

# EMPLOYEE ENGAGEMENT: HOW TO IMPROVE IT THROUGH INTERNAL COMMUNICATION

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## Abstract

The article discusses the importance of engagement for organizational and business performance through the prism of internal communication: identifies and systematize communication deficits, describe the role communication can play in driving engagement and principles for accomplishing this. Locating communication deficits is a basis for building an effective communication plan and then a solid strategic approach to building and sustaining engagement. Places formation of communication deficits are the source of interference to the flow of information, noise or distortion of information transfer. Author presents the key factors to successfully using communication to drive engagement, examines the organizational role of internal communications in building and nourishing employee relations, establishing trust, providing timely and reliable information and thereby contributing to general motivation, particularly in times of change and stress. Even though organizations are quick to extol the value of employee engagement as a key driver of retention, productivity and profits, not every company has an effective internal communication program which is an integral part of a well-constructed strategy for driving employee engagement.

**Key words:** employee engagement, internal communication, communication deficits

**Classification JEL:** M12 – Personnel Management

## 1 Introduction

For companies around the world the last few years have been a real challenge. Leaders and managers have increasingly higher expectations, employees are paying more attention to their safety, and the combination of these two factors influences how employees are engaged. When people feel the uncertainty of their future, or do not have a sense of job security when they do not know in which direction the organization and what actions will be taken by the leaders, it is difficult to be involved. Times such as these are a challenge for many companies' internal communication capabilities. Especially in turbulent times organizations appreciate the value of employee engagement as a key factor of productivity, retention and profits but not every of them have a solid strategic approach to building and sustaining engagement. It is these issues are becoming a central aspect of the deliberations of those responsible for communication.

Scientific problem: in this paper conceptual paradigm of the researched phenomenon has been applied: employee engagement was analyzed, emphasizing the importance of efficient internal communication in management process. In this context efficient communication problem still remains relevant in social, economic and managerial aspects.

## 2 Employee engagement – attempt to define and identify a key factors

The term “employee engagement” means different things to different organizations. Some equate it with job satisfaction which unfortunately can reflect a transactional relationship that is only as good as the organization's last round of perks or bonuses. Others measure engagement by gauging employees' emotional commitment to their organization. Although commitment is an important ingredient, it is only a piece of the engagement equation.

In the literature is the lack of a universal definition of employee engagement. Kahn (1990, p. 694) defines employee engagement as “the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” The cognitive aspect of employee engagement

concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990, p. 692 – 724), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

While organizations are keen to maximize the contribution of each individual toward corporate imperatives and metrics, individual employees need to find purpose and satisfaction in their work. Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004, p. 48 – 52; Richman, 2006, p. 36 – 39; Shaw, 2005, p. 26 – 2) or the amount of discretionary effort exhibited by employees in their job (Frank et al, 2004, p. 12 – 25). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990, p. 692 – 724), Truss et al (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

The existence of different definitions makes the state of knowledge of employee engagement difficult to determine as each study examines employee engagement under a different protocol. In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson, 2007). This highlights the problems of comparability caused by differences in definition. Furthermore, whilst it is acknowledged that employee engagement has been defined in many different ways, it is also argued the definitions often sound similar to other better known and established constructs such as 'organizational commitment' and 'organizational citizenship behavior' (OCB) (Robinson et al, 2004). Thus Robinson et al (2004) defined engagement as 'one step up from commitment'.

Peter R. Garber (2007, p. 5 – 6) identifies 10 employee engagement key factors:

1. *Commitment*; employee engagement describes the level of commitment that employees have toward the organization.
2. *Attitude*; an engaged employee has a positive attitude toward his/her organization and its values, goals, and operating principles. In an engaged workplace, the employee and the organization mutually respect each other's values. Both parties see mutual benefit to the employment relationship. Employee development is an important part of the organization's overall growth objectives. Employees receive the support they need to perform their jobs to the best of their abilities and potential.
3. *Alignment*; the recognition and reward systems are viewed as being fair and just and are aligned with the goals of both the employees and the organization. Employees actively work toward achieving the organization's success. Engaged employees understand and support the organizational strategy. They understand the connection between individual performance and organizational achievement.
4. *Communications*; there are effective, consistent, and trusted two-way communications between the organization and employees.
5. *Goals*; an engaged employee understands the organization's business objectives and works together with coworkers to support the achievement of these goals. In an engaged work environment, everyone is on the same team, focusing their energies on the same end results.
6. *Customer focus*; everyone is dedicated to meeting the needs and expectations of the customer in any way they can.

