

DOI: 10.5281/zenodo.19987902

THE FUTURE OF WORKPLACE COMMUNICATION: TRENDS AND BEST PRACTICES

Audrey Sandrilla Pengal^{1*}, Kuhu Bose²

^{1*}Associate Professor & Head, Department of linguistic Studies Yenepoya deemed to be university

²Assistant professor, Department of Communication, PG program Indus Business Academy, Bangalore

Received: 24/10/2025
Accepted: 06/01/2026

Corresponding Author: Audrey Sandrilla Pengal
(audrey.blr@yenepoya.edu.in)

ABSTRACT

This study examines emerging trends and best practices in workplace communication and explores how communication practices influence employee engagement and job satisfaction within organizational settings. Effective communication has become increasingly important in modern workplaces due to evolving organizational structures, technological advancements, and the growing need for collaboration across teams and departments. The study adopts a quantitative research design and analyzes responses from more than 1,400 employees across different departments and organizational roles using a structured survey questionnaire based on a four-point Likert scale. The analysis focuses on key communication-related variables including clarity of expectations, supervisor support, recognition, inclusiveness, learning opportunities, and overall job satisfaction. Descriptive and comparative analyses were conducted to identify communication patterns and differences across organizational roles. The results indicate that employees generally perceive workplace communication positively, particularly in relation to clarity of job expectations and supportive leadership communication. However, comparatively lower scores were observed for recognition practices and interpersonal relationships among employees, suggesting areas where communication practices could be strengthened. The findings also reveal differences in communication perceptions between leadership positions and staff members, highlighting a potential communication perception gap within the organizational hierarchy. Overall, the study demonstrates that effective workplace communication, including transparent leadership communication, clear expectations, and opportunities for feedback and collaboration, plays a crucial role in enhancing employee engagement and satisfaction. The study provides practical insights for organizations seeking to develop effective communication strategies that support employee well-being, engagement, and organizational performance in evolving workplace environments.

KEYWORDS: Workplace Communication; Employee Engagement; Leadership Communication; Internal Communication; Job Satisfaction.

1. INTRODUCTION

In the contemporary work environment, effective workplace communication has been a critical success factor of an organisation. Companies are turning towards candid and transparent dialogue in order to improve their productivity, teamwork, and staff morale. In the modern-day work environments, communication has ceased to be about the flow of information, communication is also about relationships, connecting employees to organisational objectives as well as contributing to a given positive work environment. It has been found that effective communication practises will enhance employee engagement and lead to positive organisational performance (Bakker and Albrecht, 2018; Saks, 2019). Moreover, the proper internal communication allows the organisations to be transparent and enhance the comprehension of organisational goals and expectations among employees (Verčič & Špoljarić, 2020).

As the sphere of digital technologies is rapidly developing, and more and more people resort to hybrid and remote work, the pattern of communication in organisations changes dramatically. Electronic communication methods and corporate social media networks have been taken into consideration as significant means of sharing information and collaboration among the staff. Research has shown that internal communication technologies may contribute to employee engagement and organisation interaction to a considerable degree (Men et al., 2020). Along with that, the organisations should make sure that the communication process is transparent and inclusive to keep the employees trustful and engaged in the decision-making process (Kang and Sung, 2017).

In spite of the increased levels of the communication in organisations, communication gap between the employees and the leadership is still experienced in many workplaces. Lack of effective communication may result into confusion on how the job is to be done, lack of motivation in employees and job dissatisfaction. It has been proposed that leadership communication is a critical factor to enhance employee engagement and promote positive relationships in the workplace (Jiang and Men, 2017). It has also been demonstrated that effectiveness and team performance and employee engagement within the organisation can be promoted through involvement in leadership practises and effective communication (Mazzetti and Schaufeli, 2022). The results of these studies portray the significance of effective leadership communication in influencing

the experiences and perceptions of the employees in the workplace.

Communication at the workplace can be seen as an exchange of information, opinion, and feedback among individuals in an organisation to assist in integrating and realisation of organisational goals. It is also conducted through different forms and mediums which include vertical communication between the manager and the employees, horizontal between colleague at the workplace and formal and informal communication at the workplace. The aboveresearch emphasises that the internal communication processes, such as employee voice and participatory communication, are significant to engagement in organisations and employee satisfaction (Ruck et al., 2017; Zhu et al., 2022). With the employees being able to speak up and air their concerns, the employees will most likely feel valued and contribute significantly so that organisations can become successful.

