Impact of Internal Communication on Employee Engagement – A Study at Delhi International Airport

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Abstract- The study was conducted at Delhi International Airport during 2010-2011 for finding out the ways for improving employee engagement. The reason behind the study was the warning signal received during a routine six monthly employee engagement survey. As per the result of survey indicates there was a significant reduction in the level of employee engagement. Earlier surveys were conducted during the airport project implementation phase and this was the first survey conducted after airport went to operational phase. The result of this survey was alarming and it was decided to start immediate remedial measures. Then different committees were formed and many brainstorming sessions were carried out to find out various drivers which are contributing towards employee engagement. These drivers were analyzed to see which will be the proper one to be addressed by considering the cost of implementation and the one which was worst affected due to the changes undergone during the transition of airport from project to operation phase. "Communication" was identified by experts and top management as the factor which is to be addressed immediately. So it was also decided to find out scientifically whether there is a relationship between internal communication and employee engagement. The results of the scientific study had shown the existence of positive relationship between them. The study was focused on the main characteristics of the engaged employees such as commitment, meaningfulness of their (employee's) work and discretionary effort. Based on these results action plans were formulated and implemented for immediate improvement in the level of employee engagement.

Index Terms- Commitment, Discretional output, Drivers of engagement, Employee engagement, internal communication.

I. INTRODUCTION

Airport is a service oriented entity where the full-hearted commitment and efforts of employees are essential for its successful and safe operation. The passenger's safety and satisfaction are entirely depends on the employees and the functioning of airport systems manned by them. As this is the fact, it is important to keep monitoring the employee's readiness to deliver the expected results or far beyond the expected results. It is paramount important to keep the employees engaged so that they will deliver their discretionary effort. On basis of this understanding employee engagement surveys are regularly conducted at the airport. There was a sudden fall in the level of employee engagement just after airport went into live operation on completion of the project implementation phase. The decision was taken to improve the level of engagement through focusing on the exact driver of engagement and synthesizing this driver into sub drivers and finding out the correlation of these with employee engagement factors before implementing any action plans. To find out an effective turnaround several brainstorming sessions and discussions among senior management team and airport operation experts were carried out. The main focus of these meetings was to find out the way forward to improve the level of employee engagement. The outcome of this endeavor was the identification of the drivers of employee engagement and also the to single out the driver which is to be addressed immediately to improve the engagement level by considering the low financial burden, and the worst affected driver due to transition of the airport from project to operation phase. The results of all meetings have indicated that the **internal communication** is the driver to be addressed for getting the best result. It was important to find the correlation of the internal communication with employee engagement before advancing in this direction. The Karl Pearson product moment correlation coefficient was used to study the strength of correlation between the sub drivers of internal communication and factors of employee engagement.

Need for study

By considering the skills and competencies requirements for human resources in the airports for its successful and most effective operation by delivering the maximum possible output a factor like employee engagement is very important. It is a deciding factor which makes an organization an excellent one with the voluntarily involvement of its human resources. Commitment of an employee towards the work and organization is very important. As airport is coming under the service sector, the regular interaction between the employees who are providing services and the customer (passengers) are quite normal. The employees provide the required services to the passengers to make their journey through the airport comfortable. Companies can always get benefits of the engaged employees in all situations. Engaged employees are always the great asset to the company. The employee engagement is essential in practice for an organization to excel. Apart from this there have been many studies/research works in different organizations on employee engagement, but there were no such studies have been carried out in International Airports, this study is intended to fill such research gap as well.

II.   IDENTIFY, RESEARCH AND COLLECT IDEA

Review of literature

What is Employee Engagement?