7. *Commitment*; employees on all levels of the organization are willing to exert that extra effort to ensure that their job is performed to the best level possible. Employee commitment is not important just to the short-term goals but to the long-term success of the organization.
8. *Loyalty*; for engaged employees, loyalty goes beyond just staying for a paycheck or other benefits that accompany employment with the organization. They exceed what is required and expected of them by the organization because they *want* to, not because they *have* to.
9. *Involvement*; engaged employees do extra things, put in extra effort, and become emotionally and intellectually involved in supporting the organization without expectation of additional compensation or even recognition, although they appreciate compensation and recognition when it is given. Engaged employees are emotionally committed and tied to the organization, its goals and objectives, and its ultimate success. They internalize these goals and objectives of the organization with their own.
10. *Ownership*; engaged employees behave as if they were the owner of the organization, putting forth the same effort and commitment that someone who owns the business would in every situation.

Engagement is good for the company, for shareholders, and for employees. But fostering employee engagement requires more than just an understanding of how engagement can benefit stakeholders; it also requires concrete organizational effort to motivate behaviors that lead to engagement. Companies that have identified drivers of workforce engagement, and the specific HR and organizational practices that affect employee experience of those drivers, have been able to use this knowledge to allocate resources strategically to achieve greater engagement.

### 3 Positive impact and implications of engagement

Practitioners and academics tend to agree that the consequences of employee engagement are positive (*Saks, 2006, p. 600 – 619*). Much research in the public and private sectors has demonstrated that workforce engagement is significantly correlated with several positive organizational outcomes (*Gorman, Gorman, 2006, p. 24 – 28; Harter, Schmidt, Hayes, 2002, p. 268 – 279; Koob, 2008, p. 52 – 55; Macey, Schneider, Barbera, Young, 2009*) including the following:

- Higher productivity
- Increased profitability
- Lower levels of sick leave use
- Fewer complaints of unfair treatment
- Less work time missed due to workplace injury or illness
- Lower levels of attrition
- Higher levels of customer satisfaction

There is a general belief that there is a connection between employee engagement and business results; a meta-analysis conducted by Harter et al (*2002, p. 272*) confirms this connection. They concluded that “...employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organizations”. However, engagement is an individual-level construct and if it does lead to business results, it must first impact individual-level outcomes. Therefore, there is reason to expect employee engagement is related to individuals’ attitudes, intentions, and behaviors. Although neither Kahn (*1990*) nor May et al (*2004*) included outcomes in their studies, Kahn (*1992*) proposed that high levels of engagement lead to both positive outcomes for individuals, (e.g. quality of people’s work and their own experiences of doing that work), as well as positive organizational-level outcomes (e.g. the growth and productivity of organizations).

High organizational performance is greatly facilitated when employees at all levels, including managers, are engaged. Employees who are not engaged do not commit the attention and effort required to perform at their best. Two employees, one engaged and one disengaged, with similar competencies and experience will typically contribute to their organization at very different levels: the engaged employee will invest discretionary effort in the work to do the best job possible, while the disengaged employee will do the minimum (*Marrelli, 2011*).

Employees, who do not achieve the results or are not involved, influence, infect, and affect the team, department, division, and/or the organization in different ways – but always negative. First, these workers usually say “no” and express themselves negatively about the company as soon as possible. Persons attaining the results are usually insufficient focal point for groups of gossiping, or criticizing the abuse of power, affecting the morale like a malignant cancer that destroys the cell by cell organism, or coworkers, team, department, organization. Moreover, people uninvolved adversely affect productivity simply because they need more time. Put simply, time is money.

