A Study on the Impact of Top-Down and Bottom-Up Communication on Employee Engagement: Mediating Role of Job Satisfaction Organizational Commitmentand Communication Satisfaction: An Empirical Study in the Indian Publishing Industry

CHAPTER II: LITERATURE REVIEW

With the help of this chapter, the researcher aimed to evaluate thetheories and concepts related to the study variables to facilitatethe successful completion of the research study. As the research topic revolves around the idea of organizational communication and employee engagement, mediated by job satisfaction, organizational commitment and communication satisfactionin the Indian publishing sector, a study on the existing literature is advantageous to this research, as it would enhance the understanding of the research issues Hence, this section aims to review the previous studies pertaining to the topic.This section highlights the relevant concepts and definitions related to the study variables comprehensively and provides a review and synthesis of the literature and seeks to identify the gap in the literature. Furthermore, gives the detail view on the conceptual models developed from these gaps, and the research hypotheses guiding the study.

2.1Theories and models

In this section, the theories related to the study variables are explained to facilitate the successful completion of the research study.

2.1.1 Self-Determination Theory

Self-determination theory (SDT) is a specific and widely applicable theory of motivation, growth of personality, and wellbeing. The theory began with a limited emphasis on intrinsic motivation but grew over time to include both intrinsic and extrinsic motives and spawned new perspectives on well-being, life-goals, quality of relationships, vitality and depletion, and eudemonia, among other topics.

In the beginning, SDT has concentrated on this more incremental and arduous approach, evolving its behavioural concepts organically through an internally coherent, convergent, conceptual context, and evaluating its ability to account for behavioural anomalies through various areas, processes, and levels of study.To be sure, SDT has its origin of roots from the early explorations of intrinsic motivation (Deci, 1975; Deci & Ryan, 1980) and its supporting factors which undermines the natural propensity. However, only during its first decade, SDT has been expanded to provide a more intrinsic and extrinsic motivation formulation(Deci & Ryan, 2013); Ryan, 1985). Since then, individual variations in motivation, health, personal ambitions, satisfactions of relationships, and other import concerns have been discussed from within the same structure.Throughout this expansion of the material, SDT has adopted not only the concept of organizing its concepts and findings within a single theory, but also of incorporating the theory into the wider sense of life sciences, with the aim to match its organismic philosophical base(Ryan & Deci, 2017).

People,in general, always are in search of ways to get motivated and also to motivate others. So, when people are satisfied and contented with their basic needs, they are prone to have a higher performance level, health, and lifestyle. Therefore, this theory highlights the three main psychological needs such as competence, relatedness, and self-determination or autonomy, which are necessary for efficient performance. Competence is defined as the ability of the individuals to utilize the skills effectively to complete a task and relatedness is defined as the relation between two or multiple subjects, and finally, self-determination or autonomy or liberty is defined as the independence of the individuals. A key factor which contributes to the development of hypotheses using SDTis the utilization of performance metrics of employees without much difficulty which is formed on the basis of incentives and also performance deprivation(Aguilar-Escobar et al., 2016).

This theory defines two types of motivation, namely, intrinsic and extrinsic. Intrinsic motivation is defined as the type of motivation that causes people to engage in specific activities which are triggered by internal factors, and the individuals are likely to sustain the behaviour. Whereas extrinsic motivation is defined as the type of motivation which is driven by external factors with an expectation of reward and this motivation is likely to be gone when the reward is taken away from them. In general, activities which lack interest need to be motivated extrinsicallyand therefore,their initial acceptance relies on the understanding of a difference between the action and the desired outcome, such as tactful approval or measurable incentives. A crucial aspect of SDT, indeed, is the proposition that extrinsic motivation can differ in the degree to which it is autonomous versus regulated. In particular, the theory of self-determination distinguishes between four forms of extrinsic motivation: external regulation, interjected regulation, regulatory recognition, and integrated regulation (Deci et al., 2002).

Figure 1: Flow chart of four forms of extrinsic motivation

The SDT is closely related to the affective, continuance, and normative commitment as outlined in the previous section. The SDT is closely related to affective commitment, as this type of commitment is closely associated with the psychological behaviour of the individuals. That is effectively committed employees have a higher sense of control and self-determination. Also, they have high levels of proficiency and confidence in their skills and are generally highly motivated to finish the assigned tasks. Moreover, these individuals tend to have a good connection with their colleagues and with the organization and these individuals are usually motivated by intrinsic factors which in turn are dependent on efficient performance, strong persistence, self-integrity, and self-growth. Also, this theory is in close affinity with the continuance commitment, which is defined by its motivation through extrinsic factors which in general deprives performance and increases conflict, anxiety, helplessness, and a feeling of disconnection. This can be enhanced by creating a relationship between the needs, motivation, and outcomes in an organization which will drive the initials towards the success of an organization. Even though only a limited amount of research is done on normative commitment and SDT, there is a link between the motivation and productivity of the individual. Moral obligation, responsibility, acknowledgement, and acceptance are the factors which drives an individual in an organization.

Many researchers have used the SDT. Some of the previous literatures are as follows:Moreau andMageau(2012) investigated health professionals and concluded from the findings that the individuals reported more work satisfaction and better psychological health when the professionals received autonomy support from their supervisors, but the researchers also affirmed thatpositive results when the health care professionals received autonomy support regularly. Further, studies on teachers from China conducted by Nie et al., (2015) and Levesque et al.,(2004) in Gambia found that when teachers considered their superiors to be more tolerant of their basic needs, teachers reported higher levels of autonomous motivation and were more pleased with their jobs and lives. Likewise, Hon (2012) affirmed that when managers were encouraging (self-supporting) and colleagues embraced relatedness, the employees were more autonomously motivated and imaginative in their work, but on the contrary when the managers were pressuring and controlling, the employees were less motivated and creative.Similarly, in Norway, research on employees by Williams et al., (2014) has shown that encouragement from managers for the basic psychological needs of workers has caused more autonomous engagement among employees as well as less psychosomatic symptoms and less emotional exhaustion, turnover intentions, and absenteeism. Moreover, workplace research has shown that satisfaction with the psychological need is positively associated with better functioning, such as increased vitality, efficiency, dedication, and effort(Forest et al., 2011).Although the idea of managerial support for basic psychological needs is based on SDT, it is analogous to other leadership styles in organizational psychologies. For example, transformational leadership is an organizational approach in which a leader (manager) seeks to promote self-engagement and internalization of importance, self-efficacy, and social identity among the members(Fuller et al., 1996).

On the contrary, the impact of some negative qualities in motivation is attached even if the external pressure is positive. That will not result in continuity over time (Moller et al., 2014). The key feature of external pressure is that the presumed justification for behaving is external contingency,not one's own activity expenditure. Another form of motivation for low quality is internal pressure that employees can put on themselves and with regard to acceptance, identity management and self-esteem maintenance. In addition, internal stresses are defined by concerns such as the individual "must" do well to feel fine and safe. At work, an individual put himself/herself in long hours out of fear of being passed over for promotion or performing a mission of enhancing himself/herself political capital (instead of for the job itself). These types of protective self-regulation are low-quality sources of motivation; like external pressure, such internal pressures lead one to concentrate on appearance and praise rather than value one's work for one's own sake or accept company objectives.

Although this theory is based on individual motivation, it has a drawback which is that it contains only three psychological needs that need to be improved more like other theories such as needs theory. Considering employee motivation, however, is the strength factor of this theory, as it is distinct between individuals and differs with the cognitive nature of the person.Another downside of this theory is that it focuses heavily on individuals' positive side and focuses less on individuals' negative behaviour and is also independent of external factors. Managers, therefore, need to be familiar with the type of encouragement that will include the employee in the company when it comes to improvements in the organizational environment (Barden, 2017).

2.1.2 Kahn Model

William Kahn in (Kahn, 1990) was the first to introduce the term “engagement” in his work which comprised the cognitive conditions of personal engagement and disengagement of individuals at work. Kahn defined 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”. Engagement as affirmed by Kahn as the series of events and expressions that takes place based on the relationship with the work, which is influenced by factors such as physical, cognitive, and psychological for full productivity. Also, his theory focuses on the concept of personal disengagement. Personal disengagement is defined by Kahn as, “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances”. As per Kahn’s theory, an employee or individual is said to be fully engaged when he/she shows full involvement with respect to their physical and emotional aspects in the roles the individuals or the employees are assigned. But on the contrary when the employees or the individuals are disengaged from their roles, they are likely to underperform, lacking physical and psychological orientation towards the task. Therefore, Kahn (1992) specifies that his theory refers to the employee engagement as a psychological aspect and when employees are psychologically inclined and focused towards thespecific roles, it improves the productivity as well as performance and this level of engagement caries with employees which he refers to as “self-in-role.”(Saks & Gruman, 2014). Moreover, Kahn model highlights the fact that the people engage themselves physically, emotionally, and cognitively at various levels relative to the job performance and also he explores the nature of the conditions at which people engage themselves at a personal level and expresses their feelings and engagement or withdrawal and defend themselves. Further, Kahn proposes three types of psychological conditions such as meaningfulness, availability, and safety.

Rothbard (2001) supports and expands Kahn’s definition to suggest that engagement also reflects being absorbed and intensely focused in one’s work which is consistent with Schaufeli et al.,(2002) definition of engagement as “dedication and absorption as being the core dimensions of engagement.” These definitions are consistent with Hallberg and Schaufeli (2006), where they define it as “being charged with energy and fully dedicated to one’s work.” Rich et al., (2010) noted that when individuals are engaged, they are investing their hands, head, and heart in their performance. They argue that engagement is a more complete representation of the self than other constructs such as job satisfaction and job involvement, which represent much narrower aspects of the self. Christian, et al., (2011) described engagement as a broad construct that “involves a holistic investment of the entire self in terms of cognitive, emotional, and physical energies”(Erastus, 2016).

Several researchers developed the concept of engagement based on Kahn’s theory.Maslach et al., (2001) defines engagement as a “psychological and emotional state, a persistent, positive affective – motivational state of fulfilment.” Furthermore, Wollard(2011) continued to suggest that either their work or the organizations themselves might not energize a fully disengaged employee. This disengagement may result from a number of key factors, including the feeling of being challenged, a lack of resources to do their job effectively, and the desire of a person to make an effort. From this disengagement stems a number of potential emotions that might occur including a sense of inadequacy or a feeling that they would be better off leaving rather than looking to improve the situation (Wollard, 2011). In addition, Wollard(Wollard, 2011)concluded that this disconnection could be made practical in terms of having to distinguish work-life from domestic or social activities or values, failure to find meaning in the job itself, lack of belief in the intent of the company or a feeling that the individual is unable to resolve boredom and disappointment in the work environment.

2.1.2.1Application and critiques of Kahn model

Kahn's work has been used by scholars to clarify the context of engagement (Rich, et al.,, 2010) in finding that there is a relationship between value congruence, perceived organizational support, core self-evaluations (precedents), and role success that is mediated by job engagement.Scholars have utilized Kahn’s work to explain the antecedents of engagement (Rich et al., 2010) finding that there is a relationship between value congruence, perceived organizational support, core self-evaluations (antecedents), and task performance that is mediated by job engagement.Researchers also found that work commitment, job satisfaction, and intrinsic motivation were also mediating influences between the context and task success, which indicates that the concept of engagement is still a little turbid. Some scholars believe that engagement requires job satisfaction (Nimon et al., 2016) and moreover, employee engagement is considered as a repackaging of job satisfaction.

