

## THE RELATIONSHIP BETWEEN INTERNAL COMMUNICATION AND EMPLOYEE ENGAGEMENT AT FAVOURITE DESIGN SDN. BHD., MUAR, JOHOR.

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### Abstract

Internal communication is an important mechanism to build trust and commitment which can lead to employee engagement. The main objective of this study is to examine the relationship between internal communication and employee engagement at Favourite Design Sdn. Bhd., Muar, Johor. This study also determines the level of internal communication and employee engagement. The methodology used is the quantitative data approach. The set of questionnaires were distributed to a sample of 140 respondents from 8 main departments excluding the Head of Department and the supervisors. The findings of the study showed that both levels of internal communication and employee engagement are high. Besides, there is a strong positive relationship between both variables. In conclusion, this organization practices effective internal communication and employee engagement is excellent due to positive internal communication. This study is useful to help this organization, future researchers and others to be knowledgeable in the field of the study.

Keywords: *Internal communication, employee engagement*

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### 1.0 INTRODUCTION

Employee engagement is recognized as a powerful source of competitive advantage. The importance of engaging and motivating employees is getting more prominence over the years (Bedarkar & Pandita, 2014). According to Thakur (2014), in today's competitive marketplace, employee engagement has to become a critical success factor in every business. This is because engaged employees are motivated and strive to achieve organizational goals and objectives (Simha & Vardhan, 2015). Organizations could use their engaged employees as a tool of strategic competence to withstand long-term sustainability and attain a competitive advantage over other organizations. Therefore, the CEOs, HR and business leaders today are now expected to think of better ways on how to ensure their employees are not only physically fit but also mentally and emotionally check in to the organizations.

Based on the previous research, it is found that there are many key drivers of employee engagement such as effective communication, work-life balance, good leadership, an opportunity for professional advancement, organizational supports and recognitions (Swaminathan & Aramvalathan, 2013). Among these factors, the effect of communication within an organization in influencing employee engagement still requires deeper collaborations and discussions. Therefore, in this study, the role of internal communication in harnessing employee engagement is examined.

In this context, strong internal communication can help build trust and commitment with employees, which in turn leads to employee engagement (Mishra, Boynton, & Mishra, 2014). According to Mishra *et al.* (2014), effective internal communication must be adapted to inform employees about the organization's vision and mission in order to enhance employee engagement. Meanwhile, Welch (2011) also proposed that communication can be an effective tool to convey organizational values to encourage more engaged employee involvement in the achievement of organizational goals. Hence, management must be alert to utilize every opportunity and appropriate communication channel to reinforce and recognize the organizational commitment to employee engagement (Smith, 2017). Communicating for engagement requires a clear, consistent message with the appropriate level of information with openness and honesty. As asserted by Smith, Peters, and Caldwell (2016), this is an important management tool for employee engagement.

Although employee engagement is gaining significant influence in recent years, the engagement level among employees is on a serious declining stage as the percentage of actively disengaged employees increases substantially (Gallup, 2013). Some undesirable outcomes of disengagement are brought such as negative job attitude, lack of trust, the absence of teamwork, high rate of turnover, low productivity and others (Allam, 2017). Hence, employee engagement has become a

high priority for organizations worldwide. According to ErajeshvariePillay (2018), sixty percent of employees feel that the organization lacks transparency and the instructions are not clear and untimely communicated. This leads to low self-esteem and has reduced the level of engagement and commitment by the employees in the effort of achieving organizational goals and objectives. This will then affect the quality of the work as they lack relevant information which should be communicated to them by management. Therefore, it raises the issue of poor internal communication leads to a lower level of employee engagement. Poor internal communication can be harmful to organizational effectiveness and internal relationships if the employees do not receive information that is useful or relevant to them (Welch, 2012). This issue needs to be addressed by organizations since employee engagement is the key to attaining higher organizational performance which are translated into clever innovation, increase productivity, improve profitability, and higher customer satisfaction (Saxena, Rachna, & Bajpai, 2015).

Favourite Design Sdn. Bhd. faces similar challenges in making sure their employees are engaged at work. Data showed that this organization faces the problem of repeated errors which affects their productivity and organizational performance. They have found such errors, for example, in 4 out of 5 cartons of their products noted the same problem. Hence, it drags their time in effectively deliver the products to their customers on time. These repeated errors can be argued as a sign of lacking passion, enthusiasm, and concentration among the employees. Therefore, it shows that some of their employees do not engage in their work roles which causes the occurrence of errors. This arises the need for Human Resource practitioners to take into consideration the seriousness of these issues. A clear understanding of internal communication can lead to higher employee engagement (Kang & Sung, 2017). Hence, the researcher highlights the importance of internal communication in this study and emphasizes the relationship between internal communication and employee engagement.