Finally, employees are not reaching the desired results or not involved may adversely affect the organization the way you talk to business customer and individuals. More often than not engaged people are first in line to speak ill of the employer, having regard to all the details, which can be and has serious consequences, resulting in reduced satisfaction and decrease the number of returning customers. Interestingly, however, seems to be half-year “honeymoon period” after the commencement of employment, when the majority of workers involved, is involved and proactive in dealing with the team, division, department and organization. Then this enthusiasm begins to wear off.

Engaged employee bursting with energy, dedicated to his or her work, and immersed in daily work activities. An engaged employee is proactive and committed to high quality performance standards – he or she strives to excel at work. Indeed, work engagement is an example of a positive organizational psychology concept, related with sustainable growth – and flourishing, with respect to both organization and employee.

#### **4 Power of internal communication in building employee engagement**

Effective communication is an integral part of a well-constructed strategy for driving employee engagement. Human resource implications of the current business downturn entail acute communication risks and opportunities. From a risk perspective, poor or no communication about the effect of disappointing business results on employee benefits, retirement plans, training, or other components of Total Rewards can lead managers and employees to fill the communication vacuum with inaccurate and/or inconsistent information.

We also know that employees will be more hesitant to involve themselves in supporting organizational goals if open communication is nonexistent. Several studies have shown a positive relationship between communication and organizational commitment (*DeCotiis, Summers, 1987, p. 445 – 470; Mathieu, Zadjac, 1990, p. 171 – 194; Postmes, Tanis, de Wit, 2001, p. 227 – 246; Trombetta, Rogers; 1988, p. 494 – 514*). As a result, leadership loses credibility, top talent leaves for perceived better-value propositions at other organizations, and a prolonged performance trough results, causing the company to lag behind its competitors when the economic recovery finally dawns (*Poglianich, Antonek, 2009, p. 29 – 35*).

In contrast, timely and effective communication, delivered through appropriate multiple channels, offers leadership the opportunity to demonstrate honesty, empathy, and a strategic plan; provide managers and employees with the facts they need and information about how they can help; and rebalance the total value proposition, which retains and motivates top talent. We are talking here about the influence of management style on employee motivation, for only a proper selection of motivating measures direct the employee’s behavior to the realization of

organizational goals, encourage their aspiration to integrate and continuously improve (*Blašková, Gražulis, 2009, p. 160 – 167*). Leadership maintains or gains credibility, and employees are empowered to become part of the solution. The performance trough is reduced, allowing the organization to outpace its competitors during the economic recovery.

Open communication implies that employees are willing to exchange their thoughts and ideas, even if the ideas go against the grain of popular opinion. Studies have shown that open communication is another key factor related to interpersonal trust (*Butler, 1991, p. 643 – 663; Ferris, Senner, Butterfield, 1973, p. 144 – 157; Gabarro, 1978, p. 290 – 303; Hart, Capps, Cangemi, Caillouet, 1986, p. 31 – 39*). The main objective for internal communication should be to support implementation of the strategy by building a rational employee involvement. This requires workers to continually answer the following questions:

- Whither the business? (Company's goal)
- How will this be achieved? (The company's strategy)
- How does the company currently do? (Results of company)
- How is what I do, is to those objectives? (Personal Reference)
- What benefit due to its contribution to the success of the company? (Award)
- What exactly should I do? (Appeal)

The level of knowledge of the involvement is relatively easy to achieve in comparison to the emotional involvement. Getting enough information from a coworker, supervisor, or top management would tend to reduce the trustor's perception of vulnerability and make one more willing to rely on the trustee. Zimmerman, Sypher, and Haas (1996) argue that no matter how much information people receive, they will continue to report that they want more. However easy it can be said that few companies to implement, and if anything, it often does so incorrectly. Much better it looks at the team. Some managers more or less consciously can lead to workers have brightness in all these areas. At the firm level in a conscious way, they should do the same thing with possession communication tools. It is advisable to conduct regular internal audits aimed at identification of gaps in communication between coworkers, supervisor and top management (*Rychlý-Lipińska, Kromer 2010, p. 26 – 32*).

