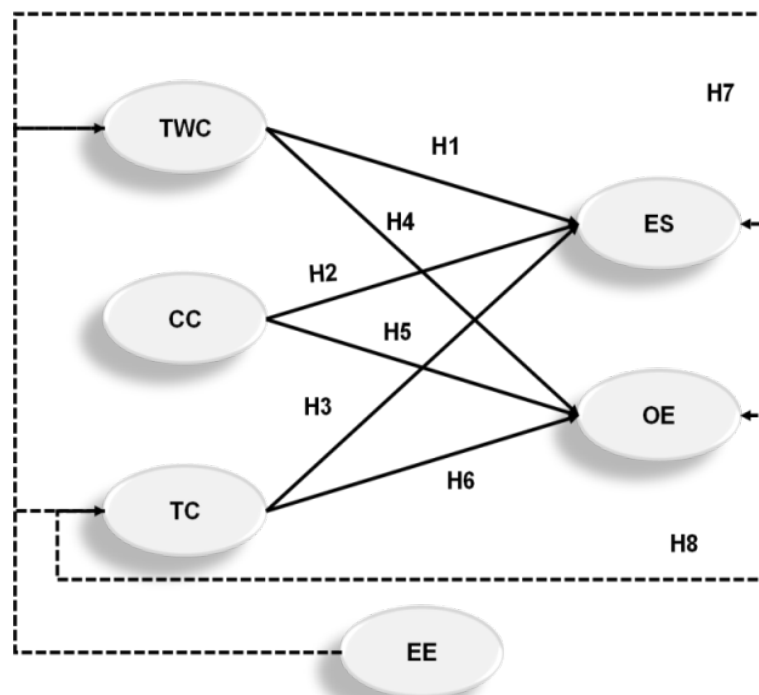


Figure 2. The Framework of Hypothesis variable links

Data collection

171 employees from three industries, such as finance, manufacturing, and information technology (IT), were asked to assess communication-related factors. Table 1 shows the demographic variables of 171 employees in communication mechanisms on OE and EE.

Table 1. Demographic variable of participants based on survey information		
Variable	Category	Participants 171
Age	20-29 years	58
	30-39 years	67
	40-49 years	32
	50 years and above	14
Gender	Male	93
	Female	78
Education Level	Bachelor's Degree	81
	Master's Degree	67
	Doctorate (PhD)	23
Sector	IT	61
	Production Industry	55
	Finance Company	55
Experience	1-5 years	49
	5-10 years	64
	11-15 years	36
	More than 15 years	22

Survey Design

A structured survey of 15 questions based on 6 variables include TWC, TC, CC, OE, EE, ES and participation in three distinct industries (IT, finance company, production industry) was developed using a 5-point Likert scale. The presents Likert scale responses used to measure communication, employee engagement, economic success, and operational efficiency in survey variables and sample questions are follows.

TWC

- During conversation, the manager welcomes feedback.
- Comfortable expressing ideas.
- Conversations are mutual and participatory.

TC

- Employees have unrestricted access to important information.
- Clear communication of organizational goals is maintained.
- Changes are communicated transparently by management.

CC

- Management information is consistent across all channels.
- Contradictory or ambiguous messages are frequent.

EE

- Previously enjoyed the work while doing every day.
- The success of the business represents a goal really cares about.

ES

- The business that regularly achieves financial goals.
- Company financial performance is influenced by communication.

OE

- The others are more productive when there is communication.
- Clear communication leads to more efficient task completion.
- Good communication makes internal procedures run smoothly.

Data analysis methods

IBM SPSS 25 was used to analyze the data. Reliability analysis guaranteed scale consistency, while descriptive

statistics provided an overview of participant replies. The regression analysis looked at the function of employee trust, and evaluated correlations between variables.

Regression Analysis

This investigation utilizes multiple regression analysis with the Ordinary Least Squares (OLS) to assess whether communication strategies affect organizational effectiveness and employee engagement. EE serves as a mediating variable in a predictive model that focuses on the value-independent variables—TWC, TC, and CC—affect the dependent variable, such as ES and OP. The multiple regression model that is utilized generally has the following form in the equation (1).

$$OP, ES = \beta_0 + \beta_1 TWC + \beta_2 TC + \beta_3 CC + \varepsilon \quad (1)$$

The dependent variables are ES and OP. Three independent variables are TWC, TC, and CC. The intercept (constant term) is β_0 . The regression coefficients that show the impact of each communication element are β_1 to β_3 . The error term is ε .

The model minimizes the sum of squared errors (SSE) for each observation to estimate these coefficients in equation (2).

$$\sum_{t=1}^K [OP(t), ES(t) - (b_0 + b_1 TWC(t) + b_2 TC(t) + b_3 CC(T))]^2 \quad (2)$$

The observed value of ES and OP at data point t is denoted by $ES(t), OP(t)$. The computed regression coefficients are b_0 to b_3 . The total number of employee answers is $K = 171$.

This research was to determine whether the connection among methods of statement and financial results is mediated by employee engagement. Regression steps and backward elimination techniques were used to eliminate non-significant factors. The findings demonstrated that CC and TC have a major influence on EE and that EE partially mediates the association between communication strategies and economic outcomes.

RESULTS

This section discusses the investigation investigative which communication channels affect corporate results and employee engagement. Using statistical methods to support hypotheses, research focused on the way confidence mediates between these relationships.