Also, workplace communication becomes important during the time of organisational change or crisis. To stay on the right track, organisations should make sure communication is transparent and supportive to ensure continued trust and cooperation among the employees. Research has found out that relational and informational communication plans play a crucial role in enabling employees to adjust to changes in organisations and the crisis period (Einwiller et al., 2021; Frandsen and Johansen, 2016). Such situations can be properly managed through effective communication as it serves the purpose of ensuring that employees interpret organisational decisions and also boosting their confidence in the leadership.

Another major result of proper communication at a workplace is employee engagement. The involved employees are more motivated, committed and productive in the organisation. It has been revealed that work engagement is well linked with favourable behavioural and performance results among various organisational areas (Borst et al., 2020). Moreover, it has been associated with creative work practises and enhanced organisation results (Kwon and Kim, 2020). These results underline that communication patterns that facilitate engagements can greatly increase the organisational performance.

The internal communication also helps in creating a strong relationship among employees and enhance cooperation within the organisations. Effective communication within organisations ensures that companies survive in times of uncertainty by dealing with challenges effectively (Mazzei et al., 2012). When employees feel that communication is open,

transparent, and that the employees are supportive, communications become better and the employees tend to build trust in the organisation and show increased commitment and satisfaction.

Though, in the past, the role of internal communication, leadership communication, and employee engagement has been studied, it is yet to be filled with empirical research investigating how the employees perceive workplace communication in various organisational roles and departments. Thus, in the proposed research, the researcher is going to analyse the tendencies in workplace communication and determine the best practises that will enhance employee engagement and job satisfaction. This study aims to determine the essential communication aspects that affect the experiences of employees and organisational performance by examining how employees perceive communication at work.

This research will be useful to managers, human resource practitioners, and organisational leaders who want to enhance better communication practises in the workplace. The way employees understand communication practises can be utilised to assist organisations in creating better communication practises, increasing transparency, interaction, and cooperation. Finally, enhancing workplace communication may be a source of higher employee satisfaction, better organisational relationships and success of the organisation.

2. METHODOLOGY

2.1 Research Design

The research design used in the present study is the quantitative research design to study the trend of communication in the workplace and the best practises. Quantitative approaches are suitable when analysing employee perceptions since they enable the researcher to measure the attitudes and the opinions in terms of structured survey response and statistical analysis. A cross-sectional survey design is used in the study in which the data was gathered on the employees at one particular point in time. This design will allow the researcher to determine patterns, relationship and trends of workplace communication practises based on various organisational roles and departments. Quantitative approach also enables objective analysis with the use of numerical data that enables validity and reliability of the results.

2.2 Data Source

The research is based on a secondary dataset which was acquired through an employee engagement

survey. The data consists of the answers connected with different areas of workplace communication, including supervisor support, recognition, expectations clarity, inclusion, growth opportunities, and general job satisfaction. These variables are closely related to communication effectiveness within organizations. The survey data are measured on a Likert-scale format, which allows for quantitative analysis of employees' perceptions of workplace communication practices. The dataset used for this study was obtained from the Maven Analytics Data Playground, which provides publicly available employee survey data for analytical and research purposes (Maven Analytics, n.d.).

2.3 Sample

The data is a response of over 1,400 employees of various departments and organisational positions. Participants will be employees who work in various areas of the functional line, and individuals taking the role of staff member, supervisor, manager, and directors. This multicultural portrayal gives a wider outlook on the communication in the workplace by various levels of hierarchy within the organisation. The diversity of the department and roles of the respondents makes it possible to compare and analyse the differences in the communication experience within the organisation.

2.4 Data Collection Method

A survey questionnaire which was structured to measure communication at workplace and employee engagement was used to gather data. The questionnaire has contained a number of statements which are connected with the major areas of communication at the workplace, including having clarity on expectations, supervisor support, recognition, learning and development opportunities, inclusivity among departments, and overall job satisfaction. The respondents were required to tell how much they agree to each statement on a four-point Likert scale, 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly Agree. Moreover, there was the option of Not Applicable in some items to facilitate the fact that some respondents might have found that some statements were irrelevant to their workplace. The statistical analysis that was done to assess the accuracy and reliability of the results excluded those responses that were indicated as Not Applicable. Such a method of the Likert-scale survey offers a standardised method to measure the perceptions of employees and allows making effective quantitative

comparisons between the variables regarding workplace communication.