Not only providing the relevant information is important but knowing counts is also a way. Placing the document on the intranet containing the company's strategy is not a communication strategy (most employees do not open, and when opened, it is often they do not understand). Putting the company's mission on the poster also does nothing (workers do not pay attention to it – too many lofty slogans seen on the walls). Presentation of the results of the company in the form of incomprehensible charts during the company meeting sooner than the bore inspire to action. An article in the newspaper calling for behaviors consistent with corporate values will not change behavior employees, because they need specific guidance and believe that it makes sense.

Employees of improper use of communication tools and the growing cynicism of employees in relation to those in their content can be multiplied. Many companies in general preclude reliable information to employees about the results, the market situation, and ways of tackling it. Communication is limited to the assurances that the company is thriving, the outlook is excellent, and internally everything works as it should, and the board certainly knows what he does – put your trust in our word. The results is workers who using sports comparisons, do not know what and what they play and not really know, which is currently outcome of this game.

## **5 Emergence of deficits in areas of communication within the organization**

Practical activities of enterprises show that the diversity and complexity of business communication processes often leads to the creation of deficits in communication system companies. They arise most often when the means of communication are not compatible with each other in content, formally or temporarily, or even mutually exclusive. The basis for

identification and systematize communication deficits in the organization consists of two planes: a place centered communication – internal or external, and levels of communication – horizontal and vertical (Zajkowska, 2011, p. 63 – 72).

There are adopted for the analysis of the criteria, used to identify points in the enterprise communication system, exposed to the greatest extent on the formation of communication gaps. It distinguishes six such areas which are illustrated in Figure 1.

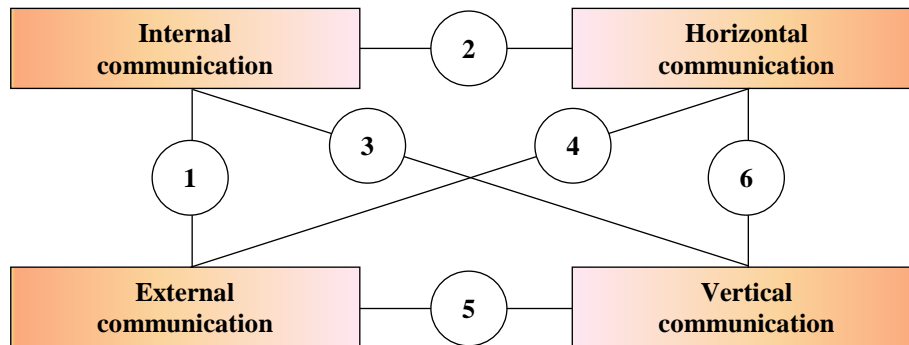


Figure 1: Areas of formation the communication deficits in the organization

Source: Bruhn, 2009, p. 15.

The first area (1) applies to the classical communication gap that arises due to the lack of consistency between internal and external communication. This occurs when employees of an organization are not aware of the communications business ventures conducted for external audiences such as media campaigns, public speeches, press releases, etc. In this way, remittances flowing to customers such a high level of quality and customer service are not reflected, if the motto of quality was not communicated to all members of the organization.

In the second filed (2) are required to comply and fit at the level of horizontal communication within and between different units of the internal structure of the organization. Communication gap arising in this area are mainly due the lack of total or partial understanding of the company units such as quality standards and product innovation is known only to the department responsible for production and should be communicated to other departments of organizations such as the marketing department and responsible for training and personnel department.

The third area (3) is responsible for vertical transport processes on the message flow between different levels of organization. Communication deficits arise when the content and form of communication between workers and lower-level management staff and employees of the company's headquarters and branch office management or functional cells are not consistent with each other, arrive at different times or are provided in insufficient quality. This area of communication deficits is the most common cause of an unbalanced collection organization by the environment.

By analyzing the area of four (4) should be emphasized that external communication is focused mainly on the market in which it operates, and therefore in this area remain the biggest need of compliance. At the level of horizontal communication of compliance concerns need to market-oriented communications that build on different instruments, in the content, this should be coordinated. Establishment of communication deficits occurs most frequently when the instruments in a single stage, e.g. when a resolving or start building a relationship and subsequent phases are not consistent with each other.