2.1.3Maslow’s Hierarchy of Needs Theory

Abraham Maslow created the hierarchy of needs which is one of the first and commonly used theories to evaluate and articulate the important attributes of job satisfaction. According to this theory, human needs are categorized as basic emotional needs, safety needs, security needs, association needs, and self-fulfillment and accomplishment needs. This theory was developed by Maslow to emphasise the motivation factor of humans in general, but it is most popularly used in organizations to evaluate job satisfaction (Soni, 2017). His theory included five factors, namely, physiological needs, safety, love/belonging, esteem, and self-actualization.The below figure represents the Maslow’s Hierarchy of Needs Pyramid

**Self**

**Actualization:**

achieving one’s

full potential,

including creative activities

**Esteem needs:**

Prestige and feeling of accomplishment

**Belongingness and love needs:**

Intimate relationships, friends

**Safety needs:**

Security, Safety

**Physiological needs:**

Food, water, warmth, rest

Self-fulfilment needs

Psychological needs

Basic needs

Figure 2: Maslow’s Hierarchy

Figure 1. Maslow’s Hierarchy of Needs Pyramid (Gargasz, 2010)1)Psychological needs are the needs that have to be satisfied for the continuation of an individual's biological traits, such as taking oxygen, eating, drinking, sleeping, resting, and sheltering. Maslow defined these needs as physiological drives that are the start of the theory of motivation and stressed that people first need water, sugar, vitamins, protein, minerals, and fat which are of high priority to ensure their entities are "homeostasized" which is the protection of the body's internal balance (Maslow, 1954).2)The next factor is the safety which is described as needs such as security from danger, trust, and feeling no fear(Daft, 2014). Economically safeguarding is one dimension of an individual's safety needs. That provision is based on the concept of protection resulting from the pension system and the issues such as flood, fire, and robbery. The citizens ' military and police agencies are also responsible for their safety needs (Telimen, 1977; Eren, 2013). Moreover, the security needs may also evolve depending on the social concerns or conditions of the country in which they live.

3)The third factor is the love which is the feeling of belonging and friendship which enhances social relations. This is an important factor for team building and effective communication. The needs of each person for belonging and love reflect a wide range of needs, such as feelings of connection such as group membership, societies, churches, business groups, etc., and also the sense of belonging with the partner, child, and maternal love (Seeley, 1988). Individuals want happiness to be in the hearts of people and communities in their relationships with people, caring and being loved. This category of need, which consists of the need to be accepted by others, create friendships, be with family, show love to people around them, and expect love from them, derives in large measure from the instincts of living together(Roger, 1970).

4)The fourth element is esteem which is the concept of self-respect and recognition. It is affected by factors like integrity, power, freedom, liberty, and ambition. There are two kinds of needs for esteem. The first one is the need for others to appreciate and respect in relation to a person's reputation, such as status, appreciation, and recognition. The other one is the need for self-esteem and self-assurance, such as self-confidence, freedom, achievement, and talent(Griffin, 2011; Maslow, 1954).

5)The final factor is self-actualization that relies on the individual's potential that they develop and utilize within the corporation. Although all the needs are met at the other levels of the hierarchy, the individual would still feel uncomfortable and unsatisfied. And for this very reason, humans should behave according to their personal abilities. For instance, a musician is supposed to engage in music, an artist is supposed to engage in the art, and an author is required to write for happiness. An individual should be whatever he or she could be (Maslow, 1943). Self-realization is a commitment made by an individual to help increase his/her ability, develop abilities, and reach the ideal type of person he/she really wants to be (Kailash, 1973). Since this is a need for change, there is no point of saturation, and needs are rising proportionally to their satisfaction level. Maslow (Maslow, 1943, 1954) refers to people who recognize themselves as individuals with a high degree of perception of reality, who are capable of acting as they are, who are oriented towards solutions, who prefer to be alone because they are self-sufficient, autonomous, capable of recognizing and appreciating the beauty of life with a deep collective sense, egalitarian, imaginative, witty, and immune to stereotypes.

According to Mondy, et al., (1940), "Maslow's hierarchy of needs theory arranges the needs of a person in a hierarchy from the physiological needs of the lower level to the self-actualization needs of the higher level." Albers (1972) notes that "the basic physiological needs, which are the starting point for most motivational theories, are at the bottom of Maslow's hierarchy." As Mondy, et al., (Mondy, R.W., Holmes, R. E., Flippo, 1940) described this as, "Physiological needs are the highest priority because other higher-level needs will not arise to drive behaviour until they are reasonably satisfied." Such requirements include the needs of personal, clothes, housing, food, and other physicalneeds. These are the most fundamental physical needs of human beings. Moreover, Daft (1997) claims that "these are reflected in need for sufficient power, air and basic salaries to ensure survival in the organizational environment." As Maslow put it, "a person lacking in food, health, affection, and respect would most likely be more hungry for food than anything else."(Hodgetts, 1979) According to Mondy, et al., (Mondy, R.W., Holmes, R. E., Flippo, 1940), "the adult then becomes conscious of higher-level needs once these basic needs are met to a reasonable degree".

2.1.3.1 Application of Maslow’s hierarchy Needs Theory

This theory has been applied in studies relative to organizational culture, human resource management, and employee performance in an organization.

The need theory is applicable to this research done on organizational culture since the theory relates to organizational structure and employee motivation (Greenberg & Baron, 2003). They further claim that the theory may imply how managers can guide their workers or subordinates to auto-actualize themselves. The concept infers the dual role of the theory in which first is for organizations and the second for employees. This is on the basis that both the organization and employees have to decide on the performance of their organization and that, when employees put their greatest efforts at the service of the organization, the practice of culture and human resources should also ensure that the level of needs of employees is reflected in terms of value(Greenberg & Baron, 2003). Further, human resource management is perceived to be very relevant in organisations and ideas on how people can be empowered to work more efficiently and effectively. Maslow's Hierarchy of Needs is one of the main theories used in the study of human resources management. Management of human resources is an integrative organizational feature that incorporates theories and ideas from different areas such as management, psychology, sociology, and economics(Storey, 1992). Intended at cultivating people through employment management of human resources includes administrative activities related to planning, recruitment, selection, orientation, training, and motivation for assessment and rewards(Storey, 1992). Moreover, its application is extended to the study of employee performance in an organization. The approach that a company uses for performance reviews and assessments can have the greatest impact on the performance of its employees. Organizations that neglect to monitor the performance of their employees or appreciate a job well done can soon find dissatisfied workers. In addition, organizations that exclusively track employee performance without providing workers with the opportunity to provide input can also lead to unmotivated employees.(Cardy and Selvarajan, 2006). Performance evaluations and reviews keep workers motivated and performing excellently which involves periodic, regular, honest, and objective employee feedback(Collins, 1998). Nonetheless, the company should also have some systems in place to provide the employee with input on how the organization can also strengthen itself and become a better environment. Having open contact in both directions would make the workers more satisfied with their performance evaluation and more satisfied with their level of compensation for their work.

2.1.4 Social Exchange Theory

Social Exchange Theory (SET) is one of the major theories of social interaction in the field of social sciences. The three key theorists Homans, Blau and Emerson, developed the original theory in the year 1958. Theoretical and analytical changes include expanding their research to studying power and dependency, social networks, reciprocity, justice, social cohesion, and solidarity. The SET has its roots in both psychology and anthropology(Cook, 2015).

Homans(1961) described the social exchange as the exchange of interaction between at least two individuals, authentic or ethereal, and rewarding or impotent. Costs were seen primarily in terms of tasks or incentives undertaken by the concerned actors. Homans used strengthening theories originating from the kind of behaviourism popular in the early sixties. Behaviour is a feature of payoffs, whether the payoffs come from the non-human environment or other individuals. Subsequently, Emerson(1972) established a psychological basis for trade based on the same concepts of strengthening. The key propositions of Homans framed the study of social behaviour in terms of rewards and penalties. Ultimately, rewarded behaviour continues to be progressive with respect to marginal usefulness. His first principle, which is the argument for success, ascertains that action that has positive effects are likely to be repeated. The second principle which is the incentive idea, suggests that works that have been rewarded in the past on specific occasions will be likely to be carried out in similar situations. The value proposition, which is the third objective, states that when actors are given more importance, it is likely to increase the probability of an outcome. The fourth objective, which is the deprivation-satiation principlediminishes the attitude towards future rewards when the individual receives a less quality reward of less marginal utility. Finally, the fifth proposition specifies when individuals will react emotionally to different rewarding situations, i.e. if the individuals didn’t receive the reward which they expect, they are demotivated.

According to SET, employees and managers concentrate onthe creationofconstructive and productive working relationships to create a mutual understanding which in turn provides a workplace that is advantageous to both employees and their employers(Nazir et al., 2018). SET affirms that when workers are involved in their jobs, which is created by an influential environment, they are happy to exchange for the purpose and goals of the organizations and contribute more of themselves(Juracka, 2018). To be specific, when workers are engaged in their jobs, they are more likely to offer more of their skills for better performance of an organization.

Social exchanges comprises a series of interactionsestablished between two individuals which result in personal responsibilities, respect, and trust between the two parties(Emerson, 1972). Moreover, employees undergo associations of social interaction with their co-workers, clients, distributors, direct superiors, and their enterprise(Masterson et al., 2000)***.*** In some cases, many interlinked and mutually dependent organizations state that they are in a social exchange relationship(Cropanzano et al., 2001). Although there are many aspects of social exchange, altruism is by far the most important aspect of communication, with constructive and sensible exchanges between two individuals or groups resulting in advantageous actions and attitudes(Cropanzano & Mitchell, 2005). It is assumed that the cognitive relationship between internal communication and employee engagement operates by social exchange, wherein employees feel motivated to work for the rewards and benefits(Saks, 2006a) and this is possible only when the supervisors engage with the employees with a positive attitude by developing mutual trust and understanding(Ruck & Welch, 2012). The workers who comprehend that their superiors’ values them feel committed to responding positively with enhanced emotional engagement and dedication. As noted by the SET, an engaged employee is concerned about the success of the goals of the organization (Lightle et al., 2019). Moreover, the SETs transactional and interpersonal structure enhances employee engagement and has a significant impact on job performance. According to the theory, if an individual receives a financial or material reward, the individual will be more likely to look for developing relations. One way to strengthen healthy working relations is by offering benefits to workers by acknowledging their skills and talents. Nevertheless, if the director has not developed a healthy relationship, the nature of organizational climate and its services, it reduces the employee engagement which in turn affects the organization's productivity(Eldor & Harpaz, 2016). The principles of SET can be applied to employee engagement as it can be used to describe motivational factors, which influences the employee behaviour. Moreover, SET is used in this study as it illustrates the inclination of employees towards the organization when they are rewarded routinely for their hard work and goal achievements, which is based on the effective internal communication with the organization. Therefore, it is important for organizations to focus on developing positive work relations among the employees to enhance the employee engagement and organizational performance (Allam, 2017).

In addition, Chinomona and Mofokeng(2016)conducted a study by utilizing the SET to formulate a theoretical grounding of a conceptual framework where it aims to illustrate the effects of organizational politics on job dissatisfaction and the turnover intentions of employees in the business environment of SMEs in Zimbabwe. Politics are observed by employees as being biased, corrupt, unreasonable and harmful. In this research, job dissatisfaction has a more significant effect on turnover intention than otherwise. Further, it is accompanied by the fact that a more significant way, organizational policy affects job dissatisfaction. Organizational policy positively results in a significant amount of turnover intention. Likewise, according to Everett (2015), the SETencompasses attributes such as trust, participation, and risk with the emotional risk being the main factor, which influences the perception of employees with respect to organizational communication. Further, the basis of social communication relies on the social relationship between employees and superiors in supporting the trust and risk taken in organization(Zhang et al., 2017). Similarly, Kim et al., (2015) investigated the participation of employees in sharing economy with the help of application of SET. Based on the framework proposed by the researcher, the cognitive behaviour of employees in the knowledge sharing was investigated, and the findings of the study revealed that the validation of SET is attributed to understanding the knowledge of sharing economy among the employees.

The theory of social exchange provides a theoretical foundation and is used successfully to research employee engagement within an organization. This study considers SET as its strong foundation. The SET argues that a sequence of relations between parties that are in a state of mutual interdependence creates obligations. According to SET, relationships grow over time into trusting loyal and reciprocal obligations as long as the parties stick to certain exchange laws. These rules require reciprocity, such that one party's actions contribute to another party's response/action. Thus, employees participate to varying degrees in reaction to the organization's services that they obtain.,Also, employees are likely to trade their contribution to the support and benefits that their company offers.SET is one of the widely used conceptual theories in management, sociology and social psychology studies(Cropanzano et al., 2017).