2.5 Variables of the Study

The analysis is based on a number of variables associated with communication and employee engagement in the workplace. The independent variables are those factors that affect efficacy of communication in the organisation. These variables are supervisor support, employee recognition, learning and growth opportunities, inclusiveness in the department, and job expectations. These aspects are major beings of organisational communication and management practises.

Employee job satisfaction and engagement are the dependent variables in the research. These variables demonstrate the consequences of successful workplace communication, and they give information on the way the communication practises affect employee attitudes and workplace experience. Through the analysis of the correlation between these independent and dependent variables, the research will be able to detect some central communication practises leading to desirable workplace results.

2.6 Data Analysis Techniques

In order to examine the survey data, a number of statistical methods were used. The general responses and general trends in the workplace communication perceptions were summarised using descriptive statistics. Mean scores, percentages distributions and the degree of commitment to every statement of the survey were determined.

Also, the comparative analysis was done to analyse the difference in communications perceptions between organisational roles and departments. This comparison will be useful in determining whether employees in various hierarchies perceive communication in the workplace in various ways. Correlation analysis can also be applied where suitable, to test the relationship between communication related variables and output of employee satisfaction. These analysis tools give a

detailed insight into the trends of communication in the organisation.

2.7 Ethical Considerations

Considerations of ethics were well upheld during the research. No personally identifiable information will be included in the dataset employed in this study, so respondents will have their confidentiality and anonymity guaranteed. The analysis of data was only done within the scope of academic research, and no personal responses of any employee were revealed. In addition, the research conforms to the general research ethics principles through responsible utilisation of the survey data and preserving the privacy of all the participants.

3. RESULTS

3.1 Descriptive Statistics of Workplace Communication Variables

The statistical analysis was a descriptive one, and it was used to see the perception of employees regarding workplace communication and engagement in the organisation. The analysis has more than 1,400 valid responses per survey item but it did not comprise the responses that are classified as not applicable. The mean values were obtained using a four points Likert scale where 1 is a strong disagree and 4 is a strong agree. Greater mean scores are a better indicator of stronger positive perceptions of workplace communication.

The overall descriptive findings as outlined in Table 1 shows that the employees mostly had positive attitudes towards communication and support in the workplace. The statement with the highest mean score ($M = 3.49$) was observed in the surveyed variables, where it was noted that they know what is expected of them at work. This finding indicates that workers have to a large extent a sense of clarity in job roles and duties, which is an indicator of proper clarity in communicating the expectations of the management. Clear expectations can be regarded as a very important constituent of organisational communication since it can make employees to focus their efforts on organisational objectives and minimise role ambiguity.

Table 1. Descriptive Statistics of Workplace Communication Variables

Variable	Mean	Interpretation
I know what is expected of me at work	3.49	Very High Agreement
My supervisor cares about me as a person	3.29	High Agreement
My department supports a diverse workforce	3.14	Moderate Agreement
I can do what I do best every day	3.14	Moderate Agreement
The mission of the organization makes my job important	3.13	Moderate Agreement
Opportunities to learn and grow	3.04	Moderate Agreement
Overall job satisfaction	3.02	Moderate Agreement
Supervisor holds employees accountable	2.95	Moderate Agreement

Recognition or praise in last seven days	2.80	Low-Moderate Agreement
I have a best friend at work	2.60	Lowest Agreement

One more well-rated item was that of my supervisor or someone at work appears to care about me as a person ($M = 3.29$). This result shows that the employees have a positive experience of a conducive and understanding communication environment in the company. The dimension of supervisor support is significant since it is a feature of communication that considers how leaders relate with employees and how they give advice and respond to issues of employees. The comparatively positive perceptions of departmental inclusiveness and diversity support were also reported by the employees ($M = 3.14$). This implies that the communication practises departmentally lead to an inclusive and conducive atmosphere. Likewise, the question in the item of I have the opportunity to do what I do best every day had a mean score of 3.14, which means that employees overall believe that their talents and abilities are used effectively in the workplace. There are also other communication variables that showed a moderate degree of agreement. As an example, an answer based on the statement the mission or purpose of the organisation makes me feel my job is important was rated with the mean of 3.13, which indicates that employees are aware of the importance of organisational goals and their role in these goals. Besides, the product associated with learning and growth opportunities ($M = 3.04$) shows that employees have a sense of decent chances of professional growth at the company.