The implementation of external communication requires compliance vertical markets, especially in multi-level, when we are dealing with long distribution channel. Participants in the distribution system, such as external agents, subsidiaries and wholesalers in the process of reaching the final consumer are involved in the communication flows between them. In this way, there is the danger of potential vulnerabilities identified in the fifth area (5), when he communicated the contents on such unique characteristics of a product or service specification does not get to all participants in the distribution channel.

Outlined in the sixth field (6) the compatibility between the horizontal and vertical communication involves two levels. Inside the vertical organization of communication processes are transferred to the horizontal plane. When management wants to present a new offer or a form of service, communication flow applies to all organizational units. Similarly, in the external communications horizontal communication processes are transferred to the vertical plane of the market such as that the content of the new brochure, direct marketing campaign, sales promotion and action that should be communicated at every level of distribution.

## **6 Communication – undervalued condition for engagement in the light of the survey**

There are certain conditions under which employee engagement is much more likely to occur. Employees need the capacity to engage, reasons to engage and the feeling that they are free to engage. Table 1 lists conditions under which employee engagement can be maximized (*Report 2011: Employee Job Satisfaction and Engagement, April 2012*)<sup>5</sup>. According to the data in Table 1, employees positively viewed the reasons to engage at their organizations. More than five out of 10 employees were satisfied with their communication between employees and senior management. The same condition is on the top, when we look at very dissatisfied employees (12%). It means that in many organizations this factor is still undervalued. Today's managers have significant impact on the engagement levels of people they rarely see – or may have never met. They need to speak with passion about engagement and business results, but if they don't have the trust of the workforce their message will be lost or twisted.

Communication needs to be a priority – in frequency, appropriateness, and depth (the “what” and “why”). They also must be diligent in holding yourself and their peers accountable for building a culture that fuels high performance and engagement. Employees must trust in their ability and character – and understand your personal motivation.

They won't be able to match individual passion and proficiencies with organizational priorities if they don't talk to your people. Understand not only their special talents but also their unique engagement drivers. All these results of communication show the necessity and importance of the correct setting of information channels and the setting of the company standard communication processes.

For setting the correct function of internal communication it is very important to understand internal communication as an everyday priority of the manager activity and an important matter of each employee's work. Such communication is a base for every activity and especially for controlling people by managers. To understand communication means to realize that communication is focused on the recipient who receives some information, so the communication process must involve enough space for feedback.

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<sup>5</sup> The list of condition is presented on the basis of report, which presents the results of the 2011 Society for Human Resource Management (SHRM) Employee Job Satisfaction and Engagement survey of U.S. employees. The objective of this annual survey was to identify and understand the factors important to overall employee job satisfaction and engagement. Methodology of the survey: A total of 600 individuals completed the online 2011 Job Satisfaction Survey, yielding a response rate of 83%. The survey was in the field for a period of seven days. All respondents were employed, either full time or part time.

Table 1: Satisfaction with conditions of engagement

Satisfaction with Conditions of Engagement (in %)						
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied	Overall satisfaction
The work itself	3	7	14	35	41	76
Relationships with co-workers	2	7	14	37	39	76
Opportunities to use skills and abilities	4	7	15	34	40	74
Relationship with immediate supervisor	6	9	13	34	39	73
Contribution of work to organization's business goals	2	6	21	39	32	71
Autonomy and independence	5	7	19	35	34	69
Meaningfulness of job	4	5	22	32	37	69
Variety of work	3	9	21	35	33	68
Organization's financial stability	4	9	23	34	29	63
Overall corporate culture	6	11	22	33	27	60
Management's recognition of employee job performance	11	15	18	33	24	57
Job-specific training	5	12	28	36	19	55
Communication between employees and senior management	12	15	20	28	26	54
Organization's commitment to professional development	7	13	26	31	23	54
Networking	6	10	35	26	23	49
Organization's commitment to corporate social responsibility	7	11	33	28	21	49
Career development opportunities	7	13	31	29	19	48
Career advancement opportunities	11	16	31	26	16	42

Source: 2011 Employee Job Satisfaction and Engagement: A Research Report by SHRM<sup>6</sup>, April 2012

All employers spend large amounts of time and money analyzing their finances, since it is necessary in order to survive and prosper. Why isn't the same level of attention given to analyzing and monitoring their most valuable asset of all – employee performance and focus? The small percentage of companies that do understand and have implemented formal employee engagement programs and tracking systems are able to reduce business costs and show hard dollars being contributed to the bottom line.