Ko and Hur(2014)suggested that whenever the employees in an organization are provided with the needed support and care by the supervisors and managers during the times of familial difficulties and job-related difficulties, overall job satisfaction can be enhanced thereby increasing the managerial trust and justice. However, the SET influences these attributes in a different way. Further, the findings of the study suggested that the psychological factors are related to managerial trust and justice, which impacts social exchange among the employees based on the benefits.Further, Chan et al.(2017)conducted a study to investigate the relation between perceived justice, communication satisfaction, and organizational behaviour with reference to the SET. The findings of the study suggested that when employees are satisfied in their jobs, which is achieved through effective communication, the employees tend to achieve higher group interactions, significantly enhancing organizational citizenship behaviour. Many academicians and experts have applied the SET to employee engagement(Lee & Veasna, 2013; Karanges, 2014).Therefore, with respect to SET it was evident that when communication is satisfied among the employees, the application of the theory has a positive influence towards the engagement of employees in the organization. Several researchers utilize SET to evaluate the various attributes of an organization such as internal communication, employee job satisfaction, and knowledge sharing and organisational commitment.

Workplace relationships are generally noted in the literature of organisational psychology as the relationships paly an essential role in creating and retaining workplaces that bring aboutthe objectives of individuals and organisations (Bartunek & Dutton, 2000). In general, relationship in the workplaces are considered from the prespective of social exchange in the field of management, as different parties exchange resources in order to build valuable and positive relationships. Social exchange theory is considered one among the most prevailing theoretical paradigms which are generally adopted in order to understand the relationships in workplace (Cropanzano & Mitchell, 2005). Furthermore, in social exchange theory, relationships in workplace are denoted as the relationship of exchange, where the resources are exchanged between the groups or between the individuals and this is considered as one of the key assumption of social exchange theory. Therefore, the present study is underpinned by social exchange theory.Also, Smidts et al.,(2001)stated that the communication between employees and the organization is facilitated by internal communication as it creates a social relationship among them. The conceptualisation of information as a resource of exchange is consistent with social exchange theory, whereby individuals use their cognitive filters to translate resources (i.e. information) into positive or negative actions. Thus, this study connects the resource of information as the communication exchange among the organisation, supervisor & employees. In addition, the present study spot employee engagement as a pro-social attitude and behaviour which employees are liable to respond.

2.2 Organisational Communication

Communication, in general, is significantly important as it forms the base of any form of interaction by humans for both personal and professional purposes(Priti R. Sharma, 2015).It has been found that effective communication improves the organization’s productiveness. With increasing complexity in organizationsowing to technological advancements and globalization, communication is significant in the workplace of an organization. Therefore, it is necessary to understand the concept of organizational communication. Some of the definitions of theorists and experts on organizational communication are presented next.

According toBrinkerhoff and Price(1975), organizational communication is defined as the “*process of transfer of information by the employees of the organization”*. Myers and Myers(1982) define organizational communication as the predominant binding force which enhances the coordination of the organization. It is evident from these two definitions that, effective communication is of greater importance in enhancing the behaviour of employees in an organization(Roger and Agarwala-Rogers, 1976). It has been observed that many organizations have accordedsignificant importance in enhancing their communication (von Krogh et al., 2000). Further, as defined by Ince and Gül(2011), organizational communication is the process wherein the ideas, emotions, and views are exchanged through symbols, letters, and words. According to Men (2014) “organization communication is to make available all legally releasable information to employees whether positive or negative in nature – in a manner that is accurate, timely, balanced and unequivocal, for the purpose of enhancing the reasoning ability of employees, and holding organizations accountable for their actions, policies, and practices.”

Organizational communication is defined by the transfer of information and decision-making between the sender and receiver which bears positive and negative results thereby enhancing the efficiency of the organization, and this organizational communication is the binding force that coordinates people in maintaining their behaviour in the organization (Myers & Myers, 1982). Along with the earlier-mentioned definitions, the behaviour and the mind-set of employees are best studied through effective organizational communication (Roger & Agarwala-Rogers, 1976).

Organizational communication comprises the method of planning and development of strategies in a particular way so as to arrive at the aspired outcome (Smarandache et al., 2014); (Novak-Marcincin et al., 2014). Furthermore, “Communication can be understood as a process of exchanging signs and symbols instigated and led by at least one of the conscious subjects”(Radojković, 2019).Drenth, et al (1998) definescommunication “as the transfer of information from the sender to the receiver under the condition that the receiver understands the message”According to(Pavlović, 2003)“Communication is a tool for exchanging of experience and values as well as the transfer of meanings and knowledge.Also, as defined by Goldhaber(1993), “Organizational communication is the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty.”

`2.2.1 Types of organizational communications

There are two different types of organizational communications followed in an organization,namely vertical and horizontal communications. Vertical communication is generally oriented to work in which the top-down or downward communication approach mainly comprises the information relative to the strategies followed in an organization while bottom-up or upward communication comprises information sent from employee level to the higher authority wherein the employees get the opportunity to make decisions (Sulaiman & Abdullah, 2019). Further, vertical communication, is further divided into upward and downward communication.The downward communication flows from top officials in the management to its employees. Companies that adopts this type of communication are generally authoritative in nature (Weihrich, H.; Koontz, 1998). Second, upward communication is the one that flows from employees to top management with the aim of informing the issues from the lower level to the higher management in the best way (Baek & Miljkovic, 2018). Following this, horizontal communication is the one, which flows between the employees and departments on the same level independent of the nature of the tasks and activities and this type of communication comprises aspects such as performing duties, problem-solving, and exchange of ideas. Both vertical and horizontal communicationsare important in an organization with respect to the significant role each plays. Both aspects of communicationaffectorganizational identification in such a way that vertical communication helps in predictingorganizational identification,whereashorizontalcommunication helps in predicting professional identification(Bartels et al., 2010). A span of control is a crucial factor and plays an important role in organizational communication. The span of control is a function of time which can be either low or high, where the low structure has benefits of faster communication and rapid information flow(Rouse & Rouse, 2005).

2.2.1.1 Top-Down Communication

Communication in an organization can be either top-down or bottom-up and the information regardless of the nature of the information, whether it is explicit or implicit(Shonubi & Akintaro, 2016). The top-down approach focuses on the active utilization of technological tools such asan intranet, internet, and other knowledge-based systems for effective communication(Macauley, 2015). Top-down activities often analyse the innovation in public services, which are established by policymakers, andare distinct in comparison with bottom-up activities that are often initiated by actors from lower organizational levels. Strategic management is one of the approaches used in top-down management in both the public and private sectors which originate from the front-line employers in the organization. Among this, the establishment of coordination is achieved by the middle managers who are located among various organisational levels. In addition to this, supervisors play the most important role in coordinating the employers in the upper management which comprises the service directors and in substantiating innovation to be implemented among various organizational levels(Saari et al., 2015)*.*

Organizational behaviour is influenced by the successful functioning of an organization where the flow of information occurs among the employees at all levels in a timely manner. In general, information flows from a higher hierarchy level to the lower level in most organizations which creates a need for adopting a fitting communication model which enhances the flow of communication irrespective of the organizational levels and business units. One of the most widely used types of communication is written communication which includes emails and memos that managers frequently utilize.However,the implementation of written communication has certain limitations with respect to the decision of the managers upon how effectively to communicate the information and the productivity of the employees. Also, the effectiveness of communication influences the productivity and inclination of the employees in an organization(Brandes & Darai, 2014)*.* Policy implications significantly affect the implementation and prioritization of tasks in an organization as it is necessary to have proper communication of the tasks to achieve the desired outcome which is considered as the responsibility of managers(Uvhagen et al., 2018).

Autocratic or authoritative leadership along with top-down communication and decision-making models results in a creation of a stiff environment where employees are treated stiffly which decreases the motivation and innovation of the employees thereby, affecting the productivity of the organization as a whole (Dobre, 2013). Further, the participative organizational environment encourages people to freely communicate and collaborate where the employees are highly valued. On the other hand, an authoritarian work environment often leads to disputes among the employees as all the decisions are made by the officials at the top level to the low-level employees adopting a top-down communication model. The adoption of this communication approach lacks the addressing of the feedbacks of the employees(Dobre, 2013). It is evident that the internal communication of an organization is influenced by the nature of the leadership as employees observe and learn from the leaders, and it influences the behaviour of the employees. Despite the nature of the leadership, the leaders of an organization decide the tone of communication. Also, the supervisors who are the immediate leaders are responsible for communicating with the employees on a daily basis, and these supervisors are recognized as a valuable source of information by the employees. Therefore, organizational communication is significantly influenced by the nature of leadership(Larkin & Larkin, 1994).

Deliberate strategy is one of the top-down communication approaches which is based on the actions and strategies that the organization adopts to handle situations. This approach is based on the fact that managers are the sole controller of allocation of resources, and modify the internal organizational environment to meet the requirements of the organization in relation to future outcomes. On the contrary, some organizations adopt an emergent strategy which isbased on the adoption of strategies to face the challenges caused due to turbulence in the organizational environment(Viki, 2015).

The following are some of the advantages and disadvantages of the top-down approach. The advantages of the top-down approach include: organization provides a specific use of resources; enhances identity management; adoption of more improvised identity management solution; comparatively lesser impact on operation and maintenance of resources. The disadvantages include: limited coverage of solution in the initial stages; difficulties in developing customized adaptions; and solutions and the cost of implementation is higher(Tivoli, 2019).

2.2.1.2 Bottom-Up Communication

Bottom-up strategy is defined by Bower (1974), Burgelman(1983),Burgelman and Grove (2007), and Mintzberg and Waters (1985)as a string of unplanned actions which is notinitiated by the top management and realizes the organizational outcomes. Also, as declared by Mintzberg and Waters (Mintzberg & Waters, 1985), “no action transpires in the total absence of intention.” In the organizational pyramid, it is common for top management to remain inarticulate in communicating the detailed specification of information to every organizational level. At this point, the middle managers can take strategic measurements which will enhance the organizational productivity and also creates new opportunities which will improve the career growth of an organization (Nonaka, 1998; Burgelman, 1983; Burgelman & Grove, 2007). Also, this can include collective performance of the employees(DuFrene, 2001).

Business processes which implement the bottom-up approach are generally adopted from the views of the employees and enhance the process of decision-making in an organized manner. This type of approach is found to be advantageous for supply chain organizations. It benefits supply chain business processes in prioritizing the collaborations of the organization, decreasing the risks and inconsistencies, and customization of the approach to best fit the organization for its maximum productivity(Barcelona et al., 2018)*.*

The theories and approaches of bottom-up communication depend on “conformance implementation” which is defined as the process of flow of communication from the bottom employees to the top management in resolving the problems withthe implementation of necessary policies(Barrett & Fudge, 1981). Some of the bottom-up approaches used in employee engagement, according to Bakker(2017) areself-management, job crafting, strengths use, and mobilizing ego resources. Self-management of employees comprises self-observation, self-evaluation and self-goal setting, self-rewarding, and self-punishing of where each individual sets their own standards and evaluates according to their performance. Following this, the next approach is the job crafting which is defined by the relationship of employees at work with the managers, their colleagues, and customers and when the employees make necessary changes to achieve the personal work goals. Next is the strengths use wherein employees apply their strength and natural skills in the way of their behaviour, thinking, and in their performance to get the desired outcomes. The final approach is the mobilizing of ego resources which are characterized by the individual’s cognitive, volatile, and other ego resources which influences the physical and psychological conduct of an individual.

Similar totop-down communication, the bottom-up approach also depends on the nature of leadership. The trust factor in leadership plays an important role in the communication as it engages the flow of information among the senior managers, executives, and the members of the board who are faced with a lot of questions. Bottom-up communication increases the negotiation power of all the employees(Westphal, 1999).

The following are some of the advantages and disadvantages of implementing bottom-up communication. The advantages of bottom-up communication: awareness of the business products and the user are benefited in the early stages and broadening of the identity management in an organization. The main disadvantage of the bottom-up approach is sometimes the business model is run with the help of existing strategies without making necessary modifications(Tivoli, 2019).