Although these are generally positive perceptions, there were some regions that had lower scores. The question, In the last seven days, I have been recognised or praised because of doing good work, was at a mean of 2.80, which means that the frequency of receiving recognition and feedback might not be regular. Rewarding is a necessary source of communication that recalls positive actions and encourages the employees. Thus, the comparatively poor score can imply that the organisations might have to reinforce their feedback mechanisms. The minimum mean score was on the statement of having a best friend at the workplace ($M = 2.60$). Although this variable pertains to the interpersonal relation as opposed to the formal communication, it is also a significant part of the workplace culture and informal communication networks. The poor performance in this category can be a sign that the employees do not have much time to develop good social relationships in the workplace. These communication variables are graphically illustrated in Figure 1 that depicts the strengths and weaknesses of the communication practises in the workplace. The figure shows that the clearness of expectations and supervisor support are the most powerful dimensions of communication, and recognition practises and relationships with peers are the possible areas of development.

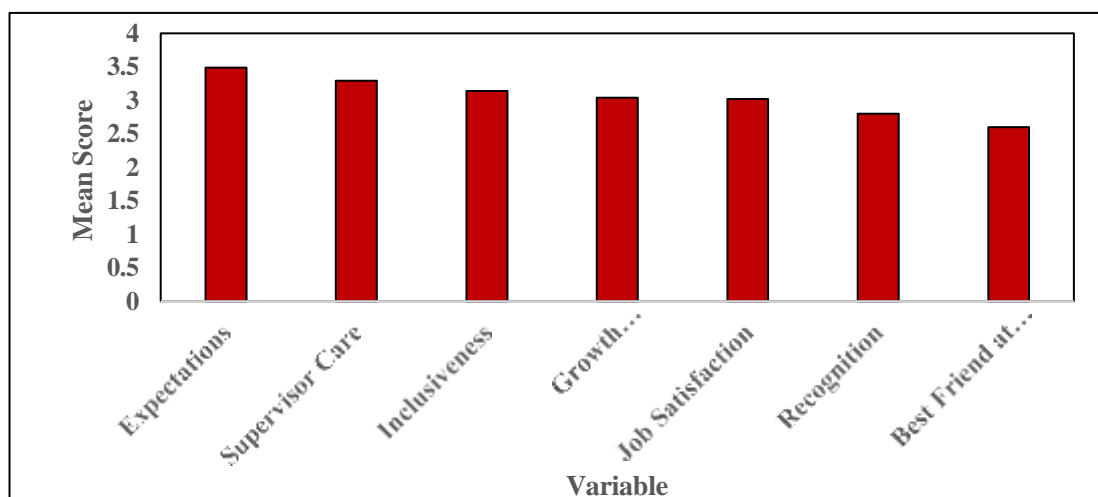


Figure 1. Mean Scores of Workplace Communication Variables

3.2 Comparison of Communication Perceptions by Organizational Role

Further investigations of the communication patterns in the workplace were done by comparing

and contrasting responses on various organisational roles which include directors, managers, supervisors, and staff members. This comparison offers information on the perception of

communication variations that might exist depending on the hierarchical level in the organisation. Table 2 results indicate that the scores of communication perception were higher in the employees with leadership positions in comparison to the employees with staff positions. The overall amount of perception of communication was the highest among directors (M = 3.51) and then managers (M = 3.32) and finally supervisors (M = 3.25). The mean score (M = 3.03) was lower in comparison to the staff members.