Mark Schumann (*interview, 2010*), world-class expert in the field of communication presents eight new rules of engagement of employees expressed by them in a simple way: speak the truth, be approachable in establishing contact, listen to us, take into account our view, be here, take care of who we are, rely on us, give us facts. This means a closer look at the relationship between business and human resource leaders from the perspective of communication, so that each new project in the area of internal communication, while focused

<sup>6</sup> Overall employee engagement is the average of all engagement items (engagement opinions, engagement behaviors and conditions for engagement) using a scale of 1 = "strongly disagree" or "very dissatisfied" and 5 = "strongly agree" or "very satisfied." Overall employee engagement is based on the following scale: 1.0 = "not engaged," 3.0 = "moderately engaged" and 5.0 = "highly engaged".



on the mutually reinforcing relationship involves. Focusing the organization on what builds employee engagement is key to attract and retain employees in a company with the highest potential. The organization acting on the principle: “Listen – Involve” gives employees the opportunity to their own contribution to the organization and changing it.

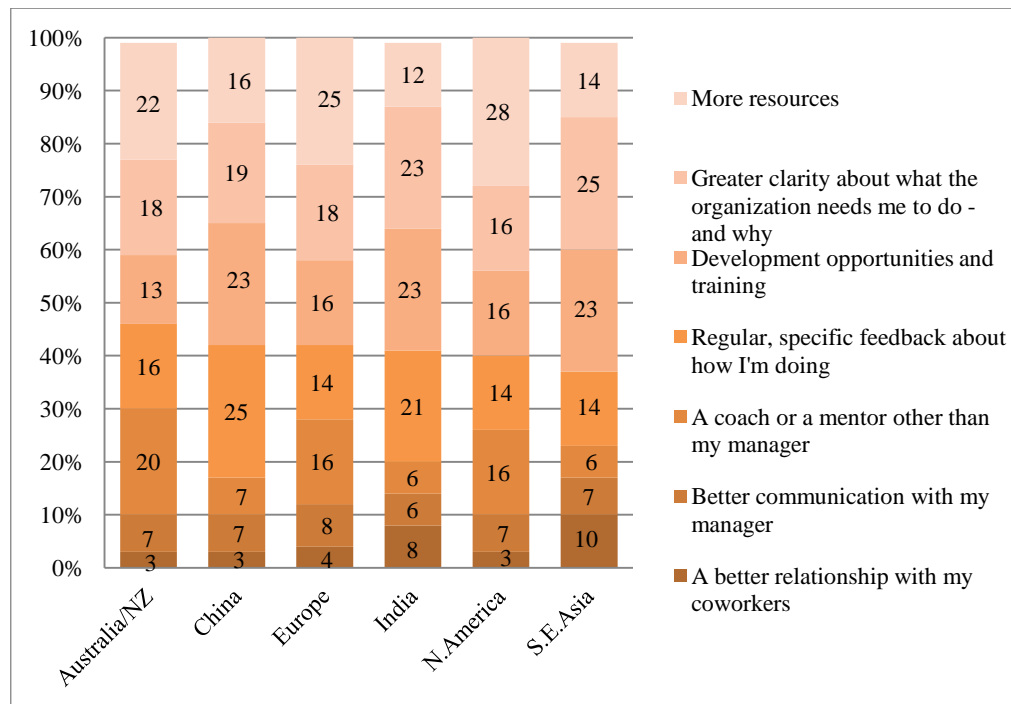


Figure 2: Items that would most improve performance of employees

Source: Employee Engagement Report 2011, Blessing White Research<sup>7</sup>, April 2012

## 7 Role of managers in the process of engaging employees

Managers have the biggest impact on employee engagement. They must be encouraged to develop meaningful relationships with staff, recognize good performance and create work that is challenging and has purpose. Truly great leaders evolve from simply managing others to developing employees to their fullest potential. Some drivers of engagement include the support supplied by the organization, such as an effective performance management. An employee who is highly motivated and an excellent performer can quickly become disengaged and a mediocre performer if she or he begins to feel that is not valued. Conversely, a low performer can blossom into an engaged high performer when placed in a job that is a better match for his competencies. Employees who are committed to their work are much more likely to behave in a positive, cooperative way. Leaders must develop a strategy and communicate the vision. They must ensure that the organization’s employees support the new way of doing business.