2.3Employee engagement

Employee engagement is becoming popular in the organization as it is believed that the engagement of employees directly impacts the productivity of an organization (Imandin et al., 2014). Some of the definitions, as proposed by experts and theorists, are presented as follows: The first conventional definition of employee engagement as defined by Kahn (1990)is “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. According to his definition, employee engagement is characterized by the beliefs of the employees with respect to their working environment and the nature of leadership in an organization. Further, Harter et al.(2002)define employee engagement as an “individual’s involvement and satisfaction with as well as enthusiasm for work”. Also, as defined by Towers Perrin “employee engagement” deals with the characteristic attributes of employees in terms of time, energy, and psychological strength which they apply to their work to achieve the desired outcome(Johnson, 2011).

As per the definition provided by theCorporate Executive Board, employee engagement is defined as, “the extent to which employees commit to something or someone in the organization, and how long they stay as a result of that commitment(Council & Board, 2004). In addition to this, Christensen Hughes and Rog (2008) define employee engagement as a psychological aspect which is characterized by the intellectual and emotional conduct of employees towards their job and the level of effort that the employees put, to achieve their goals. Also, Shuck and Reio(2014) affirm employee engagement as the measure of emotional, intellectual, and cognitive behaviour of the employees towards the organization, which will result in a positive outcome. Employee engagement, as defined on the basis of research by(Crabb, 2011)postulatesthat employee engagement is the positive attitude of the employees towards the goals and motives of the organization. As per Mone et al.(2011) the definition of employee engagement revolves around employees’ initiatives, adaptability, and efforts that the employees have towards the goals of the organization. Shuck et al. (2011) presented a conceptual model for employee engagement and it was found that job fit, affective commitment, and psychological climate are the three major factors which influence employee engagement.

2.4 Studies on organizational communication and employee engagement

Internal communication in an organization is significant in enhancing employee engagement and job satisfaction. When internal communication is done effectively, the performance of the organization improves remarkably. Therefore, managers and supervisors in an organization need to focus on designing an effective communication model such that it meets all the requirements and expectations of the employees, thereby enhancing their job performance. Further, there is a professional need in an organization to have a well-structured internal communication approach, as newly recruited employees rely heavily on the flow of information. Also, effective internal communication encourages knowledge sharing among employees which increases learning and participation which is essential for self-improvement of employees in terms of skills and talents necessary for performing the assigned tasks (Kulachai et al., 2018).

Earlier research studies reveal that the effectiveness of internal communication between the managers and employees significantly motivates the employees to perform better in their assigned roles in an organization (Mishra et al., 2014). Further, some researchers focused on evaluating the relationship between organizational communication and employee engagement pertaining to a specific organization and business sectors.Sorvari(2017)conducted a study on the role and quality of internal communication on work engagement and networking among the physicians in a medical centre named Aava in Finland. A mixed-method of the study was conducted, and the finding suggested that internal communication has a significant effect on work engagement and turnover intentions of the physicians.Berthe(2017)conducted a study on the influence of internal communication on employee engagement in Dutch and Swiss small trading wood companies and suggested that the communication factor in itself is influenced by some psychological factors of the employees. The findings of the study revealed that the employees of both the companies did not seem to follow the top-down communication and a feeling of “fear of boss” was shown by these employees, which indicated that the employees were controlled authoritatively. In addition, these companies failed to follow a systematic communication flow, and the CEO of both the companies failed to contemplate the feedback of the employees. Likewise, in a study conducted by Jaupi and Llaci(2015) on the investigation of employee engagement and organizational communication in the Albanian banking sector revealed that the demographical factors such as gender, education level, place of study, as well as age and years of experience, had a significant influence over the organizational communication and engagement. Also,Ahmad and Aldakhil(2012) investigated the employees’ perception of internal communication and its impact on employee engagement in the Saudi Arabian banking sector. The findings revealed that the participation and engagement of employees are not possible without proper communication of information about the important decisions taken in the organization and adopting top-down communication model seems to be effective in industries such as banking sectors.

The following literature focused on the utilization of strategic management in internal communication as a way of enhancing employee engagement in an organization. Hola and Pikhart, (2014)state that an organization, which is effective in implementing internal communication with strategic management, has the ability to reach higher levels of productivity. In general, the managers in an organization evaluates the organizational performance, and therefore the quality of communication and the flow of information among the employees at various levels plays a significant role in influencing the productivity of a company. Similarly, Mazzei(2014) proposed that the communicative actions between the employee and the manager involve a wide variety of processes which include activities such as interpreting, exploration, research, communicating, and performing. Also, she suggested that internal communication is based on the strategic flow of information which enables the employees’ ineffective communication and sharing of knowledge throughout. In addition, mutuality plays a significant role in the effective implementation of strategic communication actions in an organization and therefore it is the responsibility of communication professionals to engage the employees in necessary coaching and development programs, which will enhance their communication as well as decision-making skills. Jacquet et al. (2014) conducted a review study on factors that contributes to the top-down and bottom-up approach, which enhances the organizational environment. The study revealed that the top-down communication approach was mainly adopted in corporate organizations while bottom-up approaches emphasise the cognitive behaviour aspects of the employees. Further, the finding of their study suggested that organizations consider their employees as assets since effective communication and teamwork among the employees enhances organizational performance. Also, Bakker (Bakker, 2017) in his study suggested that organization that adopts the top-down approach needs to create a challenging workforce for the employees to increase the retention and engagement of the employees towards the work. This will drive the employees towards organizational productivity and simultaneously enhances the performance of the employees. Likewise, Bakker and Albrecht(2018) affirmed that organizational levels and organizational climate affect employee engagement, which can be improved by the potential of the top-down approach. Caimano(2004)also affirmed that when internal communication in an organization is managed strategically, it remarkably benefits employee engagement by engaging the employees in a competitive environment. It is the duty of the management to equip the employees with the final and important decisions taken, and provisions should be made for feedbacks about the decisions with respect to the employees. Mazzei (2014) emphasised the significance of internal communication in an organisation leading to the enhancement of employee engagement and commitment.

The quality of communication plays a significant role in enhancing employee engagement since only when the information is accurate, it enhances the productivity of the employees. The following literatures highlighted the importance of quality of communication in an organization. A study conducted by Hayase(2009)investigated the relationship between communication and employee engagement and also examined the quality of communication which engages the employees. According to Hayase, organisations, which adopt open communication, are more likely to engage employees efficiently, and the employees have lesser turnover intentions. In addition, internal communication has a positive relationship with employee engagement, which generates greater satisfaction for the employees. Moreover, the study revealed that the organization which harnesses internal communication by applying suitable tools increases employee engagement and more likely to utilize top-down communication approach in enhancing employee engagement, i.e. when employees share a mutual understanding relationship with the superiors. Therefore, it is the duty of the superiors to contribute to the development of communication actions, which makes a significant difference in organizational performance. Likewise, a study conducted by Zajkowska(2012) examined the ways to improve employee engagement through internal communication. The findings revealed that building an effective communication system is one of the first essential steps that the organization needs to take because effective communication leads to greater employee engagement. This is because when the employees come to know about the organizational objectives and the motives of the leaders, it motivates them to work collectively towards the attainment of goals. Also, workers will be able to identify themselves with the organization having knowledge of the company’s vision. Along with this, a good communication model in an organization increases the involvement of the employees and drives them to contribute to the productivity of the company. Further,Senelisiwe(2016) affirmed that organizational climate plays a substantial role in engaging the employees and the quality and reliability of the informationcontribute significantly to employee engagement. In addition to this, a participative organizational environment will make the employees more inclined towards the organization. When communication from the higher hierarchical levels is liberal and without much restriction, the employees tend to feel more engaged with the organization.

As mentioned earlier, communication between the supervisors or managers and employees plays a significant role in enhancing organizational productivity. The following literatures focused on emphasizing the relationship between the supervisors and employees in enhancing organizational productivity. A study conducted by Heide & Simonsson(2011) affirmed that there is a wide range of collective interactions done by the employees and taking into account their relationships with supervisors and colleagues is considerably important for effective organizational performance. It was evident from the findings that the internal communication is not limited to only the flow of communication inside the organization but also is an important factor that enhances an organization’s prominence, integrity, and new business opportunities. Therefore, these professionals utilize meta-communication and create the condition and environment needed for better communication. Likewise, Susskind et al.,(2007) suggested that the work-related support provided by the supervisors to the employees is inevitable as it enhances the employees’ performance. According to Bhanthumnavian(2003), there are three ways in which supervisors could contribute support to the employees which comprise emotional support such as empathy, care and acceptance; material support in terms of helping them preparing budgets and aiding resources which motivates the employees for better performance; and informative support such as providing feedback and providing guidance in work. The support provided by the supervisors and managers plays an important role in keeping the employees engaged and committed to the job(Bakker et al., 2004)*.* Further,Tiwari and Lenka (2019)highlighted the fact that open and honest communication between supervisors and employees enhances the credibility of management since the supervisors were able to perceive and understand the circumstances of the employees which in turn helped them to make suitable decisions for the progress of the organizational performance. Further, linear regression is applied in the Karanges et al., (2015) research to empirically check the relationship between internal communication (organizational and supervisory) and employee engagement in austrailain workforce. There is a significant positive relationshipbetween both regressions. These results suggest that internal organizational communication and interaction with corporate managers play a crucial role in establishing and maintaining employee engagement. Results also suggest that internal communication facilitates interaction between organizations, supervisors, and employees creating relationships in the workplace and thereby optimizes employee involvement.

Transparency in organizational communication is an important factor which enhances the employee engagement and overall performance of the individuals. Relatedly, an organization’s communication climate, and the system is also an important contextual factor that affects engagement. Transparent organizational communication is a process that generates trust and credibility, which potentially drives employee engagement. Transparent organizational communication is an organization’s deliberate information dissemination coupled with employees’ active participation in information acquisition and information distribution, in a manner that is truthful, substantial, and complete, for the purpose of holding organizations accountable for their business practices and policies. Transparency is only meaningful when it provides information relevant to the employees about their organizations’ actions and decisions, and organizations invite their employees to participate in identifying, acquiring, and distributing information. When achieving completeness (Rawlins, 2008), organizations voice the reasons for their actions and highlight the importance of employees as an audience. Transparent organizational communication is also related to source credibility and organizational accountability. It is precisely the credibility of organizations as information sources that makes accountability realistic.

Regardless ofemployee engagement, engagement at the emotional level plays a vital role in increasing the efficiency of the organizations. The following researchers stressed the importance of employee emotional engagement in an enterprise and its relationship to internal communication. Ruck and Trainor(2012)discussedthe UK organizations ' internal communication activities. They proposed that a significant factor for successful employee communication can be improved by frequent communication of organizational objectives and engagement. Another essential factor to consider is the employee's voice, which is of significant importance since it plays a major role in improving communication from the managerial level to a higher level. Likewise,Karanges et al.,(2015)done a pilot study and the study findings highlighted the fact that internal communication between an organization's supervisors and managers is critical and supervisors need to assist workers in both work and individual development. In addition, this study highlighted the importance of internal communication in an organization that favours supervisory employee partnership as a sign of an organization's ideals and priorities being communicated.

Moreover, a study done by Kang and Sung, (2017) aims to examine the impact of symmetrical internal communication efforts on the perception of relationship outcomes of employees with the company and the subsequent employee communication behaviours. Also, this study had tested the mediation effect of employee-organization relationship (EOR) quality between symmetrical internal communication and employee engagement.This study has adopted a quantitative methodology. The survey was conducted among 438 sales representatives who were selected randomlyfrom the case organization. This study results revealed that internal communication management and employee engagement had a positive siginificant relationships.Furthermore, the study also revealed that employee engagement develops supportive employee communication behaviors and reduces turnover intention. Moreover, the study found that the impact of symmetrical internal communication on employee engagement is mediated by EORs.