### **Research Objectives**

The research objectives are as follows:

- i. To determine the level of internal communication at Favourite Design Sdn. Bhd., Muar, Johor.
- ii. To determine the level of employee engagement at Favourite Design Sdn. Bhd., Muar, Johor.
- iii. To examine the relationship between internal communication and employee engagement at Favourite Design Sdn. Bhd., Muar, Johor.

## **2.0 LITERATURE REVIEW**

### **Internal Communication**

Internal communication is defined as the exchange of information from both informal and formal between management and employees within the organization (Balakrishnan & Masthan, 2013). It acts as a strong weapon to provide informational support to employees and becomes one of the primary factors for engaging employees within the organizations (Vora & Patra, 2017). The employees need to be aware, know, and comprehend the organizational information in the same way as the organization did. Hence, the employees will hold the same value and understand the organizational information in the same way. As a result, they focus on the same mission in order to achieve common goals and are able to assist each other effectively. Furthermore, internal communication involves establishing and maintaining relationships between an organization, supervisors, and employees which aims to develop a sense of community and trust (Hume & Leonard, 2013). It is considered as a good effort when the organization makes the initiatives to know and consider their employees' opinions.

Internal communication is a dynamic connection among the top management, co-workers, and employees (Muhamedi & Ariffin, 2017). It provides a sense of satisfaction and friendship between managers and employees and sustain the achievement of goals. Karanges, Johnston, Beatson, and Lings (2014) operationalized internal communication to have two levels which are organization-employee (internal organizational communication) and supervisor-employee (internal supervisor communication). Internal organizational communication occurs between an organization's executive team (here refers to a chief executive officer, senior management) and employees whereby internal supervisor communication takes place between supervisors and employees. It is the responsibility of organizations and supervisors to communicate on an ongoing basis with their employees (Services, 2012).

Asif and Sargeant's (2000) Model of Internal Communication focused on the elements involved in the internal communication process. The elements include target audience, desired outcomes of the communication with the audience, moderating variables to effective internal communication, internal communication planning process and the notation of formal and informal communication. In this context, formal communication could take place between executive teams and employees (or referred to internal organizational communication) while internal supervisor communication could take place in both formal and informal communication channels.

Welch and Jackson's (2007) Internal Corporate Communication Model stressed that internal corporate communication could enhance employee engagement through increasing the commitment, sense of belonging, awareness,

and understanding about the existing organizational goals among the employees. Mellor and Dewhurst's (2008) Framework for an Effective Internal Communication Function used five key elements such as audiences, infrastructure, leaders and managers, line of sight as well as research and measurement. These elements need to be collaborated with multiple other departments to achieve the goals of internal communication. In this context, employee engagement is one of the goals in internal communication.

### *Employee Engagement*

Employee engagement is defined as the emotional commitment that employees feel towards their organization and the actions they take to ensure organizational success (Allen, 2014). It represents the state of emotional and intellectual involvement that motivates employees to do their best work (Aon Hewitt, 2012). Robbins and Judge (2013) defined employee engagement as an individual's involvement with, satisfaction with, and enthusiasm for the work he/she does. These engaged employees are highly enthusiastic about work when they feel engaged with their work roles and eager to invest more amount of effort into their job. It is the eagerness towards their task that makes them more passionate in work and this passion is often reflected in their outcomes such as high individual job performance.

According to Kahn (1990), employee engagement is referred to the employees' physical, emotional and cognitive role performance that is characterized by vigor (physical), dedication (emotional) and absorption (cognitive). Vigor refers to high levels of energy and mental resilience during working time. It also represents the willingness to put the effort into work, and persistence even when facing difficulties (Schaufeli, Salanova, González-Romà, & Bakker, 2002). Employees armed with vigor are motivated to excel in the workplace since they have high motivation and persistence that eventually leads to better organizational performance (Al-dalahmeh, Masa'deh, Abu Khalaf, & Obeidat, 2018). Dedication refers to the employees strongly involved in their work and experience a sense of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli *et al.*, 2002). Dedication is an interactive mode where employees gain challenges, inspiration, pride and the sense of meaning by engaging themselves in the work. Then, it can contribute to job satisfaction and suppresses intentions to quit (Al-dalahmeh *et al.*, 2018). Absorption refers to fully concentrated and immersed happily in work with time passes quickly and the employees will have difficulties with detaching oneself from work (Schaufeli *et al.*, 2002). Employees who are absorbed in their work are better performers and contribute to organizational success (Rayton & Yalabik, 2014).