Aon Hewitt’s employee engagement research<sup>8</sup> shows that managers are indeed the key in the translation of employee survey data into actions that will improve engagement and generate positive business value. Presented survey focused on the experience of managers in the engagement cycle and the role they play in maximizing the return on investment of employee

<sup>7</sup> The *Employee Engagement Report 2011* research reflects interviews with HR and line leaders as well as online survey responses of nearly 11,000 individuals from North America, India, Europe, Southeast Asia, Australia/New Zealand, and China.

<sup>8</sup> Report *Managers: Your Strongest (or Weakest) link to driving Employee Engagement?*, Aon Hewitt, June 2011, 700 managers from the European countries.

surveys. For every organization is important to examine how to ensure that managers are fully committed to the business of engaging employees as well as the specific behaviors which differentiate the truly great managers from the average ones.

The results of the survey present that only engaged leaders and managers can create engaged teams. The more engaged managers are, the more time and effort they will be willing to spend on engaging their own teams. Research indicates that managers are more likely to work on engagement actions if they are themselves engaged. Managers who reviewed their surveys results and identified actions had an engagement score of 63 per cent in comparison to an average score of 52 per cent for managers who only reviewed their results but did not take action. 47 per cent of managers indicated that they spend between two and five days per year the activities related to the annual engagement survey. Organizations need to change the focus from engagement as a once-a-year set of tasks and activities to something addressed as business-as-usual. This is important in order for engagement to be seen as more than just a set of scores and numbers and ensure that the right level of attention is paid to action-planning and monitoring progress on an ongoing basis. Research also highlights that more engaged managers are ready and willing to make this a reality. Managers need to have evidence of the impact of employee engagement. Results of the survey show 71 per cent of managers who have seen a clear correlation between engagement and business results review their data and take action. Managers are also more likely to take action if they have seen overall organizations results as well as survey results for their own team. It is also important to ensure that managers have clear individual goals and targets for taking action and improving engagement scores.

The most important factors are setting clear expectations for managers, having positive senior leader role models and having access of training, information and an effective support network. Of the managers who responded that they have sufficient support in these areas, more than 70 per cent will take action. Even if managers have the best intentions to work with the engagement results of their team, they may lack the necessary tools, experience and knowledge to produce efficient actions plans. Managers need technical tools and know-how but they also need support in the form of role models form senior leaders. Managers spend less time on engagement if they feel they are working in isolation, and they will lose interest if they believe that they have no impact on the issues that are causing disengagement in their teams. Engagement starts at the top. Managers need to know that their leaders are supportive. They are more likely to act on engagement survey results when their senior leadership is setting a positive example.

Presented research demonstrates that frequent, open, honest communication between management and employees is crucial to generating trust and high organizational performance. Effective organizations have senior leaders who engage their employees through personal connections and communication. These leaders communicate frequently and personally to employees; speak directly, openly, and honestly to them; are easily accessible to employees; and provide clear direction. Open, two-way communication is a prerequisite to empowerment and engagement. Employees must believe that they can express their point of view without fear of negative repercussions. In addition, when employees do not feel free to express their opinions, many worthwhile ideas may be lost to the organization, and there is a danger of creating an environment of automatic compliance in which ethical lapses and imprudent choices may go unchallenged. To create the positive environment of trust needed to engage employees, organizational leaders should communicate to employees that they may express their opinions and demonstrate that it is safe to do so by encouraging open discussion and then acknowledging it with positive reactions and consequences.