On the other hand, Balakrishnan and Masthan, (2013) conducted a study at Delhi International Airport during 2010-2011 in order to improve the employee engagement. Furthermore, this study tends to find the relationship between internal communication and employee engagement as Communication was identified by experts and top management as the factor which is to be addressed. The study results revealed that there exsits a positive relationship internal communication and employee engagement. The study was focused on the factors such as commitment, meaningfulness of their (employee’s) work and discretionary effort which is considered as the main characteristics of the engaged employees.

A study done byRuck et al., (2017)aims to contribute to knowledge to the exsisting literature by examining the relationship between internal communication and organizational level employee engagement. The results of the study found the positive relationship between aspects of internal communication and organizational engagement. In this study, upward employee voice and senior manager receptiveness are the two aspects of employee voice that are highlighted. The study results revealed a positive siginificant relationship between upward employee voice and emotional organizational engagement; and between senior manager receptiveness and emotional organizational engagement.The results also shows that the majority of the employee voice variables included in the study predict emotional organizational engagement.The study found only moderately positive employee satisfaction with upward communication and senior manager receptiveness both dimensions of employee voice. The study findings revealed that upward employee voice and senior manager receptiveness to voice as valuable areas for internal communication scholarship.

Thus, from the above review of studies, it is evident that most of the studies have focused on the relationship between internal communication in an organization and employee engagement as communication takes place as a two-way exchange of information. Communication in an organization happens between managers and employees. With respect to internal communication, employee engagement can be described as the extent to which an employee is observant and dedicated concerning the performance of the assigned jobs. Furthermore, Studies have noted that various internal communication features such as innovative organizational communication initiatives, open channels of communication, constant feedback, and information sharing are positively associated with work engagement (Durkin, 2007; Caesens et al., 2014; Fearon et al., 2013).Although, studies highlight the significance of the association between internal communication and employee engagement, there is limited empirical research on their association (e.g. (Karanges et al., 2015)). Most of the studies have focused on the relationship between internal communication in an organization and employee engagement. However, the types of internal communication that is Top-down and bottom-up communication is under reasecherd. The top-down communication model significantly affects the middle managers as they are highly responsible for transferring information throughout the organizational levels and the consequence of middle managers creates dissatisfaction and decreased motivation thereby affecting the productivity of the organization. Middle managers also otherwise called as actors are highly valuable prospects of an organization as the lack of inclination of these actors have an impact on the outcome of the company. Therefore, controllability of the middle managers is a vital constituent for an organization adopting a top-down approach(Jakobsen & Lueg, 2014)*.* Also, a bottom-up approach recognizes the values of its workers and the needs of the customers as the main attributes of organizational productivity, but despite these, many organizations adopt top-down approach (Kononiuk et al., 2017)*.* The reason for some organizations benefits from the bottom-up flow of communication among all the levels of the employees is that bottom-up communication has the ability to motivate employees and enhance their productivity through effective communication(Park et al., 2014)*.* Thus the present study aimed to eamine the impact of Top-down and bottom-up communication n employee engagement.

2.5Mediators of the Internal Communication and Employee Engagement Relationship

2.5.1 Job satisfaction

Job satisfaction is one of the important factors which contribute to organizational growth. Two definitions of job satisfaction that are widely accepted are givenby (i) Hoppock(1935) as, “any combination of psychological, physiological, and environmental circumstances that cause and person truthfully to say I am satisfied with my job.”(Saiyadain, 1996) and (ii) E.A. Lockeas “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.”(Hsu, 2014) Some of the other definitions as declared by other theorists, researchers, and experts are represented in the below table

Table 1: Definitions of job satisfcation

|  |  |
| --- | --- |
| **Author** | **Definition** |
| Feldman And Arnold (1983) | Job satisfaction as the extent of positive attitude of the employees towards their job. |
| KreitnerAnd Kinicki | Job satisfaction as an individual’s emotional opinion about his/her job (Jablin & Putnam, 2004). |
| Kuhlen(1963) | Job satisfaction is the matching of employees needs with respect to their organizational needs. |
| Wolf (1970) | Affirms that job satisfaction is the fulfilment of the individual needs, which is characterized by the physical and psychological aspects of the job. |
| Feldman And Arnold,(1983)Gruneberg | Job satisfaction is defined as the perception of employees about the nature of their jobs. |
| Smith (1969) | Job satisfaction is the feeling of the employees in all areas of their work. |
| Vroom (1962) | Job satisfaction as the effective orientation of the employees towards the nature of the roles that the employees occupy |
| Lock (1976) | Job satisfaction as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values. |
| Stajkovic & Luthans (1998) | The limit which determines the outcomes and expectations of employees in an organization as job satisfaction |
| Spector (1997) | It as the level of like and dislike of the employees towards their job. |
| Amstrong(2006) | Job satisfaction as “attitude and feelings people have about their work. While positive and favourable attitudes towards the job indicate job satisfaction, negative, and unfavourable attitudes towards the job indicate job dissatisfaction.” |
| Robbins et Al., (2009) | Job satisfaction as the positive feeling that the employee has towards their job which is constantly evaluated, and Opatha |
| Dahanayake et Al.,(2019) | It as the attitude of the employees which the employees possess towards their job. |
| Robbins& Judge (2015) | Job satisfaction as the attitude of the employee which measures the number of rewards that they receive and the number of rewards that they perceive to be received(Robbins & Judge, 2015) |

From thesedefinitions, it can be observedthat job satisfaction is a major factor which contributes to organizational development. The following are some of the dimensions of the measurement of job satisfaction as declared by researchers:Yuzuk(1959) describes that job satisfaction can be measured in terms of communication, work hours, fellow employees, accreditation, working environment, supervisor, and other descriptive factors. Also, Cross (1973) defines some measurement attributes such as organization as a whole, salary, promotion, nature of job, and supervisor and other employees. Further, Scarpello and Campbell (1983) state the measurement dimensions as nature of work, employees’ control over the work, quality of the working condition, supervisor, co-workers, and rewards and incentives. In addition, Khaleque and Rahman(1987) define some of the attributes of measurement of job satisfaction as working hours, nature of work environment, workers, accreditation, nature of the job, incentives, benefits, and supervision.

2.5.1.1 Studies on job satisfaction as a mediator

In the present study, job satisfaction acts as a mediator within the conceptual framework. It has been the main focus in the organizational literature, which is based on the theories and models. But only a limited number of studies are done on the mediation of job satisfaction with respect to an organization. For instance, Yee et al., (2008) conducted an empirical study on the importance of employee job satisfaction which enhances customer satisfaction in high service sector industries. Their results suggested that job satisfaction plays an important role in enhancing organizational performance and is influenced by the social interactions within the organization. According to Trivellas and Santouridis(2016), job satisfaction when acts as a mediating factor significantly affect the organizational commitment, and also employees who get contented with their benefits, rewards, acknowledgement, and opportunities tends to develop a strong inclination towards the organization. Similarly, Banjarnahor et al.,(2018) conducted a study on the role of mediation of job satisfaction on leadership style and organizational commitment of headmasters in schools and suggested that job satisfaction have a significant effect on the organizational commitment, but job satisfaction as a mediator does not affect the directive leadership style in a positive manner. On the other hand, job satisfaction acts as a positive mediator between participative leadership and organizational commitment to enhancing organizational performance. Also, Uzun, et al., (2017) affirmed that job satisfaction plays a fully mediating role between the employer and the employees. Social exchange theory and theory of equity when applied in evaluating the relationship between the employee and employer is influenced by the quality of working condition, and the behaviour of employees is maintained in such a way that it enhances the productivity of the organization. Therefore, employees may be disappointed when the working conditions did not meet their expectations. Also, these theories imply that the positive and negative behaviour of the employees seems to emerge from the organization which is based on the treatment of employees by the superiors and working conditions. Moreover, these theories indicate that job satisfaction acts as a mediator between employee behaviour and organizational environment. Also, factors which influence the job satisfaction needs to be considered to evaluate the organizational experiences(Crede et al., 2007).

Based on a study by Robbins and Judge (2011), having more satisfied employees at the organizational level will lead to greater productivity compared to organizations with less satisfied workers. It has been recognized that happier employees appear to be more successful, innovative, and dedicated to their employers. In addition, Robbins and Judge (2013) also described job satisfaction as positive feelings about a job as a result of an assessment of its characteristics. Anindividual with a higher level of job satisfaction has a positive feeling for his or her job, while a low-level individual has negative feelings.

Furthermore, Abdallah et al., (2007) conducted a research study to explore the interrelationships between the three behavioural dimensions of work engagement, job satisfaction, and organizational commitment. A structural model wastherefore developed to discern the interactions between these constructs and explore the mediating effect of job satisfaction on the relationship between job satisfaction and organizational engagement. A survey-based questionnaire was formulated to test the saidmodel based on a sample of 315 employees working in twelve out of twenty-sixbanks operating in Jordan's capital city, Amman. In addition, job satisfaction has shown to be linked positively to organizational commitment. However, job satisfaction mediated the relationship between work participation and organizational commitment in a constructive and significant way.Moreover, organizational commitment is also having a positive influence on organizational citizenship behaviour. Furthermore, (Najafi et al., 2011)includes variable organizational citizenship behaviour.It is not only organizational engagement but also psychological strength and organization of justice, job satisfaction as a mediator of organizational citizenship behaviour.

The intention of this study is to examine the relationships between human resource development (HRD) activities, top management support, and attitudes of employees (job satisfaction and organizational commitment)withintheKoreancontext. Data was collected from the Korean Human Capital Corporate Panel survey, from which about3,899 responses were analyzed from 159 large companies through the implementation of hierarchical multiple regression analysis and regression-based path analysis. The findings showed that efforts to develop human resources positively impacted organizational engagement through job satisfaction.However, job satisfaction had a moderated mediation effect on the HRD activities relationship and top management guidance on organizational involvement. Subsequently, support from the top managementmoderates the relationship between HRD efforts and attitudes of employees so that increased management support for HRD efforts improves work satisfaction and organizational commitment of employees(Lee et al., 2018). Moreover, study aimed at revealing the mediating role of job satisfaction between organizational commitment and employee engagement as consequent of perceived CSR. This study has adopted a questionnaire based survey to collect data from 736 faculty members of higher education institutions. The results of the study revealed that perceived CSR positively influence employees engagement and employee commitment towards their organization. However, there was a partial relationship found between perceived CSR positively influence employees engagement and employee commitment when mediated by job satisfaction.

From the above studies, it is evident that most of the studies have examined the mediating role of job satisfaction significantly affecting the organizational commitment. From, these studies, a quite a lot number of factors have been proven that job satisfaction mediate the relationship between internal communication and favorable organizational outcomes. Thus, job satisfaction leads to employee engagement and is an antecedent of employee engagement. For instance, Brunetto et al. (2012)resulted that there is a impact of job satisfaction on employee engagement and the employee engagement is predicted by well-being and job satisfaction. Several studies have shown that there is a positive influence of effective internal communication on job satisfaction(Hayase, 2009). Moreover, previous studies have also revealed that workplace happiness will lead to employee engagement which is measured by shaping the organizational commitment and job satisfaction levels(Biswas & Bhatnagar, 2013). Further, employees who are satisfied are bound to feel committed to the organization which in turn leads to employee engagement. Moreover, job satisfaction has been found to have positiveintentions, workplace attitudes, behaviours, and performance (Bednarska & Szczyt, 2015). Literatures has also revealed that satisfaction at work is a strong determinant of organizational identification and commitment (Efraty & Sirgy, 1990; Chen, 2007; Back et al., 2011) and organizational performance (Hwang & Der-Jang, 2005; Yee et al., 2011). Thus, this study has adopted job satisfaction as a mediator in order to measure the impact on employee engagement with different work related behaviours.

2.5.2Organisational commitment

Organizational commitment is commonly defined as a measure of psychological inclination of the employees in an organization (Lambert, 2003; Mensah et al., 2016).Some of the definitions of organizational commitment, otherwise referred to as affective commitment as defined by researchers and experts, are presented in the below table.