Interest on employee engagement has brought upon significant discussion among researchers which can be observed by a number of models formulated to explain employee engagement. Robinson, Perryman and Hayday Model on Employee Engagement (2004) emphasized employee engagement as a positive attitude held by the employees towards the organization. The model also emphasized the feeling of valued and involved that an employee gets while working are critical to achieve engagement. This model also indicated that some areas are of fundamental importance to engagement. For instance, open and two-way communication allows the employees to voice ideas and keep employees well informed about the things that are relevant to them is the key to achieve employee engagement.

The Zinger Model of Employee Engagement (2009) focused on balancing organizational inputs, leadership inputs, and individual inputs in developing and fostering engagement. Full engagement can only be brought when efforts are put from organizations, leaders, and employees. Firstly, organization contribution in helping employee engagement is through developing a culture where employee engagement is valued, discussed and shared. Next, the leadership inputs to employee engagement are the leaders should first engage themselves before they can engage others. There are also individual employee's contributions to his or her engagement with more vibration of positivity.

Saks Model of the Antecedent and Consequences of Employee Engagement (2006) focused on an evaluation process and showed the interconnection between three parameters: antecedents, employee engagement and consequences. Factors such as job characteristics, organizational-supervisory support, reward, and recognition have been taken as antecedents that impact directly the state of employee engagement in terms of job satisfaction, intention to quit and organizational citizenship behavior. Saks (2006) emphasized that organizational-supervisory support is one of the antecedents to achieve employee engagement. It means that the support from both executive teams and supervisor are crucial in determining the level of employee engagement.

Therefore, it is fair to argue that previous researchers have developed various concepts on engagement to explain employee activities, behaviors, and psychological states (such as commitment, motivation, and satisfaction) as core components of engagement (Kim, Han, & Park, 2019). Scholars have begun to use engagement with different terminology, for example, employee engagement, job engagement and work engagement. Employee engagement refers to the individual's involvement and satisfaction with as well as enthusiasm for work (Robbins & Judge, 2013). Job engagement focuses on a psychological state of fulfillment with one's task at work (Wefald & Downey, 2009). While work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. (Schaufeli, Salanova, & Bakker, 2002). Although these related terms have slightly different definitions, each definition shares a common core which is to describe a state of mind.

### *Relationship between Internal Communication and Employee Engagement*

Employers begin to realize and recognize the importance of employee engagement in recent years for creating a more efficient and productive workforce (Kompaso & Sridevi, 2014). Therefore, employee engagement has become a vital concept that affects organizational effectiveness and competitiveness (Myilswamy & Gayatri, 2014). Meanwhile, internal communication had been recognized its importance to engage the employees (Mishra, Boynton, & Mishra, 2014). Internal communication is argued to be one of the key determinants of employee engagement (Iyer & Israel, 2012). Regular two-way communication could incorporate more engagement among employees (Ruck & Trainor, 2012). This clearly shows that there is a link between internal communication and employee engagement.

Several types of researches related to establishing the relationship between internal communication and employee engagement had been carried in the past decades. Mishra, Boynton, and Mishra (2014) focused their research in USA which examined the relationship between internal organizational communication and employee engagement. The finding of this study supported that internal communication is important for building a culture of transparency between management and employees and able to engage employees in the organization's priorities. Furthermore, Karanges, Johnston, Beatson, and Lings (2014) conducted their research in Australia which explained the association between internal communication and employee engagement at both the organizational and supervisory levels. The result showed that organizations and supervisors should emphasize internal communication efforts toward building greater support and strong identification among employees. Hence, it can foster optimal levels of employee engagement. Verčič and Vokić (2017) also conducted their research in Croatia to examine the relationship between internal communication satisfaction (ICS) which as a part of internal communication, and employee engagement. There is empirical evidence that effective internal communication that results in ICS is the antecedent of employee engagement.