Employee Engagement describes employees' emotional and intellectual **commitment** to their organization and its success. Engaged employees experience a compelling purpose and **meaning in their work** and give their **discrete effort** to advance the organization's objectives. Engagement at work was conceptualized by Kahn (1990) as the "harnessing of organizational members' selves to their work roles. In engagement people employ and express themselves physically, cognitively and emotionally during role performance. Hewitt Associate (2006) defines employee engagement as those who say, speak-positively about the organization, stay-desire to be an effective member and strive - continue to perform beyond minimal requirements for the organisation. Engaged employees are not just committed but passionate about their work. Engaged employees are more profitable, productive, focused, have fun and less likely to leave the company because they are engaged (Gallup Organization, USA, 1999).Engaged employees are concerned about the future of the organization and are willing to invest discretionary efforts to organization. Studies on employee engagement (Tower Perin, USA 2003, 2007) linked the same to customer impact and financial results. They suggested that there exists a close relationship between high levels of employee engagement and lower staff turn-over rates, higher customer satisfaction and loyalty. Emotionally bound employees feel passionately and commit towards delivering the best performance, it is defined as the way an individual contributes and relates to the organization for which the employee works. The employee engagement can be considered as the extent which employees put the discretionary effort into their work in the form extra time, brain power and energy. Employee engagement is closely linked to employee turnover, customer satisfaction, loyalty, productivity, safety and profitability criteria (Harter, Schmidt and Hayes, 2002).The need to create development and career growth opportunities, appropriate leadership styles and work- life balance were deemed important to attract, retain and engage employees.

Why is Employee Engagement important?

Employees are an asset to an organization. Using the organization's intellectual capital has become an important source of competitive advantage (Harter,1994, Becker and Huslid,2000,Buckingham and Vosburgh,2001).In the present era of talent war the employees are considered as the most valuable asset. An organization can acquire most of assets similar to its competitor but cannot copy the skill and talent of the human resources of the competitor. Now the situation is very alarming as many organizations target the pool of talented and experienced employees across the world. The employees are in very strong bargaining position as the demand increases for them. In this scenario the concept of employee engagement is very important. Engaged employees are passionate about the work they do. Passion is always accompanied by excitement, enthusiasm and productivity (Kroth and Boverie, 2013). The engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organization. Each individual has control over the amount of discretionary effort available to organisation from him or her (Catlette and Hadden,2001).To prosper and survive today's challenging environment there is a need of engaged employees. Now modern organisation concentrate on human capital management, In words of Dave Ulrich (1997:125), a famous HRM expert – "Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body but the mind and soul of every employee". An engaged employee will consistently outperform and achieve new standards of excellence (Harter, Schmidt and Hayes,2002).

Emotionally and rationally binding the employee to the work is the major characteristic of the employee engagement by virtue of these employee retention period increases. As a matter of fact the increase in retention period of the employee leads to cascading effect of reduction in repeated recruitment and related expenditure. Employee engagement makes employees motivated and they are passionate and enthusiastic in their involvement. When employees are passionate they can invest more energy on performance. Employee Engagement makes the employees to know how their deliverables are connected to organization's objectives and it makes them more focused on the relevant activities with full commitment. Managers can trust them and they will deliver more. An engaged employee will exhibit not only better performance but also will be intrinsically motivated. They will   have strong commitment and willingness to contribute more voluntarily. The employees themselves become strong brand ambassadors and work towards strong relationships with clients, business partners and the customers. Engaged employees take more initiative and put an extra effort in their task oriented activities and this is very important in the area **like airport** as it is a part of **service industry** which is dealing with customers (passengers) with varying culture and social backgrounds. Building loyalty across the talent base and getting everyone on board is very important and hence employee engagement.

What is Internal Communication?

Internal communication is operationally defined as the exchange of information both informal and formal between management and employees within the organization. Communications are operationally defined as technology and systems used for sending and receiving messages. Communications may include newsletter, circulation materials, surveys, emails, suggestion boxes etc. Organizational communication focuses on connecting individual employees, groups and organization as a whole to facilitate realization of common interest and spontaneous cooperation (A.S. Hatch 1964; Clampitt and Downs,1992). According to De Ridder (2004), 0rganisational communication is instrumental in facilitating supportive employees. Organizations are first and foremost communicating entities (Clegg, Kornberger and Pitsis 2005). The study conducted by Watson Wyatt (2007-08) has been quoted by Bill Trahant (2008) shows a strong correlation between effective employee communication and superior organisational performance.