Table 2. Comparison of Communication Perceptions by Organizational Role

Role	Mean Score	Agreement Level
Director	3.51	Very High
Manager	3.32	High
Supervisor	3.25	High
Staff	3.03	Moderate

The trend shows that people who occupy leadership positions are more likely to have positive perceptions of workplace communication as compared to front-line employees. It could be explained by the fact that leaders have more direct communication processes and decision-making activities within the organisation. Consequently, they can have enhanced clarity in the organisational goals, expectations and communication practises. The difference in the communication perceptions related to different levels of hierarchy is presented in Figure 2, where the visual diagram of the mean communication scores difference between the organisational positions is presented. The figure shows that there is a difference in perception between the leadership and the staff implying that communication strategies carried out by leaders do not necessarily translate to the same experience among the employees at the lower organisational levels.

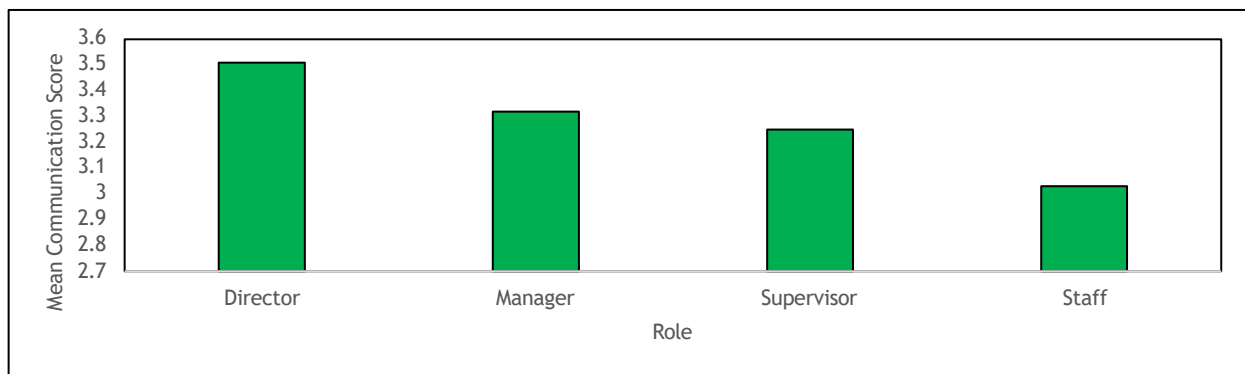


Figure 2. Communication Perception by Organizational Role

This discovery means that organisations need to aim at enhancing two directional communication systems where employees of all levels are allowed the chance to give feedback as well as engage in meaningful communication with the management.

3.3 Communication Factors Influencing Job Satisfaction

The findings also investigated the connexion between communication variables and the overall job satisfaction by employees. The survey question,

Overall, I am satisfied with my job had the mean of 3.02, which showed that the employees are generally satisfied with their jobs. According to Table 3, a number of communication-related factors can be seen to be influential in employee satisfaction. Of these variables, clarity of expectations (M = 3.49) became one of the strongest variables that affect positive workplace experiences. With a clear appreciation of the roles and expectations of the organisation, the employees will have higher chances of doing a good job and enjoying their job.

Table 3. Key Communication Factors Influencing Job Satisfaction

Communication Factor	Mean Score	Impact on Job Satisfaction
Clarity of expectations	3.49	Strong influence
Supervisor support	3.29	Strong influence
Opportunities for growth	3.04	Moderate influence
Department inclusiveness	3.14	Moderate influence
Recognition and feedback	2.80	Potential improvement area

On the same note, supervisor support (M = 3.29) is also significant in the determination of employee

satisfaction. Good communication among employees and supervisors also contributes towards

the establishment of trust, teamwork, and direction towards the realisation of work goals. When employees feel that their supervisors are there to support them, then there is a high likelihood of increased engagement and motivation.

There are other communication variables including inclusive departmental ($M = 3.14$) and learning and development ($M = 3.04$) variables that have a positive impact on employee satisfaction. These aspects indicate the necessity of establishing an

inclusive and growth-oriented communication culture in which employees feel appreciated and assisted in their career growth. The corresponding weight of these communication factors is shown in Figure 3, which demonstrates the main drivers of job satisfaction of the employees. The figure shows that communication by the leader, clarity of expectations, and organisational support are some of the key factors that define positive workplace experiences.