## 8 Conclusion

The first step in building an efficient communication system is to educate the board of enterprise about the benefits it can bring. There is no doubt that one of the most important outcomes of effective communication is the greater involvement of employees. Knowledge of the company's strategy, knowledge of the direction in which it aims and purposes, the owners put in front of her, it helps to work creatively and efficiently, which will translate into improving efficiency. Workers with such knowledge feel themselves as a part of the company and can provide the advantage in the market. Profit for the morale of the crew and their motivation to work in this company is high because they want to identify with her. Reverse situation, when people feel uncertainly or lack of job security when you do not have the knowledge, where it is going to an organization that makes their level of involvement decreases. Managers created their own image of commitment, and then imposed it expecting workers to act in accordance with its principles. Employees, in turn, established their own rules, which companies must abide by if they want to strengthen their commitment to the company and motivate them well.

Good communication becomes the building blocks of partnership relations with employees. The role of the persons responsible for the communication process should be to support action in accordance with the principles of openness and accountability in order to build trust in employees. Employee involvement should be treated as the end result of communication activities undertaken thus ensuring continuity of business operations. Company's communication can't be treated as an end in itself, should to become current and future involvement of employees built by communication. The essence of management commitment to act always in the framework of what the point of view of any organization is the most important, the effectiveness and efficiency of business.

Employee engagement is a necessary condition to allow organizations to exploit their financial potential. Healthy relationships between staff at all levels contribute to the increase engagement, which in turn affects the economic result. Organizations that train forward-thinking skills and provide them with ongoing support in three key areas, which can be a background for building of employee engagement model needed to strengthen the relationship:

- A) **Honesty.** Shall ensure that employees have the right tools, encourage them to express their true views and learn to accept honest feedback of others. Organizations, seeking to create a culture of honesty, must be prepared to support their aspirations honest conversations. Direct, authentic conversation not only makes the discussion about issues relevant to the right people but also affect the financial results. According to a survey conducted recently by the Harvard Business Review of the company, which the employees are in the top quartile in terms of openness of communication, on average, generated a total return of 7.9 per cent for a period of 10 years, compared to 2.1 per cent of the generated by companies located in other quartiles. Organization Executive Corporate Advisory Board, which tracks seven key indicators of more than 130 companies around the world says that "the strongest indicator of profitability associated with over 10 years is freedom of speech of employees, even if they spread negative opinions" (*Griffin, 2011*). Honesty is also a condition of transparency, which is necessary in two key areas: corporate strategy and individual paths of development. When people know the goals of the organization and understand their role in achieving them, their involvement increases. Organizations that clearly show the staff development plans and propose them clearly defined career path, experiencing lower employee turnover and achieve better results.
- B) **Cooperation.** Create an environment of intellectual curiosity, in which employees understand the importance of diverse opinions and ask others for help. Collaborative decision

making is not to extend this process, but in fairness. There is necessary looking for contribution, commitment and help of others, consider the following questions:

- Do I have the right people in the team?
- Do team members can express thoughts and emotions without fear of consequences?
- Do team members feel safe, challenging the opinions of others?
- Are the team members prepared to give an open answer, without taking a defensive posture, even if others question their judgment?
- Is my goal is to discuss the various positions without attribution of blame?

Collaboration does not only lead to more substantive decisions, enabling organization to achieve better results but also strengthens relationships and builds alliances, engages advocates and sponsors.

- C) **Trust.** Promote the work role models that encourage employees to take responsibility for their own actions. They teach the faith that others will do best what they can do. Trust is essential to the working environment. It is built up through personal and organizational accountability, authoritative leadership and a culture in which good practice is to treat others with respect and dignity. Employees must learn the skills necessary to build relationships and conduct effective interviews – regardless of whether they are team conversations, coaching, delegating tasks, and discussions reveal different points of view. However, training is just the beginning. Employees develop skills if they are supported by both the managers and the organizational culture. Implementation of workplace skills acquired is unlikely without a thorough understanding of what benefits a particular reference entity due to their mastery of how they are used in taking action and what is their relevance to everyday business operations.

The value of commitment is huge. Engaged employees achieve measurable results and meet financial goals. With the right support is also affected by the increasing involvement of other employees – infecting them with his enthusiasm. Managers-visionaries understand that quick profits can enjoy the shareholders in the short term, but only long-term investment in people will bring them maximum results.

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