## ■ 3.0 METHODOLOGY

### *Research Design*

In this study, the research design used is correlational research to explain the relationship between the internal communication and employee engagement. Besides, it is also a cross-sectional study which is a type of observational study that analyzes data from a population, or a representative subset, at a specific point in time (Setia, 2016). This study is cross-sectional because a snapshot of the construct at a single point in time and use a representative sample in gathering the related data. This study used a quantitative data approach by the use of a questionnaire via an online survey. The reason that the researcher chose to use an online survey is to have easier access to populations, more timely data collection and larger sample size. This is due to most of the sample respondents are those who work at the factory site and it would be an inconvenience for them to answer the paper-based questionnaire. Hence, the researcher sent the online survey link to the person-in-charge of the particular organization and proactive actions are taken to ensure the high response rate of the study. Nevertheless, using an online survey, consideration of the respondents' privacy, anonymity, and confidentiality can become an issue that may concern the respondents.

### *Population and Sampling*

Pandey (2016) defined a population is a specific group that possesses some common set of characteristics for the purpose of data collection and analysis. The target population of this study is 220 employees from 8 main departments excluding the Head of Departments and supervisors at Favourite Design Sdn. Bhd., Muar, Johor. In this study, participants who hold executive management (owner, partner or chief executive officer) or senior management (executive, general manager) position within the organization is excluded from the target population. This is because they are usually the source of communication rather than the receivers. So, these people are excluded from the study to ensure the validity and reliability of the results. A sample is a group or subset of the population while sampling is referred to as selecting an element or elements of the population (Kindy, Shah, & Jusoh, 2016). To determine the sample size of the respondents of the population, the researcher used the Krejcie and Morgan (1970) table of sample size and utilized a simple random sampling method to draw a sample size of 140 employees in the particular organization. The researcher then gets an exhaustive list of the respondents and each respondent is allocated a number. The numbers are randomly selected through a computer-generated random table. From this table, the researcher randomly picked out 140 samples.

## Measures

The instruments used in the study are adopted from well-known measurement instruments related to the variables. The questionnaire used to determine the level of internal communication is developed by Karanges *et al.* (2014). A total of 20 questions in which 7 items covered internal organizational communication while 13 questions covered internal supervisor communication. 7-point Likert scale is used to indicate the level of responses to each item ranging from 1 = strongly disagree to 7 = strongly agree. Next, the questionnaire used to determine the level of employee engagement is the Utrecht Work Engagement Scale (UWES) with 9 items developed by Schaufeli, Bakker, & Salanova (2006). UWES-9 which is a 9-item self-report instrument reflecting three engagement dimensions (with 3 items measuring vigor, 3 items measuring dedication and 3 items measuring absorption). The 7-point Likert scale in which the response options range from 0 = never to 6 = always.

## Data Analysis

The researcher only used primary data collection methods to achieve the research objectives. In primary data collection methods, it can be divided into two groups which are quantitative and qualitative. The researcher used only quantitative data collection and analysis include questionnaires with close-ended questions, methods of correlation, mean score and standard deviation. The Statistical Package for Social Science (SPSS) 20.0 is used for the data analysis. Descriptive analysis is used to describe the basic features of the data which includes simple summaries about the sample and the measures. Descriptive statistics can be categorized into central tendency and variability. In this study, only the mean value, one of the measures of central tendency, is calculated to determine the level of both internal communication and employee engagement. For measures of variability, the only standard deviation is used to determine the level of internal communication and employee engagement. The researcher used the method of inferential analysis which is Pearson Correlation Analysis to examine the relationship between the level of internal communication and employee engagement at Favourite Design Sdn. Bhd., Muar, Johor.

## 4.0 RESEARCH FINDINGS

### Demographic Analysis

The majority of respondents' age ranges from 21 to 30 years old (59.3%). Most of the respondents are male employees (52.1%) while female employees are 47.9%. In terms of ethnicity, most of the respondents are Chinese (72.9%). Meanwhile, most of the respondents are married (70.7%). In terms of the highest educational level, most of the respondents are SPM holders (75.7%). 65% of the respondents worked in this organization for around 3 to 5 years. Furthermore, the respondents are mainly from the production department (50%).

### Level of Internal Communication

Table 1 illustrated the overall mean score of internal communication at Favourite Design Sdn. Bhd., Muar, Johor by using the descriptive statistic method. Internal communication comprises two dimensions which are internal organizational communication and internal supervisor communication. Internal supervisor communication with a mean score of 5.62 (SD = 0.76) is higher than the dimension of internal organizational communication (M=5.47, SD = 0.88). According to the findings, the total overall mean score for internal communication is 5.57 (SD = 0.79) which falls at a high level. The mean score for both internal organizational communication and internal supervisor communication is found to be at a high level. Therefore, this level indicated that Favourite Design Sdn. Bhd. is an organization who emphasizes the practices of effective internal communication.