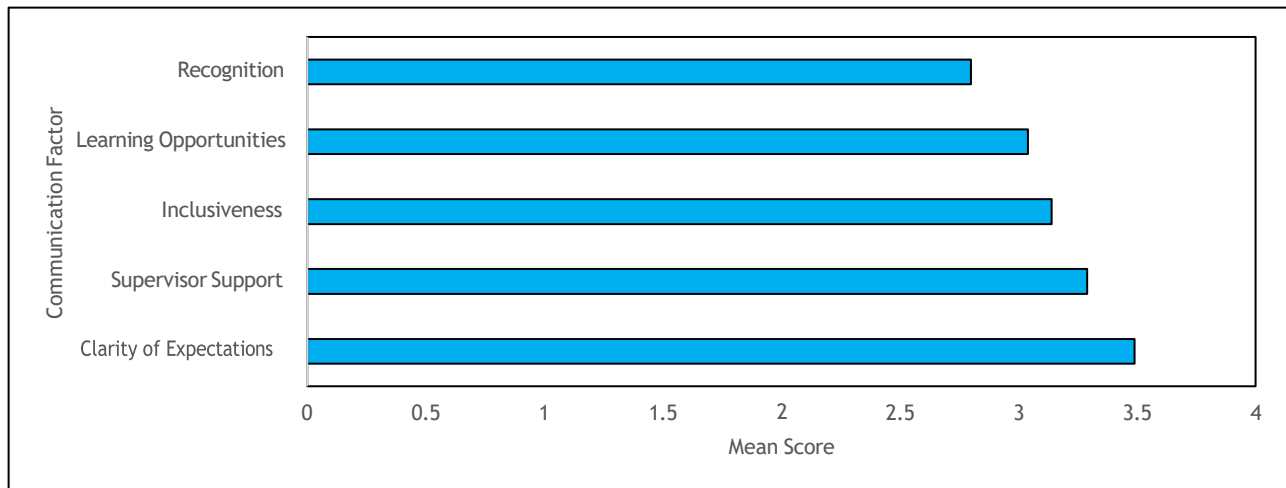


Figure 3. Key Communication Drivers of Job Satisfaction

The overall findings reveal that efficient communication at the workplace is key to increasing employee satisfaction and engagement. Although the organisation has good performance in the areas like clarity of expectations and support of superiors, the recognition practises and interpersonal communication can be better whereby the organisation can improve communication climate.

4. DISCUSSION

This work was conducted to investigate the trends of communication at work and find the best practises that can help in bringing about positive experiences to the employees. Study results reveal that workplace communication has an important role in determination of employee engagement, job satisfaction, and organisational climate. Past research has highlighted that well-developed internal communication systems enhance the attitudes of employees, increase the relationship between leadership and employees, and improve organisational performance (Men and Bowen, 2017; Lee and Kim, 2021). The outcome of this research hence underpins the general realisation that communication practises are a key foundation in establishing successful and cooperative work environments.

Among the most significant conclusions of this research, the high level of agreement among employees in terms of the clarity of the job expectations deserves to be mentioned. There was an agreement of high employee rates with the statement that they are aware of what they are expected to do at work. The roles and responsibilities are clear communication that is commonly known to be one of the most significant aspects of enhancing employee performance and minimising role ambiguity. The study has revealed that internal communication systems are effective in enabling the employees to be more aware of what the organisation aims at and their personal achievements can be aligned to the organisational goals (Yue et al., 2021; Tkalac Verčič et al., 2023). In a situation where expectations are clearly communicated, there are better chances that employees would show increased levels of engagement and commitment to the work they do. This study aimed to explore the trend in communication in the workplace as well as the best practises that can help employees have a positive experience in their workplaces. The study results reveal that communication at the workplace is a decisive factor in employee engagement, job satisfaction and the organisational climate. Based on

the previous research, the authors have highlighted that an efficient system of internal communication positively impacts the attitude of employees, the quality of their relationships with management, and the organisational performance (Men & Bowen, 2017; Lee and Kim, 2021). The findings of this paper thus contribute to the general knowledge that communication practises are major pillars in creating viable and harmonious working environments.

Among the findings of this study that are the strongest ones is the strong agreement among the employees on the clarity of job expectations. There was a high rating of agreement with the statement that the employees are aware of what is expected of them at work. Effective allocation of roles and responsibilities has been widely identified as contributing to better performance of employees and eliminating role ambiguity. The studies have revealed that the successful operational systems of internal communication assist employees in comprehending the organisation objectives more efficiently and integrating the individual efforts with the organisational objectives (Yue et al., 2021; Tkalac Verčič et al., 2023). In a workplace where expectations are clearly conveyed, it is more likely that the employees will express greater engagement and commitment levels to work.

