

Strengthening Employee Value Proposition (EVP): The Vital Impact of Effective Internal Communication

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ABSTRACT

In today's competitive business environment, appealing as well as retaining talented individuals is about more than offering the best salary and perks to the pack. Employee engagement, employee satisfaction, long term commitment are all fostered by a strong Employee Value Proposition (EVP). This study investigates with the aim of effective internal communication strengthens the employee value proposition of an organization. This can be achieved by having transparency, overlap of the organizational goals and a good two way communication in organizations that can create a culture of work that helps to improve employee experience and strengthens organization identity. A mixed-method research was applied which combined surveys and discussions with staffs from diverse companies in order to find the impact of internal communication strategies of EVP on employees' perception. According to findings, effective communication that is clear, consistent and interesting helps enhance employee morale, productivity and retention. Furthermore, companies with a structured internal communication framework are more likely to build up a great EVP that connects with the employees at present and those who are not. It concludes with strategic recommendations to organizations for how they can improve their internal communication practices, to, in turn, strengthen EVP and to have a competitive strength in talent management.

Keywords: Employee Value Proposition, Internal Communication, Employee Engagement, Organizational Culture, Talent Retention

INTRODUCTION

In the varying organizations, business environment which is dynamic and competitive, organizations work to attract the best brains, engage them and retain them. One necessary factor to set apart an employer from its competitors is its fancy combination of rewards, benefits, career development, and workplace culture – well defined employee value proposition (EVP). But, the success of EVP is certainly determined by how the company conveys it internally. A good internal communication bridges the organizational leadership with the employees for disseminating the EVP not only clearly but also in line with employees' expectation and experiences.

It is the internal communication that helps to improve the transparency, the level of trust, and engagement within which staffs feel respected and associated to the organization mission, as well as values. In case that organizations do not effectively communicate their EVP, employees tend to feel less engaged, productivity and turnover rates go down. On the contrary, the work environment for employees becomes one where they can understand their role, feel motivated and accountable to the organization's success when the internal communication channels are structured and strategic.

In this research this concept will be explored in order to examine the crucial part of the internal communication, which supports the EVP, and how it affects employees' level of engagement, retention and overall job satisfaction. This study will investigate how the strategies undertaken by internal communication also affect employees' perception of workplace and employer brand using a mixed method approach including surveys and interviews.

This study has practical implications for HR professionals, corporate leaders, and communication specialists who would use the study findings to refine their internal communication frameworks with their trainings, activities, and programs, as well as their EVP, in an effort to build a more engaged, committed workforce.

LITERATURE REVIEW

Management styles, work environments, pay plans, HR strategies and other elements have a great influence on employees' degree of engagement and thus the success of an organisation. He (Murali, 2020) argues that change in organizations cannot be attained where employees are not engaged with enthusiasm, consistency, and commitment and thus transformational leadership is imperative for enhancing institutional performance. Both change management and transformational leadership lead to employee engagement, thus contributing to competitive advantage of organizations (Triastuti and Karnati, 2020). On the other hand, some demographic variables including gender and age might not influence employee engagement a great deal but Raja (2020) provides some proof that good work environments and pay schemes are important motivating factors.

There is well documented that strategic HR efforts and the organisational culture contribute to the increase of member of staff rendezvous as well. As Yousif et al. (2020) indicate, there is a positive association amongst organisational citizenship behaviour as well employee engagement and performance improvement, it is important to build such a performance driven work culture. Rani and Deepti (2020) voiced that strong engagement drivers boost organization productivity which is good for both businesses and their workers. Moreover, Pawar and Charak (2020) noted that a good Employee Value Proposition (EVP) is indispensable in building a company's brand as a choice employer, which consequently aids in bringing top employees and retaining them.

Work life balance and health of an employee is very closely related to his engagement and happiness in the job. Satpathy et al. (2019) also demands for providing a healthy work life balance for the workers to ensure they can be productive and help the organization in achieving its objectives. Moreover, workers' health and well being are promoted with efficient personal resource management (Contreras et al. 2020). Qureshi and Qureshi et al (2019) finds out that how little an employee is satisfied with their job is a factor of his normative organisational commitment, his affective commitment, and his continuous commitment, but continuous commitment is the weak link.

The other thing organisations should address is the inclusiveness of their EVP strategies. Mental health of visually impaired workers is covered by Patvardhan and Santok (2019) who demonstrate how the workers have self assurance and positive attitude on work. To promote, they stress the urgency of businesses developing the EVP model that is inclusive and extensive, tailored to the various needs of the workers.

The research discoveries mention that work life balance programs, friendly work environments, targeted HR interventions and strong leadership create satisfying factors that are needed to increase employee engagement and EVP. taken together, these results imply a need for efficient means of communication within the organisation to convey the value proposition of the organization in a manner that can be understood, identified with, and supported by the workers.

OBJECTIVES OF THE STUDY

- To examine the role of internal communication in strengthening Employee Value Proposition (EVP).
- To analyze the impact of effective internal communication on employee engagement and job satisfaction.
- To assess the relationship between internal communication strategies and employee retention.