Table 2: Definition of Organizational commitment

|  |  |
| --- | --- |
| **Author** | **Definition** |
| Kanter (1968) | Organizational commitment as ‘cohesion commitment’ and defined it as “the attachment of an individual's fund of affectivity and emotion to the group.” |
| Porter et al., (1974) | Organizational commitment as the ability of the employees and the level of involvement of employees in an organization |
| Buchanan (1974) | Organizational commitment as the attachment of employees with respect to the organizational goals and objectives. |
| Meyer & Allen (1991) | In addition, define affective commitment as a feeling of involvement and identification of the employees in an organization |
| Kossek et al. (2011) and Cohen (1993) | It as the positive devotion of the employees that they possess and work for the attainment of organizational goals. |
| Meyer & Herscovitch (2001) | It as commitment with respect to emotional, normative and continuum aspects |
| Clugston (2000) | Affective organizational commitment as the relationship and behavioural aspects of the employees towards the organization. |
| Akintayo (2010) | The extent to which the employee feels dedicated to the organization |
| Nobarieidishe, et al (Clugston, 2000), | Affective commitment as the degree of accreditation and involvement of the employees in an organization. |

Three-component model

In general, organizational commitment comprises three major components such as (i) employees’ absolute belief and trust over the organizational values and objectives, (ii) putting in all the maximum efforts to enhance the productivity of the organization, and (iii) maintaining a strong commitment with the organization (Öztekin et al., 2015). Till date, the three-component model is one of the most adopted models for evaluating organizational commitment.(Meyer et al., 1990).Meyer and Allen, (1991)and Meyer and Herscovitch(Meyer & Herscovitch, 2001) established the three-component model of. The three major dimensions oforganizational commitment are affective commitment, continuance commitment, and normative commitment. .

Affective commitment

Continuance commitment

Normative commitment

**Organizational commitment**

Figure 3: Dimensions of organizational commitment

First is the affective commitment proposed by Allen and Meyer (1990) which comprises aspects such as (i) the establishment of psychological inclination towards the organization, (ii) affiliation with the company, and (iii) prolongation of employment in the organization.

Figure 4: Affective commitment

When employees develop an emotional inclination towards the company, the employees tend to be motivated and work progressively towards the productivity of the organization (Allen & Meyer, 1990)*.* Second is the continuance commitment as positedby Meyer and Allen (Allen & Meyer, 1990)and is based on Becker’s side-bet theory. In accordance with this theory, when an employee stays in an organization for several years, he/she tends to gain a set of investments such as experience, work-oriented knowledge, and organizational skills which cannot be lost at any expense. Also, it has been evident that employees develop a state of continuance commitment only when the cost of leaving the enterprise is too high (Allen & Meyer, 1990)*.* Final and the third component of the model is normative commitment propounded by Meyer and Herscovitch(Meyer & Herscovitch, 2001). Since only limited research is done in the normative commitment, Allen and Meyer (Allen & Meyer, 1990) and Randall and Cote,(1991) tried to differentiate affective and continuance commitment. Normative commitment is the feeling of employees to stay in the organization and feel obligated towards the firm with respect to the investment of the firm in terms of money, time, and services (Randalls & Cote, 1991).

Factors which affect organizational commitment would include poor performance, decreased effort in achieving the desired outcome, and turnover intentions of the employees. Also,the reduced motivation of the employees contributes to these factors, which in turn reduce the organizational performance and its productivity. The low motivation of employees is a representation of reduced organisational commitment (Sinem Aydogdu, 2011). Therefore, the commitment of employees not only strengthens job performance but also increases the commitment towards employment. Moreover, every organization should take organizational commitment as its core objective and needs constant enhancement (Sungu et al., 2019)*.*

2.5.2.1 Studies on organizational commitment as a mediator

Organizational commitment is employee involvement and loyalty to an organization, and it is gaining more importance in today’s changing business environment.In general, organizational commitment, when acts as a mediator provide a positive effect on job satisfaction and organizational performance. Much of the studies focus on the mediation of organizational commitment relative to the leadership skills and job performance of the employees in an organization. Industry research has found that, compared to other generations, Millennials are less risk-averse and more inclined to seek job stability (Howe, 2014). Open communication strengthens employees’ commitment to their organization and helps reduce the likelihood that they will look for new employment opportunities outside of the organization (Meyer & Allen, 1997). This should be particularly relevant to early-career workers such as those in the Millennial Generation. In meeting the communication needs of Millennials, organizations are likely to improve how members of this generation view their relationship with their employers.

Chi et al.,(2018) conducted a study among the employees in a private sector firm and the findings of the study shed light on the role of organizational commitment as a mediator between the relationship between perceived organizational support and job satisfaction. Due to the important role of employees’ commitment and satisfaction in improving employees’ behaviour, it’s essential for an organization to measure the organizational commitment and job satisfaction levels to have them reach their goals and benchmark with other organizations.

Alzayed et al., (2017) formulated a conceptual model to evaluate the mediating effect of affective commitment on organizational justice and organizational citizenship behaviour. Likewise, Saks (Saks, 2006a) conducted an important study among 102 employees working in a variety of jobs and organizations in Canada to test a model of the antecedents and consequences of job engagement and organizational engagement-based. The study found that employee engagement represents a mediating role in the relationship between the precursor (job characteristics, perceived organization support, perceived supervisor support, rewards and recognition, procedural justice, and distributive justice) and consequences of engagement (job satisfaction, organizational commitment, intention to quit, and organizational citizenship and behaviour).

A study done by Mustapha et al(2010) examines the mediating role of multidimensional organizational commitment concept in determining the relationship between Big Five personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness) and job performance. A conceptual framework has been developed with multidimensional organizational commitment as a mediating variable linking the personality-performance relationship. It is hypothesized that affective commitment will mediate the relationship between extraversion and job performance. Affective commitment will also mediate the relationship between conscientiousness and job performance. It is also hypothesized that continuance commitment will mediate the relationship between neuroticism and job performance. Using a similar assumption, Tumwesigye(2010) also found that organizational commitment moderates the relationship between perceived organizational support and intention to stay.

Dappa et al., (2019) conducted a study which aims at improving the understandings of the relationship between transformational leadership style and employee job satisfaction, considering the gender as the moderator and perceived organizational politics and perceived organizational commitment as mediators among the banking sector employees in North Cyprus. The data were collected through a self-completed questionnaire which was distributed randomly to bank employees in five districts of North Cyprus in 2018. A total of 400 questionnaires were returned and utilized to conduct regression analysis which suggested a positive relationship between transformational leadership and employee satisfaction. The findings also indicated that the perceived organizational politics and organizational commitment did play a mediating role in the relationship between transformational leadership style and employee satisfaction. Perception of organizational politics and perceived organizational commitment have an impact on the overall employees’ satisfaction.

Paul et al. (2016)conducted a study to provide empirical evidence for the positive relationship between resilience and Organizational Citizenship Behavior (OCB). Also, the results emphasize that resilience influence organizational commitment, as well. As hypothesized, results have also supported the mediating effect of organizational commitment in the relationship between resilience and OCB, explaining the underlying mechanism of resilience-OCB relationship. The mediation is partial, which means that resilience influences OCB directly as well as indirectly through organizational commitment.

Kavuludi et al.(2016)assessed the mediating effect of employee commitment on the relationship between incentives and employee performance at Agriculture Development Corporation (ADC). The study was guided by the following objectives: To assess the mediating effect of employee commitment on the relationship between incentives and employee performance, (a)to assess the mediating effect of employee commitment on the relationship between monetary incentives and employee performance. (b) to assess the mediating effect of employee commitment on the relationship between non-monetary incentives and employee performance. The study adopted the Maslow hierarchy of needs theory. The findings of the study indicated that monetary and non-monetary incentives positively influenced employee commitment and employee performance and employee commitment partially mediated the relationship between incentives and employee performance. Therefore, incentives play a crucial role in employee performance.

Azeem(2010) investigated the nature of relationships and the impact of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment. A sample consists of 128 employees from the service industry selected randomly. Employees were given a Job Descriptive Index (JDI) questionnaire and the Organizational Commitment Questionnaire (OCQ). Pearson’s product-moment correlation coefficient and multiple regression analyses were used to analyze the data. The Results of the study show that the mean values of job satisfaction and organizational commitment are onthe moderate side. A moderate significant positive relationship was found among job satisfaction facets, demographic factors, and organizational commitment. Supervision, pay, overall job satisfaction, age, and job tenure were the significant predictors of organizational commitment.

According to Li et al.(2017), SET can be applied, which perceives the organizational support and enhances the behaviour of the employees with the supervisors. Also, Lee and Jeong, (2017) affirmed that job security and turnover intention of employees when mediated by organizational commitment, it significantly reduced the turnover intention of employees and increased the job security in an organization. With respect to self-leadership, organizational mediated the leadership style and has a direct influence on job satisfaction of the employees (Choi & Kim, 2014). A study by MacLeod and Clarke (2009) revealed that good quality internal communication improves engagement in private, public and voluntary sector organizations. On the other side, Bedarkar and Pandita,(2014) stated that poor communication reduces engagement . As per the model developed by Welch (2011), organizational commitment is an antecedent of engagement, and positions aspects of leadership communication by senior management in relations to employee engagement. In the model, communication represents a type of psychological need that the organization should satisfy in order to increase employee engagement, and aspects of internal corporate communication are positioned as antecedents of engagement variables. When communication mediates engagement, the outcomes of the organization are significantly improved and help employees to understand the changing organizational environment. Moreover, the communication channels also play a significant role in enhancing job satisfaction and organizational commitment. And also, higher levels of organizational commitment are seemed to be effective from experienced employees with higher levels of job satisfaction. Hence , organizational commitment is adopted as mediating variable in this study .

2.5.3 Communication Satisfaction

Researchers have stated several definitions for communication satisfaction. For instance, Thayer,( 1969) defined the term as *“the personal satisfaction a person experiences when communicating successfully”* . Redding (1972) in an analysis of several studies, reported that communication satisfaction is to refer to the overall degree of satisfaction an employee perceives in the total communication environment. Downs and Hazen's (1977) and Downs' (1990a) research indicates that communication satisfaction is a multidimensional construct. Communication satisfaction, “the satisfaction with various aspects of communication in an organization” (Crino & White, 1981). The relationship is one of antecedent (communication practices) and consequent (communication satisfaction). Communication satisfaction is an employee’s affective appraisal of the organization’s communication practices and is a multidimensional construct. Though the exact number of dimensions that comprise communication satisfaction is not known, eight are routinely identified: (1) communication climate; (2) communication with supervisors; (3) organizational integration; (4) media quality; (5) horizontal and informal communication; (6) organizational perspective; (7) personal feedback; and (8) communication with subordinates. This is likely due to the prevalence of use of the Communication Satisfaction Questionnaire (CSQ) (Downs and Hazen, 1977). It has been suggested that the CSQ is “arguably the best measure of communication satisfaction in the organizational arena” (Clampitt & Downs, 1993). Communication satis/action plays a very crucial role in achieving employee engagement in organizations. It becomes even more significant and relevant in the context of the recent global crisis wherein organization's focus on employee engagement was high and was aimed towards employee retention and motivation, using the second-generation analytical technique(Iyer & Israel, 2012). However, communication satisfaction is the personal satisfaction experienced when communicating successfully to a person. It is defined as an individual’s satisfaction with different aspects of communication in an organization (Thayer, 1969).

2.5.3.1Studies on Communication satisfaction as a mediator

A study done by Alhassan et al. (2017) explored the relationship between communication satisfaction and job satisfaction. They showed that there was a strong positive correlation between communication satisfaction and job satisfaction and there were statistically positive correlations. Further, Communication satisfaction has been proved to influence employee engagement and job satisfaction. Iyer and Israel (2012) found that organizational communication satisfaction has a positive impact on employee engagement. Various studies established a positive relationship between communication satisfaction, employee engagement, and job satisfaction. Companies which communicate effectively are likely to have higher levels of employee engagement than companies which communicate less effectively. Additionally, Wagenheim and Rood (2010), agreed that there is a positive relationship between communication satisfaction and job satisfaction. Satisfaction and happiness are positively related to better performance and communication satisfaction affected job performance. Communication satisfaction has received considerable attention because improving communication satisfaction can improve employee satisfaction, engagement, and performance. Many researchers have studied the crucial role of communication satisfaction in order to gain advantages for organization development(Pongton & Suntrayuth, 2019).