In a study that explores the management of psychological contract, Guest and Conway (2002) report that their results justify stressing the importance of communication that is directly related   daily work, the accuracy of instructions or quality of feedback

about an employee's work. The management can bring the employee commitment to organization by improving the quality of communication. Communication satisfaction implies effective response to the fulfillment of expectations in message exchange processes and which translate into an enjoyable, fulfilling experience (Down & Hazen, 1997; Clampitt and Downs ,1992;Muller and Lee ,2002). Heron in 1942 wrote "sharing information with employees and added goals, attitudes, and criteria for effective communication". He is most known for introducing the new world of organizational communication to implementing two-way communication between employees and management and encouraging an environment of open and honest communication.

Objectives of the study
1) To find out the level of the employee engagement of employees at Delhi International Airport.
2) To identify the drivers of the employee engagement and most affected driver.
3) To determine in what way internal communication affect engagement level of employees (Their commitment, discretional effort and meaningfulness in their work).

Hypotheses
     The study had broad hypotheses which proposed the impact of internal communication on employee engagement at Delhi International Airport. The study aims to provide insight into the relationship between the internal communication and employee engagement and his components like commitment, discretional effort and meaningfulness in their work.
Testing of **hypothesis H1**
     The hypothesis H1 proposes the influence of internal communication on employee engagement which comprises of three characteristics like commitment, discretional effort, and meaningfulness of the work. The sub hypothesis H1a to H1c has been listed below

> **H10 :** Internal communication has **no significant** impact in influencing employee engagement comprising of the
> "**commitment, discretional effort** and **meaningfulness in their work".**
> **H1 :** Internal communication has **significant** impact in influencing employee engagement comprising of the
> "**commitment, discretional effort** and **meaningfulness in their work".**
>
> **H1a0 :** Internal communication has **no significant** impact in predicting **commitment** of employees and influencing employee engagement.
> **H1a :** Internal communication has **significant** impact in predicting **commitment** of employees and influencing employee engagement.
> **H1b0 :** Internal communication has **no significant** impact in predicting **discretional effort** of employees and influencing employee engagement.
> **H1b :** Internal communication has **significant** impact in predicting **discretional effort** of employees and influencing employee engagement.
> **H1c0 :** Internal communication has **no significant** impact in predicting **meaningfulness in their work** of employees and influencing employee engagement.
> **H1c :** Internal communication has **significant** impact in predicting **meaningfulness in their work** of employees and influencing employee engagement.

Scope of the study
    The   study was confined to identify the important drivers which affect the level of employee engagement in respect of Delhi International Airport. Next focus was to identify the cost effective and most affected driver during the project to operation transition period. This was the driver **"internal communication"**.   Then it was decided to find out the impact of internal communication on the employee engagement. The three factors or characteristics of employee engagement "**commitment**, **discretional effort** and **meaningfulness** in their (employees) work" were taken as base for studies. The study covered 300 employees from different areas of airport operation and they were selected based on random sampling. The employee engagement surveys in the airport is regularly (on half yearly basis) are carried out by using UWES (Utrecht Work Engagement Scale-statements)- "Appendix-1" for finding the level of engagement.

Delhi International Airport
     DIAL is a joint venture consortium of GMR Group, Airports Authority of India, Fraport and Malaysia Airports Holdings Berhad (MAHB). In March 2010, DIAL has completed the construction of integrated passenger terminal (Terminal 3). The first phase of the airport is designed and capable to handle 60 MPPA. This development was the first phase of the airport expansion. In subsequent stages, the airport will be further developed with the increase in passenger demand and more terminals and runways would be added in a modular manner to form a U shaped complex with an ultimate design capacity of 100 MPPA. Delhi Indira Gandhi International airport has become India's and south Asia's largest and one of the most important hub with current capacity of handling more than 46 MPPA and aimed at handling more than 100 MPPA by 2030. The airport has been spread over an area of 5130 acres and it is world's 8th largest passenger terminal. This airport is also 34th busiest airport in the world with 34,729,467 passengers handled,

registering a 17.8% growth in traffic over the previous year. Airport is the second best airport in world based on the Airport Service Quality.

Research Methodology

Method followed for conducting the study and to fulfill the objectives are shown below.