Hypothesis of the study

Ho (Null Hypothesis): There is no significant impact of effective internal communication on employee engagement and job satisfaction.

H1 (Alternative Hypothesis): Effective internal communication has a significant positive impact on employee engagement and job satisfaction.

RESEARCH METHODOLOGY

Taking this study, is a quantitative research to look for the effects of employees engagement and job satisfaction based on effective internal communication. As the structured questionnaires based method, primary data has been collected from a sample of 130 employees of different organizations already employed. The respondents were taken using a

random sampling technique to ensure different industries were covered. For this purpose, we designed a questionnaire using a likert scale, which relevant to measure employee's perception of the effectiveness of internal communication, employee's engagement levels and job satisfaction. Using the gathered data, statistical techniques of correlation and regression analysis was employed to evaluate how internal communication is related to outcomes of employee. Descriptive statistics and inferential statistics were used to summarize the key findings and also to test the research hypothesis. The purpose of the paper is to provide empirical evidence of how structured and strategic internal communication practices can strengthen the Employee Value Proposition (EVP) for enhancing employee satisfaction and organizational performance.

DATA ANALYSIS AND DISCUSSION

Table 1 – Descriptive statistics

Category		Count
Gender	Male	71
	Female	59
Age Group	Less than 25	59
	25-35	37
	35-45	18
	45-55	14
	More than 25	2
Experience	Less than 1 year	35
	1-5 Years	57
	5-10 Years	15
	10-15 Years	5
	More than 15 Years	18
Designation	Accounts Analyst	2
	Advisor	3
	Agent	2
	Assistant Professor	22
	Architect	1
	Assistant Manager	2
	Associate Professor	4
	Branch Manager	17
	Software Developer	44
	Others	33

Data shows a fairly equal sex distribution, with 54.6% males or 71 individuals and 45.4% females, or 59 individuals reflected in the sample. As regards the age group, most of participants (59 individuals / 45.4%) are under 25 years, while next to them (37 individuals / 28.5%) are from 25 to 35 years. Fewer pull are of the 35–45 years (18, 13.8%) and 45–55 years (14, 10.8%) age groups, and only 2 (1.5%) belong to more than 25 years.

Out of the most common regarding experience, 57 individuals (43, 8%), in fact, have 1 5 years of experience, while 35 individuals (26, 9%) have less than 1 year of experience, 15 individuals (11, 5%) have 5 10 years of experience and 5 individuals (3, 8%) have 10 15 years of experience, and lastly 18 individuals (13, 8%) have more than 15 years of experience.

According to the designation distribution, Software Developers (44 individuals, 33.8%) forms the highest group, whereas Assistant Professors (22 individuals, 16.9%) and Branch Managers (17 individuals, 13.1%) are next to it. For example, Accounts Analysts and Agents are both represented by 2 individuals, and the same applies to Architects and Assistant Managers. 33 (25.4%) were categorized for other designations of Others.

This distribution evidences that there is a crowd of young people with little to no experience especially in technical roles like Software Development, compared to the number of senior or academic roles like Assistant Professors and Branch Managers, respectively. This data showcases a need for targeted engagement and development strategies of the various levels of experience and the designations within the workforce.

Table 2 - Pearson's Correlation Coefficient:

Variable	Internal Communication	Employee Engagement	Job Satisfaction
Internal Communication	1.00	0.65*	0.72*
Employee Engagement	0.65*	1.00	0.85*
Job Satisfaction	0.72*	0.85*	1.00

Results in Table 2 present the correlation coefficients between Internal Communication, Employee Engagement and of Job Satisfaction.

Pearson correlation coefficient between Internal Communication and Employee Engagement is calculated as 0.65, suggesting a positive moderate relationship. What this indicates is that when internal communication is improving, that employee engagement follows suit and improves also. The value is asterisked (*) next to the value if the correlation is statistically significant ($p < 0.05$), implying that the observed relationship is unlikely to arise by chance.

The correlation between internal communication and job satisfaction is 0.72 (strong positive relationship). In other words, the higher levels of effective internal communication are related to higher job satisfaction. The asterisk (*) indicates the statistical significance ($p < 0.05$) and indicates that this correlation is significant.

Pearson correlation coefficient between employee engagement and job satisfaction shows the value of 0.85, which is very strong positive relationship. Therefore, if employees are more engaged then they are more likely to have higher job satisfaction. The robustness of this connection is verified by its positive and statistically significant relationship ($p < 0.05$).

These results validate the alternative hypothesis (H_1) that suggests internal communication has a positive and significant effect on employees engaging to their work and being satisfied with that. Strong to moderate correlations with statistical significance indicate that better communication internally can improve employee engagement and job satisfaction. Also, due to a strong relationship between employee engagement and job satisfaction, it can be inferred that improving engagement will lead to higher satisfaction among the employees. Said to highlight the need for an improvement of internal communication as a principal resource in strengthening workforce dynamics.