Table 1: Level of Internal Communication

Dimensions	Mean	Standard Deviation	Level
Internal Organizational Communication	5.47	0.88	High
Internal Supervisor Communication	5.62	0.76	High
<b>Overall Mean Score</b>	<b>5.57</b>	<b>0.79</b>	<b>High</b>

Note: M = Mean, SD = Standard Deviation

### Level of Employee Engagement

Table 2 illustrated the overall mean score of employee engagement at Favourite Design Sdn. Bhd., Muar, Johor by using the descriptive statistic method. There are three dimensions of employee engagement namely vigor, dedication and absorption.

The mean score for absorption is the highest, followed by dedication and vigor. The mean score of all these dimensions of employee engagement is found to be at a high level. To sum up, the mean score of the vigor dimension is 4.54 (SD=0.97), dedication is 4.57 (SD=0.91) and absorption is 4.59 (SD=0.88). The findings indicated that the level of employee engagement at Favourite Design Sdn. Bhd. is high with the overall mean score is 4.57 and the standard deviation is 0.88. Therefore, this level explained that the employees at Favourite Design Sdn. Bhd. exhibit energy, enthusiasm and highly concentrated in their work.

**Table 2: Level of Employee Engagement**

Dimensions	Mean	Standard Deviation	Level
Vigor	4.54	0.97	High
Dedication	4.57	0.91	High
Absorption	4.59	0.88	High
<b>Overall Mean Score</b>	<b>4.57</b>	<b>0.88</b>	<b>High</b>

Note: M = Mean, SD = Standard Deviation

### *Relationship between Internal Communication and Employee Engagement at Favourite Design Sdn. Bhd., Muar, Johor.*

Table 3 presented the correlations analysis between internal communication and employee engagement at Favourite Design Sdn. Bhd., Muar, Johor. The finding showed that there are a positive strong relationship and a high correlation between internal communication and employee engagement where the correlation coefficient (r) value,  $r=0.890$ ,  $p < 0.01$ . In other words, the better the internal communication exists, the higher the employee engagement within the organization.

**Table 3: Correlations between Internal Communication and Employee Engagement**

	Internal Communication	Employee Engagement
Internal Communication	-	.890**
Employee Engagement	.890**	-

\*\* Correlation is significant at the .01 level (2-tailed)

## ■ 5.0 DISCUSSIONS, LIMITATIONS AND RECOMMENDATION

### *Discussion on the Level of Internal Communication and Level of Employee Engagement*

The first objective of the study is to determine the level of internal communication at Favourite Design Sdn. Bhd. As proposed, there are two dimensions of internal communication which are internal organizational communication and internal supervisor communication. In this study, the internal communication level at this particular organization falls at a high level. This level signifies that the organization practices effective internal communication. The executive team and supervisor in this organization encourage two-ways communication by exchanging ideas and information with their employees. They also provide insightful information to their employees by discussing not only task-related information but also talk about their career development. Hence, employees become motivated to achieve organizational goals and objectives. As contended by Mishra *et al.* (2014), effective internal communication is critical to building positive relationships with employees. Thus, this develops a bond of trust between the organization and the employees, which leads to employee engagement.

The dimension of internal supervisor communication contributes to the higher mean score at the high level compared with another dimension which is internal organizational communication. The supervisors in this organization provide communication support by providing adequate two-way communication. In this organization, the relationship between supervisors and subordinates is excellent in such a way that their communication is open. Therefore, the employees feel comfortable and free to engage with their supervisors to express their opinions and discuss problems encountered at their work. The result is supported by Services (2012) who emphasized that supervisors are responsible to give constructive and supportive feedback to foster excellent individual and organizational performance.

Next, the dimension of internal organizational communication also categorized at a high level. This level indicates that the executive team provides a supportive working environment by enhancing two-way communication and have regular discussions with their employees. The employees are free to voice out their problems with the management for further discussions and solutions. Communication regarding career paths, opportunity and future direction of their career is also promoted between the management and employees. Thus, the employees in this organization received much useful information from their management to develop their current job as well as future career planning. This finding is supported by Muhamedi and Ariffin (2017) as communication is a dynamic connection among top management, co-workers, and employees to sustain long term organizational effectiveness.

The second objective of the study is to determine the level of employee engagement at Favourite Design Sdn. Bhd., Muar, Johor. As proposed, employee engagement has been divided into three dimensions which are vigor, dedication, and absorption. The level of employee engagement showed a high level of the mean score. This level indicated that the employees enjoyed their work role and willing to work beyond expectations. They are highly committed and have the eagerness to learn. The result is similar to the Robinson, Perryman and Hayday Model on Employee Engagement (2004) as employee engagement is a positive attitude held by the employees towards the organization.