Communication satisfaction is not only the factor that asses performance at formal level, but also it increase the employees’ ability to perform beyond expectation (Kandlousi et al., 2010). Hence, it plays key role to increase several positive factors that are related to desirable performance indicators (Tsai et al., 2009), such as, membership satisfaction (Taylor, 1997), employee productivity (Clampitt & Downs, 1993), organizational commitment (Ahmad, 2004; Varona, 1996) satisfaction with work relationships (Hunt et al., 2000), and job satisfaction (Bakanauskien et al., 2010; Pettit et al., 1997). some authors such as Hecht (1978) earlier proved that in order to meet the expectations and objectives in organizations, communication satisfaction serves as an important factor in this direction Finally, Downs (1990b) indicated that perceived positive communication relationship with the supervisors was the cause of employees’ satisfaction. Communication satisfaction further reduces role stress among employees (Downs et al., 1990). Moreover, it raises superior-subordinate attraction as well as, reduces conflict and negative stereotypes among individuals (Chan & Wu, 2009). For the purpose of the present study and in accordance to previous literature communication satisfaction is considered in the present study in order to examine its moderating role between organizational communication and employee engagement.

2.6 Studies on organizational communication leading to job satisfaction , organizational commitment and Communication satisfaction

Effective communication is one of the major components in an organizational activity, which is because the organization is striving to achieve its targets with the limited use of resources. In addition, when employees are dedicated to their job, they are more likely to spend time securing and transferring vital information such as company policies, customer feedback, employee feedback, and important tasks and instructions. Moreover, the communication channels also play a significant role in enhancing job satisfaction and organizational commitment, and the type of approach whether top-down and bottom-up approaches being implemented in an organization has a significant effect on the job satisfaction of employees (Giri & Pavan Kumar, 2010). Apparently, employees in an organization need to possess good communication skills to establish a good relationship between organizational communication and job satisfaction, thereby increasing the productivity of the organization. Therefore, significant importance needs to be provided to achieve greater success(Ehlers, 2003).

Some of the early researchers focused on the relation between job satisfaction and organizational communication. They highlight the fact that organizational communication and its factors have a significant influence on job satisfaction and organizational commitment. Smidts et al.,(2001) suggested that vertical communication in an organization has stronger predicting capability than horizontal communication, which is due to the fact that uncertainty in information can be considerably reduced and the goals and mission of the organization are communicated properly. Also, in vertical communication, employees can differentiate the characteristics of the organization when they are well-informed about the important decisions taken. Therefore, vertical communication leads to better job satisfaction among the employees.

The following studies emphasized the influence of organizational communication on job satisfaction, communication satisfaction and organizational commitment in specific industries globally.

A study was conducted by Giri and Pavan Kumar (Giri & Pavan Kumar, 2010) on the impact of organizational communication on job satisfaction and organizational performance in specific Indian organizations by implementing organizational communication scale (Roberts & O’Reilly, 1974), Job Satisfaction Survey scale (Spector, 1985) and Job Performance scale (Rodwell et al., 1998). The findings of the study revealed that organizational communication has a remarkably positive relationship with job satisfaction and job performance and openness in communication has a big impact on altering the structure of organizational communication. Also, openness in communication enhances the transparency of flow of communication among the employees Further, Raina & Roebuck, 2016) conducted a quantitative study on the importance of top-down communication and its relation with organizational commitment and employee turnover intention in the Indian Insurance sector. It is clear that the employees of the present generation are highly dependent on sophisticated technological tools for communication and also, they expect their supervisors and managers to have personal face-to-face contact with the employees.

In the airline industry, it is the duty of the supervisors to ensure there is effective communication flow as it was found that organizational communication has a positive relationship between job satisfaction and organizational commitment. Moreover, supervisors have to identify the suitable mentoring programs which will enhance communication. Further, Carrière and Bourque,(2009) conducted a study on the relationship between organisational communication practices, job satisfaction, and organizational commitment on the land ambulance services. The findings suggested that managers will not be able to encourage job satisfaction and organizational commitment until the values of employees are appreciated when the tools for communication are formulated. When the satisfaction of employees is improved, a right measuring instrument tool for communication needs to be developed with respect to the changes in the environment.

Similarly, a study conducted by Akpinar et al.,(2013), in which the impact of organizational communication on job satisfaction and organizational commitment in small businesses in Kocaeli Province in Turkey. In general, it was found that organizational communication affects job satisfaction, trust and commitment, and justice within a company. The measurement of organizational success is dependent on the perception of job satisfaction and communication aspects. Therefore, organizational communication and organizational commitment are substantial factors which influence organizational productivity. In accordance with the findings of this study, the perception of job satisfaction and organizational communication plays a major role in the intensification of organizational commitment and isfound to have a positive relationship with one another. And also, higher levels of organizational commitment are seemed to be effective from experienced employees with higher levels of job satisfaction.

The efficiency of organizational communication is based on how certain the information is and how well it creates and maintains a social relation when negotiated. In addition to this, the exchange of feedback can be considered as interpersonal in enhancing the communication and work commitment of employees(Femi, 2014).The following studies highlight the significance of the certainty of information and feedback systems in an organization, which can effectively lead to organizational change and growth. Christensen, (2014) conducted a study to formulate and test a set of factors of organizational communication that can be used for setting up organizational changes. The findings of the study implied that the factors of communication in an organization are influenced by the central leadership, the social contract which is in turn influenced by the changes that happen in an organization.

According to Ahmad et al., (2018) investigated the consequences of effective communication in a changing organizational environment. Organizations that face changes in the environment affect the pervasive element. In addition to this, organizations need to have successful tools to handle the changes. And also, employees need to be allowed freely to analyse the problems in the organization. This freedom for employees enhances organizational commitment and encourages them to work towards the set target. The employees are considered as assets of a company, and it is the duty of superiors to listen to the feedbacks and solve their problems. Further, it is important to reduce job insecurity and create a sense of community so that workers can feel their responsibilities. The need for reform and its rewards will inspire employees to take part in and execute the changes in the program. Therefore, it is important for improving two-way communication between the leader and the workers. This had arisen in the company as the chief comprehends with his staff is in strong contact. Therefore, companies should consider effective communication as an important factor during the change in the organizational environment to improve the productivity of the employees involved. Another study conducted bySuliman & Al Kathairi, (2012)suggested that organizational commitment influences the performance of the employees positively, thereby increasing the commitment of employees towards the company. Similarly, Pettit Jr. et al., (1997) insists on the significance of having feedback systems in organizations which paves the way for knowing the problems faced by the employees and also the level of participation in achieving the organizational goals. Depending on the nature of feedback, organizational commitment and job satisfaction vary accordingly while Ayrancı(2011) examines a different approach where the level of communication of business owners affects job satisfaction and determines the organizational performance.

Further, managers in an organisation play a remarkable role in ensuring proper communication flow and that the employees are satisfied. The following studies highlight the significance of managers in an organization mediating between job satisfaction and organizational commitment. Managers who are poor in communicating with their employees often promote unhappy and unsatisfied customers which affects their productivity. Therefore, Indian managers need to have a good tolerance level when communicating with the employees and recommend good guidance programs which will help in building a mutual understanding relationship between the manager and the employees. In addition to this, timely and accurate information needs to be transmitted throughout the various levels of employees which can be communicated in the form of circulars, notices, and emails. When the employees understand the big picture of the organization, they tend to be motivated in achieving the assigned target. Further, the findings from the study revealed that downward or top-down communication has a positive relationship between employee satisfaction and organizational commitment and significantly reduces the turnover intentions of the employees. Moreover, upon planning internal communication, the managers need to be aware of the organizational changes which happen as a result of adopting distinct strategic communication channels(Gomes, 2009).

On the contrary, certain research studies examined the mediation effect of organizational communication in influencing job satisfaction and organizational commitment. Bedarkar and Pandita(2014) suggested that organizational commitment as an antecedent of employee engagement which is mediated by internal communication. Similarly, Carrie's& Bourque(2008)conducted a research study at the University of Ottawa, Canada,to examine the impact of organizational communication on job satisfaction and organizational commitment when mediated by communication. From the results, it was evident that managers are the important actors in the organizational hierarchy who plays a significant role in communicating the necessary information, which is highly valued by the employees.

In some cases, organizational communication can sometimes have a negative impact on organizational commitment. Further, a study conducted by Duangekanong et al.(2010)examined the quality of internal communication on employee productivity along with organizational commitment and job satisfaction in a manufacturing company in Thailand. It was evident from the study that structure, flow, information, and environmental elements have a strong positive impact on perceptions of internal communication efficiency, but no significant effect on communication style. The factor employee resistance doesn’t seem to have a negative impact on the quality of internal communication. Also, the quality of internal communication seems to have a considerable effect on affective, normative, and continuous commitment except for negative impact on continuance commitment. The negative effect of internal communication on continuance commitment is because of the absence of compelling reasons to remain with the organization. Also, people tend to show high levels of commitment to stability only when the motives to stay in an organization seems less dangerous than leaving. Therefore, the negative opinion of the company's internal communication efficiency will be associated with an individual with a high level of commitment to continuity. Salary and rewards satisfaction and promotion opportunities are not generally strongly influenced by contact, although they may be indirectly impacted. On the contrary, employees will be influenced by the quality of internal communication on their capacity and satisfaction with the work. Workers will also see the impact of the level of internal communication in their relationships with managers and co-workers, as interpersonal communication is one of the core elements of co-worker relationship development. Likewise, when internal communication in an organization is poor, it reduces organizational commitment, which results in the reduction of employee commitment, loyalty, and motivation (Yousef, 2000).

Joung et al.,(2015) investigated the correlation between internal market practices, job satisfaction, organizational commitment, and turnover intention in the foodservice industry. The findings revealed that effective communication in an organization plays an important role in conveying the vision and mission of an organization which enhances the productivity of the organization as a whole. In the present business world, communication is one of the important aspects of organizational activity. Similarly, Femi, (2014) conducted a descriptive survey study to investigate the relationship between organizational communication and performance of employees, organizational commitment, and productivity in selected organizations including Andos Water; Hans Finest Solution, Mickelyn Petroleum and Soyebode Engineering Resource Limited in Lagos State, Nigeria. From the findings of the study it was evident that when managers communicate with the employees on a regular basis, employees’ commitment and performance are remarkably improved indicating that effective communication in an organization improves its productivity. Also, it was evident from the findings that job satisfaction, performance, and turnover intentions of the employees are controlled by organizational communication. Further, according to Ozturk et al.,(2014), effective organizational communication is a key factor for organizational success since it has a positive influence over job satisfaction and organizational commitment. They conducted a study in the hospital industry, and it was found that internal communication enhances job satisfaction among the co-workers, i.e. when the superiors and co-workers maintain a mutual understanding relationship the rate of turnover intention significantly decreases.Similarly, Yeh,(2014) conducted a study by investigating the potential of downward communication and its relationship with organisational commitment, job satisfaction, and turnover intention among the female workers of the airline industry.

Goris (2007) investigated the moderating influence of communication satisfaction on individual-job congruence, job performance, and job satisfaction. Individual-job congruence is defined as the match between an individual’s needs and the characteristics of a particular job. Results indicated communication satisfaction was a significant moderator and predictor of job satisfaction. Carriere and Bourque (2009) investigated the relationship between internal communication practices, communication satisfaction, job satisfaction, and organizational commitment among 91 paramedics employed with a Canadian municipal land ambulance service. Using adapted versions of the Communication Satisfaction Questionnaire and the Minnesota Satisfaction Questionnaire, the researchers sought to determine if communication satisfaction mediated the relationship between communication practices and job satisfaction. The mediating effect of communication satisfaction between communication practices and organizational commitment was also explored. Significant positive relationships were found between communication practices and communication satisfaction. The research also revealed that communication practices affected job satisfaction and organizational commitment. From the literatures, it is evident that internal communication in an organization has a significant influence on job satisfaction and organizational commitment. Moreover, communication affects job satisfaction and organizational commitment in both a positive and negative way.