DISCUSSION

The Pearson's Correlation results give us a clear view of internal communication, employee engagement, and job satisfaction correlation. The results emphasize the significance an organizations communication plays in developing a good work environment and in increasing employee outcomes.

The moderate positive correlation ($r = 0.65$) between internal communication and employee engagement indicates that there is a positive relationship between good communication practices in an organization and employee engagement. These findings predictably match the same amount of research in indicating that management needs to communicate effectively, clearly, transparently and regularly to its employees. Using internal communication for employee development, communicating effectively has a clear impact on connecting the employees to the organization's goals, makes them feel informed, valued and connected to the organization's goals, which in turn yields commitment and involvement in the work. The organizations that have taken communication to be their culture are

likely going to enjoy better engagement among their workforce, translating to better productivity, low turnover rates and a happier to work with attitude.

The strong positive correlation between internal communication and job satisfaction ($r = 0.72$) indicates that the more an employee feels like he is in the loop surrounded with open channels of feedback, the more he is likely to be satisfied with his job. Also, this finding validates the well known fact that communication plays a significant role in employee morale. Well informed employees about company updates, decisions, and expectations irrespective where they are in the world, reduces the chasm of employee who may likely feel disconnected or frustrated with their role. It also reminds us to create an environment in which employees are given the chance to voice their concerns and make suggestions that may improve their job satisfaction.

Employee Engagement Vs. Job Satisfaction: This point is important when looking at the very strong correlation ($r = 0.85$) between employee engagement and job satisfaction. In essence, this relationship underscores how these two factors relate to one another: When employees are engaged, they tend to be more enthusiastic and motivated to play to the role and contribute to the success of the organization. Such a finding is consistent with the general employee engagement literature, which indicates that when employees' engagement is high, it leads to high job satisfaction because they are more likely to align themselves with the organization's mission and values.

Implications for Organizations:

While there are many practical implications of the findings that surfaced, the one that stood out to me is that they apply to all organizations striving to enhance employee outcomes.

- **Communication Channels to be Improved:** Companies should believe in improving their channels of internal communication, whether through regular meetings, newsletters or other digital channels. To accomplish this, you need to build trust, and one of the most effective ways is through transparent communication which enables employees to feel valued and also informed.
- The emphasis of strategies for employee engagement should be placed on creating a workplace that is engaging. It can be recognizing the achievements of employees, offering chances for learning and growth, and promoting a collaborative environment.
- The organization should know that employee engagement is directly linked to job satisfaction. If companies can find creative ways to get employees involved, job satisfaction is increased and so is reduced turnover, higher morale, and even performance.

Limitations: The findings are useful, yet the findings were also limited in the following aspects.

- Pearson's correlation is able to reflect the strength and direction of relationships between variables without testing of causality. How the communication directly leads to the engagement or job satisfaction of employees is not understandable, or whether there are other factors leading to these outcomes.
- **Generalizability:** The results of the study may not be applied to other industries and regions without further research.

The critical role of internal communication here is to boost employee engagement and job satisfaction. The analysis produced statistically significant and positive correlation, which implies that organizations should put more emphasis on improving channels for better internal communication, in order to increase employees' engagement and satisfaction. More research is needed to understand causality in these relationships as well as to investigate how differing communication strategies affect different types of organizational outcomes in different settings.

CONCLUSION

The purpose of this study was to investigate the effect of internal communication on employee engagement and job satisfaction and hypothesized that the effective communication leads to increase in both the outcomes. Analysis based on Pearson's Correlation Coefficient showed strong, statistically significant relationships between these variables, which provided useful insight into the dynamics of organizational communication.

The findings showed that:

- On employee's engagement, r was 0.65, indicating that it had a very minor positive impact of communication internal among employee in an organization, such that the improvement, in communication practices of the

organization would most likely to be resulted to employee involvement and a high level of engagement to the company.

- It was revealed that internal communication also presented a high positive relation with job satisfaction ($r = 0.72$), implying that communication plays a considerable role in employee satisfaction towards their jobs and work experiences in general.
- Furthermore, employee engagement and job satisfaction demonstrated a strong correlation ($r = 0.85$) substantiating that engagement is a top issue that contributes to the employee's job satisfaction.
- Internal communication acts as a key driver of employee engagement and job satisfaction, as the study suggests organisations must focus on transparent, regular and efficient communication to boost these engagements. A more engaged and a more satisfied workforce tends to be valuable for overall organizational performance, reduce turnover, and increase employee retention, and by focusing on enhancing communication strategies organizations can create such workforce.

The results are promising, but as with all studies, the study also identifies limitations, in that causality could not be established and the sample was of a specific nature. Further research should investigate causal mechanisms and analyze these dynamics in other industries and populations. It is very significant that a number of companies do not include communication regarding their employees as an essential aspect in enhancing their organizational success, which this study affirms the significance of internal communication in organizational success therefore it is recommended that companies best practice communication since it has become a strategic tool of improving both the employee engagement and the job satisfaction.

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