Data Collection

For fulfilling the abovementioned objectives, both primary and secondary data were used. The reason for the study was fall in employee engagement level noticed in the routine half yearly survey. The half yearly employee engagement survey was regularly conducted using UWES (Utrecht Work Engagement Scale). This tool was used to measure the work engagement level of employees from different areas or functions. Instead of giving full details of this instrument, the result of the survey is given. The next stage was to identify the important drivers of employee engagement. This was done by brainstorming session conducted with airport operation experts and top management team. The study also used secondary data from the records available in HR department, magazines, journals, business dailies and web sources.

Different meetings and brain storming sessions identified eight most important drivers, they were 1) Communication 2) Rewards and Recognition 3) Training 4) Regular Feedback 5) Co-workers and work place relationship 6) Growth opportunities 7) Job satisfaction 8) Learning organisation. Further, it was analysed and found out the most affected driver during the transition of airport from project stage to operation as the **"internal communication"**.

Construction of questionnaire

The study was conducted through self-administered questionnaire. To collect data on **"internal communication"** at airport, Dennis' Communication Climate survey instrument (Appendix 2) was used with slight reorientation of questions. Important part of the instrument was used and following factors were taken into consideration in the survey. 1. Superior- subordinate communication 2. Quality of information 3. Superior openness 4.Opportunities for upward communication and 5. Reliability of communication. The survey followed a five-point Likert scale from "strongly disagree" to "strongly agree" at the extremes.

To measure the **"employee engagement"** at airport two instruments were combined such as Mowday, Steers, and Porter (1979) **Organisational Commitment Questionnaire(OCQ)** with 15 questions which used for focusing the employee's perceptions of their level of **"commitment"** & **"willingness to exert discretional effort"** and the part of **Spreitzer (1995) Empowerment scale** with 3 questions to measure **"meaningfulness of the work".** The survey followed a five-point Likert scale from "strongly disagree" to "strongly agree" at the extremes. (Employee engagement survey instrument – Appendix 3).

A pilot survey was conducted with draft questionnaire wherein it was served to twenty experts (drawn from airport) prior to general survey which resulted in deletion and modification and also inclusion of some services or area.

Sample Design

The sample frame would represent employees of Delhi International Airport. In selecting the sample respondents, multi-stage and random sampling techniques were used. In the first stage, the whole population was divided into different groups based on the function or area of operation and then selected randomly from the group proportional to the strength of the group. Sample size was 300. The questionnaire assessed the state of participant's work place internal communication and measured their level of engagement as an employee. The instrument measured the presence, quality and effectiveness of internal communication as well as the presence and level of employee engagement.

III.   STUDIES AND FINDINGS

Analysis and interpretation of data

The data collected from the employees through questionnaire were analysed to draw out the inference regarding the impact of internal communication on the employee engagement. Five factors from the Dennis' Communication Climate survey were used in the study. They are 1. Superior- subordinate communication 2. Quality of information 3. Superior openness   4.Opportunities for upward communication and   5. Reliability of communication.

1. Superior-subordinate communication: This is inferred from the response for the 14 questions in the part 1 of Dennis' Communication Climate questionnaire. These questions are in 4 parts 1A, 1B, 1C, and 1D.The questions 1A concentrate on subordinate supervisor understanding and 1B exclusively for the positive supervisor communications which is a part of supervisor subordinate communication. Questions in 1C are used in both subordinate-supervisor communication and supervisor openness factor and response for questions in 1D is exclusively used in evaluating the factor superior openness. This factor superior- subordinate communication reflected statements of positive communication between a subordinate and their superior because it covered exchanges of encouragement, understanding, and fairness between two these individuals.

2. Quality of information: There are twelve questions (2A and 2B) in this part of questionnaire. There are two sub-factors in this such as effective communication and open communication in the organisation. As far as quality of communication is concerned, it reflected employees who are pleased with the way management communicated the sources they used to communicate, the rewards they received, and clear understanding of organisational goals and job requirements. This also reflected top-down communication transparency. The factor looked at employee satisfaction with the information and the explanations they received from management, the candidness across the organisation and integrity of messages.

3. Superior openness: To understand this factor the response for questions from 1C, 1D and 2B are used. This is mainly connected to management level or superior level functioning. The factor gives the how the subordinate feels about their managers in the area of providing the information. How honest and open they are in sharing information.