2.7 Studies on job satisfaction, organizational commitment and Communication satisfaction leading to employee engagement

Job satisfaction and organizational commitment are considered as important factors influencing employee engagement. The researcher categorized the present literature study into previous studies related to the relation between job satisfaction and employee engagement and the other category comprised the previous studies related to the relationship between organizational commitment and employee engagement. Many researchers discussed the fact that job satisfaction acts as a major factor in influencing employee engagement. Employee engagement can be characterized by three conditions, namely, the relationship with co-workers, relationship with managers, and relationship with the work (Cohen, 2013). The following literature studies focus exclusively on the relation between job satisfaction and employee engagement in different organizations globally.

A study conducted by Singh (2017) on examining the correlation between employee engagement and job satisfaction and the analysis of prominent job satisfaction factors ensuring employee engagement in the workplace. The results strongly support the relationship between job satisfaction and employee engagement and support the impact on employee engagement of job satisfaction. Dajani(2015) highlighted the importance of employee engagement and identified key drivers with a significant impact on employee engagement. It also stated that employee engagement mediates the relationship within the Egyptian banking sector between preceding variables and dependent outcomes. The second important indicator of employee engagement was organizational justice. This aspect can be explained from the SET viewpoint. It argues that relationships in the workplace evolve over time into trusting, cooperative, and reciprocal loyalty as long as all parties accept reciprocity or compensation rules involved. The relationship between employee engagement, job motivation, and job satisfaction and employee performance in the export and import department of the Indonesian Ministry of Trade in Jakarta was investigated by Tampubolon(2016). The study findings suggested that employee engagement and job motivation have a positive influence on employee performance. Also, job satisfaction has a positive influence on employee performance with job motivation as the dominant factor influencing performance(Tampubolon, 2016).

Further, a study conducted by Ang and Rabo (2018) is aimed to investigate the relationship between employee engagement and job satisfaction by utilizing the method of survey. The study comprised four job satisfaction factors such as career development, benefits, relationship management, and organizational environment. The findings suggested that career development, benefits, relationship management, and organizational environment had a positive affiliation with one another. Therefore, an increase in employee engagement is found to significantly increase job satisfaction. Also, the authors affirmed that factors such as revising organizational policies, management exercise, compensation, and incentive packages found to enhance job satisfaction and have a positive influence over employee engagement. Also, Lu et al.(2016) investigated the impact of the position of the employees as supervisors and in-line level employees on work-related attributes such as work engagement, job satisfaction, and turnover intention. The findings demonstrated that supervisors are more dedicated to work than line-level workers in terms of vigour, commitment, and absorption. Commitment exceeded tenacity and retention, irrespective of workplace responsibilities, in affecting employee satisfaction and turnover intentions. Although supervisors and managers are less likely to leave than employees at the line level, they are not generally happier with their employment than employees at the line level. Furthermore, Vorina et al. (2017) examined the relationship between employee engagement and job satisfaction in public and private organizations in Slovenia. In general, employee engagement is based on the motivational factor in an organization that has a direct impact on the organizational performance. The findings of this study revealed a positive relationship between employee engagement and job satisfaction. Also, Bryson(2018) suggested that employee engagement in an organization is influenced by four elements, namely, job flow, autonomous working, decision-making, and financial participation. These factors also directly influence the job satisfaction of the employees.

Harter et al.(2002) conducted a research based on 7,939 business units in 36 organizations in Gallup Workplace Audit (GWA; The Gallup Organization, 1992–1999). The organisations were based on financial, manufacturing, retail, services, transportation. found positive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction.The exchange of relationships in an organization shapes the job satisfaction of the employees, thereby influencing the organizational commitment.Rich et al. (Rich et al., 2010) highlights the fact that engagement is a motivational aspect. Second, work engagement was originally conceptualized as opposite to burnout construct, including three-dimension, namely, exhaustion, cynicism, and inefficacy. So work engagement and burnout share similar antecedents. Various studies identify vigorous associations between job satisfaction and burnout, where low job satisfaction increases burnout. Thirdly, engagement is a motivational concept. It is related to how individuals physically, cognitively, and emotionally connect to their jobs. Satisfaction is the result of needs gratification and employees will be motivated in their jobs to the extent they fulfill their needs. Hence, once the needs are fulfilled, i.e. the employees are satisfied with their jobs; employees are expected to become engaged with their work.

Moreover, Barden (Barden, 2017)performed a study to examine the relationship between employee engagement and job satisfaction in the Social Security Administration. In addition, the study was conducted as an analysis of the relationship between employee engagement and job satisfaction within the Administration of Social Security. Dedicated workers show initiative and are usually emotionally dedicated to their jobs. They align strategic priorities to advance the organisation. Higher productivity for the workforce, customer satisfaction, lower absenteeism, and turnover are all linked to increased employee engagement. Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept. Other researchers take job satisfaction as a part of the engagement, but it can merely reflect a superficial, transactional relationship that is only as good as the organization’s last round of perks and bonuses. Engagement is about passion and commitment—the willingness to invest oneself and expand.

Job satisfaction reveals a mediating relationship between employee work engagement and employee turnover intentions. Job satisfaction mediates and intensifies the impact of employee work engagement on turnover intentions among employees in the Banking Sector (Technol, 2015).It reveals the direct connection between employee engagement and organization culture and organization performance and proves that employee engagement is crucial for job satisfaction and employee loyalty and retention in the organization (Vipul Saxena & R. K. Srivastava, 2015).

The Society of Human Resource Management (SHRM) (2016)has done a survey on job satisfaction and employee engagement using 600 US employees and found that employees are more satisfied with the criteria of compensation/pay, job security, career development opportunities, relationship with immediate supervisor, job-specific training, level of autonomy, and independence with the current position and management recognition on employee performance. Employees are more satisfied with the criteria which directly or indirectly relating to the performance management system. Therefore, the performance management system plays a significant role in determining employee job satisfaction.

Barik and Kochar(2006b) extensive literature review concluded that employee engagement was a distinctive and exclusive concept different from commitment and job satisfaction; and that it united three parts—these being physical, involving physical labour during work, and displaying positive energy—emotional whereby an employee can connect individual ‘self’ and dedication with organisational objectives and cognitive which includes awareness, experience, and skills. Further, research summarised the development of the concept in terms of evolutionary waves characterised by a psychological state that is both dynamic and changeable.

Effectively implementing employee retention program by increasing employee engagement ensures that the employees are satisfied with their work, take pride in their work, report to duty on time, feel responsible for their job, feel valued for their contributions, and have high job satisfaction. As employees actively focus on their work, it increases the productivity levels in the organization and leads to improvement in several associated areas. Employee engagement ensures that the employees have a good understanding of their roles and responsibilities in the organization. Increasing employee engagement helps to develop an emotional connection, enthusiasm among the employees that promotes teamwork and healthy environment at the workplace(Mohanan et al., 2012)

Job satisfaction is a frequently studied discipline in work and organizational setup. This has been attributed to the fact that it is believed to influence the labour market behaviour and work productivity, work effort, and employee absenteeism and staff turnover. It is also an indicator of the overall individual well being as well as a good indicator of the intentions of employees to leave their current jobs(Gazioglu & Tansel, 2006). This has been attributed to the fact that it is believed to influence the labour market behaviour and work productivity, work effort, employee absenteeism, and staff turnover. It is also an indicator of the overall individual well-being as well as a good indicator of the intentions of employees to leave their current jobs(Josias, 2005).

The purpose of this research is to confirm the linkage of leadership style to job satisfaction, employee engagement, and employee performance of PTInterbat Bali Nusa Ambon. The population and sample in this study is the total population of 53 employees. The analysis technique used in this research is structural equation modelling (SEM) based on variance or component-based SEM, known as Partial Least Square (PLS). From the research result, it is found that leadership style has positive and significant effect on job satisfaction but it has no significant effect on employee engagement,and employee performance. But leadership style will affect employee's work through work mediation and employee engagement, i.e. higher job satisfaction of employees will increase employee engagement in work(Kertiriasih et al., 2018). The earlier-mentioned review of literature reflects that an employee may experience job-satisfaction on account of reasons and drivers which are linked to employee engagement. Garg et al.,(2018) conducted a study to investigate the correlation between job satisfaction and work engagement among the various levels of hierarchy in the private bank sector in India. The findings of the study revealed that employees who are highly satisfied withthe job are more engaged compared to the employees who are dissatisfied. Also, managers are more satisfied, and the relationship between job satisfaction and employee engagement was found to be moderately positive. Moreover, job satisfaction contributes to considerable variation in the level of employee engagement in the private sector banks in India and higher the level of job satisfaction higher the level of employee engagement.

Further, a study done by Iyer and Israel,(2012) examined the the relationship between various components of organization communication satisfaction and various components of employee engagement. The results indicate that organization communication satisfaction has a positive impact on employee engagement. The study findings have strategic implications for organizations with regard to laying a greater emphasis on increasing communication satisfaction through various human resource interventions, both at macro and micro levels in the organization. Another study done by Jaupi and Llaci,(2015)investigates into detail how communication practices impact the employee engagement and to what extent the demographic characteristics are related with employee engagement. The study results revealed that communication satisfaction dimensions strongly impact employee engagement. Various studies established a positive relationship between communication satisfaction, employee engagement, and job satisfaction (Iyer & Israel, 2012). From the literatures, it is evident that job satisfaction, communication satisfaction and organizational commitment impacts employee engagement. Moreover, communication affects job satisfaction and organizational commitment in both a positive and negative way.

2.8 Research gap

Previous studies have extensively focused on internal organizational communication (Nantes, 2017; Karanges et al., 2015) and few studies have focused on the relationship between job satisfaction and employee engagement (Simsek & Forces, 2015; Pang, 2014; Mishra et al., 2014). Furthermore, some studies reveal that organisational commitment and job satisfaction have a significant positive relationship (Brown & Peterson, 1993; Hunt et al., 1985; Kotzé & Roodt, 2005). Moreover, previous literature agrees that satisfaction results in organisational commitment (Huang et al., 2012). On the other hand, it was revealed from the previous studies that communication satisfaction plays key role to increase organizational commitment (Ahmad, 2004; Varona, 1996) and job satisfaction (Pettit et al., 1997; Bakanauskien et al., 2010). However, many researchers highlight the significance of internal communication and employee engagement relationship, but its relationship has not been tested empirically with the mediating effects of job satisfaction, communication satisfaction and organisational commitment in the Indian context despites its important in the workplace.Moreover, top-down and bottom-up aspect of internal communication within the organization with respect to employee engagement has not been studied in the Indian context, specifically in the publishing sector. Furthermore, quantitative and qualitative methods were not combined in this context. Thus, this study explores the relationship between top-down &bottom-up communication and employee engagement, with the mediating effect of job satisfaction,communication satisfaction and organizational commitment and their impacts using survey and interview methods to get in-depth insights.

2.9 Conceptual framework

Based on the review of the previous studies and gap in the literature, the below conceptual model and hypothesis are developed for the present study.

Figure 5: Conceptual Framework

* H1: There is a relationship between top-down and bottom-up communication and employee engagement, job satisfaction, organisational commitmentand communication satisfaction.
* H2: There is a positive impact of top-down communication on employee engagement.
* H3: There is a positive impact of bottom-up communication on employee engagement.
* H4: There is a positive impact of top-down communication on employee engagement when mediated by job satisfaction, organisational commitment and communication satisfaction.
* H5: There is a positive impact of bottom-up communication on employee engagement when mediated by job satisfaction, organisational commitment and communication satisfaction.
* H6: The relationship between top-down communication and employee engagement is moderated by age, gender, and experience.
* H7: The relationship between bottom-up communication and employee engagement is moderated by age, gender, and experience.

2.10 Summary

Thus, this chapter provides insight into the previous literatures and research studies done on the impact of top-down and bottom-up communication on employee engagement with job satisfaction, organizational commitment and communication satisfaction as mediators in the Indian Publishing sector. Based on the exsisitng gap in the literature, theconceptual framework is formedand hypothesis are framed which are tested using the research methods proposed in the next chapter.

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