Although such positive results were achieved, the results also show some areas in which the communication practises can be enhanced. Rewards and appreciation on good performance were rated lowerly among the employees. Recognition should be a vital aspect of workplace communication since it is a way of supporting positive behaviour and encouraging the employees to ensure that they continue to perform at high rates. According to the previous studies, recognition, fairness, and supportive leadership can have an excellent impact on employee engagement and workplace performance (Jo & Shin, 2025). Employees would also tend to be more motivated and dedicated to the organisation when they realise that their input is being recognised and appreciated.

The other finding pertains to the relationships on the interpersonal level between employees which achieved a lower level of agreement. Although this variable is not a direct gauge on formal communication, it is an indicator of the degree of informal communication networks in the workplace. The informal communication is critical towards promoting collaboration, knowledge sharing and social support to employees. Research has indicated that internal communication satisfaction and social exchange relations are important factors that lead to

employee engagement and organisational attractiveness (Tkalac Verčič et al., 2023). Enhancing opportunities of informal communication (teamwork and interpersonal communication) can thus enhance relationships among employees and workplace culture.

The comparative analysis between the organisational positions also showed communication perceptions differences. Communication satisfaction was more in leadership roles than in staff members. This is a perception difference between the leadership and the employees that has been found in the prior studies where the leaders tend to have a more positive view of communication processes than the staff who are given communication instructions (Inceoglu et al., 2018). Through this difference, the value of creating effective two-way communication lines that enable employees to provide feedback and engage in the decision-making process of an organisation will be well illuminated.

In addition, the findings of this paper indicate that communication-related variables have been very important in the determination of the level of job satisfaction, on a general basis. Those employees that reported increased levels of clarity, supervisor support, and inclusiveness also reported increased levels of satisfaction. Such results are in line with past studies that have proposed that leadership communication and supportive organisational practises have a positive impact on employee well-being and engagement (Ramirez-Lozano et al., 2023; Kimani, 2024). Lots of information sharing in this way is therefore not only enhanced through effective communication strategies but also employee motivation, trust and satisfaction in the workplace.

On the whole, it can be noted that workplace communication is one of the key issues in the organisational success. Taking into account open leadership communication, employee appreciation, open conversation, and developmental chances, organisations have better chances of creating engaged and content employees. Although the outcomes of this study show high results on such issues as role clarity and supervisor support, the recognition practises and informal communication can be enhanced further to enhance communication in the workplace and employee engagement.

5. CONCLUSION

This study concludes that the future of workplace communication will be shaped less by adding new tools and more by strengthening core communication practices that employees

consistently experience as meaningful—clarity, supportive leadership interaction, inclusion, and continuous feedback. The survey evidence shows that employees strongly agree they understand what is expected of them ($M = 3.49$) and generally perceive supervisors as caring and supportive ($M = 3.29$), indicating that structured role communication and relational leadership behaviors are already functioning as major strengths within the organization. At the same time, comparatively lower ratings for recognition in the last seven days ($M = 2.80$) and peer connection (“best friend at work,” $M = 2.60$) highlight two priority gaps for modern workplaces: building reliable feedback/recognition loops and cultivating social cohesion, especially relevant in hybrid, high-pressure, or siloed environments. The role-based comparison further suggests a perception gap, with leaders reporting

more positive communication experiences than staff, implying that communication strategies may not be translating evenly across hierarchical levels. Taken together, the findings imply that best practices for future workplace communication should emphasize (1) maintaining high clarity through consistent expectation-setting, (2) investing in leadership communication skills that reinforce trust and psychological safety, (3) institutionalizing frequent and fair recognition practices, and (4) intentionally designing opportunities for employee voice, collaboration, and informal connection. Strengthening these areas is likely to improve engagement and job satisfaction outcomes, while also creating a more resilient communication culture capable of adapting to ongoing technological and workplace changes.