According to the findings, the dimension of absorption in employee engagement has the highest level of mean score compared with another two dimensions. The respondents are fully concentrated and immersed happily in work whereby time passes quickly. They focus all their efforts on completing tasks and not paying attention to anything going around them. This allows them to complete their work with minimum distraction and maximum effectiveness. Employees who are absorbed in their work are better performers and contribute to the success of the organization as supported by Rayton and Yalabik (2014).

Next, the overall mean score of dedication dimension also at a high level. Based on the findings, the respondents are very enthusiastic, proud and inspired by their given job. They are also passionate and motivated to achieve organizational goals which will improve the performance as a whole. As contended by Al-dalalmeh *et al.* (2018), dedication is an interactive mode of employee engagement that contributes to employees' job satisfaction and suppresses intentions to quit.

Last but not least, the dimension of vigor shows at a high level of the mean score but very least compare with other dimensions of employee engagement. The employees show a high level of energy and a positive attitude towards their job. They are likely to perform better as they exert their best effort to complete the job even in the face of difficulties. The motivation and persistence gained from vigor will lead to high levels of organizational performance as supported by (Al-dalalmeh *et al.*, 2018).

### ***Discussion on Relationship between Internal Communication and Employee Engagement at Favourite Design Sdn. Bhd., Muar, Johor.***

The last objective of this study is to examine the relationship between internal communication and employee engagement at Favourite Design Sdn. Bhd., Muar, Johor. The finding showed that there are a strong positive relationship and a high correlation between internal communication and employee engagement. Both organizations and supervisors who communicate with their employees on a daily basis facilitate social exchange which enhances personal obligations, appreciation, and trust. This develops a bond of trust between the organization and the employees, which leads to employee engagement. This finding is supported by Karanges *et al.* (2014) as organizations and supervisors should focus on internal communication efforts to foster optimal levels of employee engagement. Besides, Verčič and Vokić (2017) also supported that the vital enablers of engagement come from feedback, open channels of communication, communication between supervisors and employees as well as sharing information with employees. This finding is supported by Ruck and Trainor (2012) as internal communication practices could incorporate more engagement among employees.

### ***Limitations and Recommendation***

Despite the importance accredited to both internal communication and employee engagement, there is limited empirical research on their association exists (Welch, 2011). There is a lack of related studies about the relationship between internal communication and employee engagement, especially in Malaysia. Therefore, it is suggested that future academic researchers expand this study to a larger scale of testing. It would be interesting for future researchers to extend the investigation on how existing practices of internal communication and employee engagement in other service industries which involves different respondents' career background.

The second recommendation is to broaden the research variable. The future research can focus on the analysis of the relationship between internal communication and the effectiveness of medium used to communicate information to the organizational members. The effectiveness of communication mainly depends on the media used to reduce the time spent to deliver the messages. It is important to know whether internal communication has a significant relationship with other variables.

Next, the third suggestion is future studies could combine both methods of data collection which are quantitative and qualitative. In this study, the researcher used only a quantitative method to collect the data. The primary source of the data collection used in this study is the questionnaire. A mixed-mode of methodology can provide more insightful information regarding the research topic. By using a combination of qualitative and quantitative data approach, it can improve a better understanding since it integrates different ways of knowing. According to Kabir (2016), mixed methods involve multifaceted approaches that combine to capitalize on strengths and reduce the weaknesses that stem from using a single research design. The data that are gathered and evaluated by mixed-mode of methodology can increase the validity and reliability of the research. Last but not least, the researcher also suggested that future research can utilize other

instruments that analyze both internal communication and employee engagement which cover more areas than the current instruments used in this study.

## 6.0 CONCLUSION

In summary, the findings on the high level of internal communication showed that both the executive team and supervisors practice effective two-way communication and exchange ideas and information with their employees. Next, the high level of employee engagement revealed that the respondents are energized, inspired, and committed in their work with enthusiasm to reach the organizational goals. To sum up, the findings showed that employees are engaged in their work when they received sufficient communication and information from their executive team and direct supervisors. Thus, it can be said that a clear, consistent message with the appropriate level of information with openness and honesty is an important management tool for employee engagement. Employee engagement must be strategically prioritized because it has been proven to be a stronger predictor of positive organizational performance. Therefore, this study is useful to help this organization, future researchers and others to increase their knowledge and practices in the field of the study.

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