Multiple Regression Analysis

Table 2 shows the multiple regression analysis to evaluate six variables for the IT sector, indicating ($N=61$) the ways employee involvement and communication channels affect ES and OE. With p -values less than 0,001, the B coefficients for TC show strongly favorable effects on both ES ($B = 0,41$) and OE ($B = 0,38$).

Variable	B (ES)	SE (ES)	t (ES)	p (ES)	B (OE)	SE (OE)	t (OE)	p (OE)
TWC	0,32	0,08	4,00	<0,001	0,29	0,07	4,14	<0,001
TC	0,41	0,09	4,56	<0,001	0,38	0,08	4,75	<0,001
CC	0,27	0,10	2,70	<0,001	0,25	0,09	2,78	<0,001
EE	0,45	0,07	6,43	<0,001	0,48	0,06	7,38	<0,001
Constant	1,15	0,35	3,29	<0,001	1,02	0,30	3,40	<0,001

Variable	B (ES)	SE (ES)	t (ES)	p (ES)	B (OE)	SE (OE)	t (OE)	p (OE)
TWC	0,29	0,09	3,22	<0,001	0,31	0,08	3,88	<0,001
TC	0,35	0,11	3,18	<0,001	0,33	0,10	3,30	<0,001
CC	0,22	0,12	1,83	<0,001	0,24	0,11	2,18	<0,001
EE	0,41	0,08	5,13	<0,001	0,46	0,07	6,57	<0,001
Constant	1,23	0,42	2,93	<0,001	1,18	0,38	3,11	<0,001

Table 3 shows the multiple regression analysis to evaluate six variables for the production industry ($N=55$) sector, indicating the ways employee involvement and communication channels affect ES and OE. TC has a substantial impact on both ES ($B = 0,35$) and OE ($B = 0,33$) in the production business, according to B coefficients,

both of which have p-values <0,001.

Model statistics indicate strong predictive power, with R^2 values (ES -0,56 and OE-0,58), Adjusted R^2 values (ES -0,52 and OE-0,54), and significant F-values (ES-16,14 and OE-17,22, $p < 0,001$) support model validity.

Table 4 shows the multiple regression analysis to evaluate six variables for the finance company (N=55) sector, indicating the ways employee involvement and communication channels affect ES and OE. ES ($B = 0,39$) and OE ($B = 0,37$) in the finance company are both significantly predicted by TC, according to B coefficients, both being significant at $p < 0,001$.

Variable	B (ES)	SE (ES)	t (ES)	p (ES)	B (OE)	SE (OE)	t (OE)	p (OE)
TWC	0,35	0,07	5,00	<0,001	0,33	0,06	5,50	<0,001
TC	0,39	0,08	4,88	<0,001	0,37	0,07	5,29	<0,001
CC	0,30	0,09	3,33	<0,001	0,28	0,08	3,50	<0,001
EE	0,50	0,06	8,33	<0,001	0,52	0,05	10,40	<0,001
Constant	1,05	0,30	3,50	<0,001	0,98	0,27	3,63	<0,001

The model statistics reveal valuable predictive power, with R^2 values (ES -0,67 and OE-0,65), adjusted R^2 values (ES -0,64 and OE-0,63). High F-values (25,12 and 24,36, $p < 0,001$) indicate overall statistical significance.

Parallel communications impact engagement, self-control, and job performance, based on the analysis of survey data from 369 employees. However, reliance on self-reported data and a single dataset could limit generalizability.⁽¹¹⁾ Path modeling examines the way job, social, and personal resources affect employee resilience and job engagement during COVID-19. Data from 259 employees shows that recovery is influenced by self-efficacy, enabling circumstances, and social support, enhancing job engagement. However, managerial concern is insufficient.⁽¹²⁾ The research emphasizes the importance of communication channels and employee involvement in improving employee happiness and organizational effectiveness across industries. The findings demonstrate that clear, consistent, and supportive communication, together with engaged personnel, favorably impacts workplace outcomes. TC consistently obtained highest B coefficients across industries, indicating the important role. The models have high R^2 and F-values, indicating an effective explanatory power. Regression models have high reliability and validity, highlighting the importance of these elements in driving success. The results suggest that businesses requesting to increase operational success should engage in improving methods of communication and increasing employee involvement to create a more productive and satisfying work environment.

CONCLUSIONS

This research involves participants based on 3 sectors, which include IT, Production Company, and finance company, to evaluate the 6 variables for enhancing the communication mechanisms on OE and EE. Through the development of confidence in workplace communication, EE serves as a mediating factor in the ways that various communication mechanisms, specifically TWC, TC, and CC, affect OE and ES. The important organizational role of TC was established by the significant impact on both OE and ES across the following sectors: IT (ES $B = 0,41$, OE $B = 0,38$), production (ES $B = 0,35$, OE $B = 0,33$), and finance (ES $B = 0,39$, OE $B = 0,37$). The survey limitations include the dependence on self-reported survey data, the limited focus on just three businesses, and therefore the relatively minimal sample size per sector, all of which could limit the accuracy of the findings for all organizations. Future research may examine into the influence of digital communication platforms and cultural diversity in determining communication efficacy. Longitudinal research in many industries may provide more insight regarding way changing methods of communication affect employee trust, engagement, and long-term organizational success in dynamic work situations.

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