REFERENCES

- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career development international*, 23(1), 4-11.
- Borst, R. T., Kruiyen, P. M., Lako, C. J., & de Vries, M. S. (2020). The attitudinal, behavioral, and performance outcomes of work engagement: A comparative meta-analysis across the public, semipublic, and private sector. *Review of Public Personnel Administration*, 40(4), 613-640.
- Einwiller, S., Ruppel, C., & Stranzl, J. (2021). Achieving employee support during the COVID-19 pandemic—the role of relational and informational crisis communication in Austrian organizations. *Journal of Communication Management*, 25(3), 233-255.
- Frandsen, F., & Johansen, W. (2016). Organizational crisis communication: A multivocal approach.
- Inceoglu, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and a future research agenda. *The Leadership Quarterly*, 29(1), 179-202.
- Jiang, H., & Men, R. L. (2017). Creating an engaged workforce: The impact of authentic leadership, transparent organizational communication, and work-life enrichment. *Communication research*, 44(2), 225-243.
- Jo, H., & Shin, D. (2025). The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis. *PloS one*, 20(1), e0312951.
- Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of communication management*, 21(1), 82-102.
- Kimani, B. (2024). Internal communication strategies and employee engagement. *Journal of Public Relations*, 2(1), 13-24.
- Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human resource management review*, 30(2), 100704.
- Lee, Y., & Kim, J. (2021). Cultivating employee creativity through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. *Public relations review*, 47(1), 101998.
- Lee, Y., & Kim, J. (2022). The impacts of CEO leadership behaviors on employees' affective commitment and scouting behavior: the mediating role of symmetrical internal communication. *Leadership & organization development journal*, 43(2), 261-278.
- Maven Analytics. (n.d.). *Employee survey responses* [Data set]. Maven Analytics Data Playground.
- Mazzei, A., Kim, J. N., & Dell'Oro, C. (2012). Strategic value of employee relationships and communicative actions: Overcoming corporate crisis with quality internal communication. *International Journal of Strategic Communication*, 6(1), 31-44.
- Mazzetti, G., & Schaufeli, W. B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal-and team resources. *Plos one*, 17(6), e0269433.

- Men, L. R., O'Neil, J., & Ewing, M. (2020). Examining the effects of internal social media usage on employee engagement. *Public Relations Review*, 46(2), 101880.
- Men, R. L., & Bowen, S. (2017). *Excellence in internal communication management*. Business Expert Press.
- Rahmadani, V. G., & Schaufeli, W. B. (2022). Engaging leadership and work engagement as moderated by "diuwongke": an Indonesian study. *The International Journal of Human Resource Management*, 33(7), 1267-1295.
- Ramirez-Lozano, J., Peñaflor-Guerra, R., & Sanagustín-Fons, V. (2023). Leadership, communication, and job satisfaction for employee engagement and sustainability of family businesses in Latin America. *Administrative Sciences*, 13(6), 137.
- Ruck, K., Welch, M., & Menara, B. (2017). Employee voice: an antecedent to organisational engagement?. *Public relations review*, 43(5), 904-914.
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19-38.
- Tao, W., Lee, Y., Sun, R., Li, J. Y., & He, M. (2022). Enhancing Employee Engagement via Leaders' Motivational Language in times of crisis: Perspectives from the COVID-19 outbreak. *Public relations review*, 48(1), 102133.
- Tkalac Verčič, A., Galić, Z., & Žnidar, K. (2023). The relationship of internal communication satisfaction with employee engagement and employer attractiveness: testing the joint mediating effect of the social exchange quality indicators. *International Journal of Business Communication*, 60(4), 1313-1340.
- Verčič, A. T., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public relations review*, 46(3), 101926.
- Willett, J. F., LaGree, D., Shin, H., Houston, J. B., & Duffy, M. (2023). The role of leader communication in fostering respectful workplace culture and increasing employee engagement and well-being. *International Journal of Business Communication*, 23294884231195614.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public relations review*, 45(3), 101779.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the effects of internal communication and emotional culture on employees' organizational identification. *International Journal of Business Communication*, 58(2), 169-195.
- Zhu, H., Khan, M. K., Nazeer, S., Li, L., Fu, Q., Badulescu, D., & Badulescu, A. (2022). Employee voice: A mechanism to harness employees' potential for sustainable success. *International Journal of Environmental Research and Public Health*, 19(2), 921.