4. Opportunities for upward communication: This factor is inferred through the three questions in part 3 of the questionnaire. This factor reflected employee feelings about their views and opinions being heard and integrated into their day to day work.

5. Reliability of information: The study was done on this factor by using two questions in the Part 4 of questionnaire. They represent the opinion of employees regarding the reliability of information received from management and from their colleagues.

Employee engagement questionnaire is a combination of Mowday, Steers, and Porter (1979) "Organisational Commitment questionnaire and Spreitzer (1995) Empowerment survey questionnaire. There are 18 questions in total and response to these questions reflect the three factors of the employee engagement like **Commitment** is related to questions 1,2,4,5,6,7,8,10,12,13,14,15,17 and 18 , the factor **meaningfulness in their work** is connected to questions 1,3,4,8,10 and 16 , the factor **discretional effort** is represented by the response to questions 3,9,11,13 and 14. The first hypothesis predicted **communication** with employees would be positively related to employee **commitment**. **Pearson Product Moment Correlation statistics** were used to determine the relationship between communication and commitment.   The independent variables for communication were comprised of Superior – Subordinate communication, Superior openness, Opportunities for upward communication, Quality of information and Reliability of the information. The dependent variable was organisational commitment. Five correlations were found. A fair degree of relationship was found between commitment and both superior openness (r =0.40, p<0.01) and opportunities for upward communication (r = 0.47,p< 0.01). A slight relationship was found between super-subordinate communication and commitment(r = 0.25,p< 0.01) and a chance relationship was found to exist between quality of information and commitment (r = 0.18,p< 0.01), and between reliability of communication and the commitment (r = 0.19,p< 0.01)   As all are having a positive significant relationship H1a supported.

The second hypothesis predicted **communication** with employees would be positively related to employee **discretional effort**. Pearson Product Moment Correlation statistics were used to determine the relationship between communication and discretional effort. The independent variables for communication were comprised of Superior – Subordinate communication, Superior openness, Opportunities for upward communication, Quality of information and Reliability of the information. The dependent variable was organisational discretional effort. Five correlations were found. A fair degree of relationship was found between discretional effort and Superior openness (r =0.38, p<0.01), upward communication (r = 0.48,p< 0.01) and reliability of communication (r = 0.45,p< 0.01) . A slight relationship was found between super-subordinate communication and discretional effort (r = 0.24,p< 0.01) and quality of information and discretional effort (r = 0.22,p< 0.01). As all are having a positive significant relationship H1b supported.

The third hypothesis predicted **communication** with employees would be positively related to **meaningfulness in their work** of employees. Pearson Product Moment Correlation statistics were used to determine the relationship between communication and **meaningfulness in their work** of employees. The independent variables for communication were comprised of Superior – Subordinate communication, Superior openness, Opportunities for upward communication, Quality of information and Reliability of the information. The dependent variable was **meaningfulness in their work** of employees. Five correlations were found. A fair degree of relationships were found between **meaningfulness in their work** and super-subordinate communication (r = 0.39,p< 0.01), Quality of information (r = 0.38,p< 0.01), and Reliability of communication (r = 0.35,p< 0.01). A slight relationship was found between meaningfulness in their work and opportunities for upward communication (r =0.22, p<0.01) and chance relationship was found between meaningfulness in their work and superior openness.(r = 0.14,p< 0.01). As all are having a positive and significant relationship H1c is supported.

This study emerged due to reduction in the level of employee engagement at Delhi international airport. As a normal practice, in every six month the survey is conducted at DIAL by using the tool "Utrecht Work Engagement Scale (UWES)". There are 17 statements and the employees are asked to respond to each question. The employees are grouped as per the functional area and there are 10 areas. This survey is conducted in January and July of every year. A sample size of 300 is collected from the employees from all 10 areas proportional to the strength of employees working in that area. The mark allotted to each questions are as follows. Never = 0, Almost Never = 1, Rarely = 2, Sometimes = 3, Often = 4, Very often = 5, Always =6.Then weighted average of the response for all questions and all samples are found out to arrive the "Employee Engagement Level" ,and is tabulated as follows.

Table 1: Employee engagement level – Based on half yearly employee survey

Employee Engagement Level					
Month-Year	2009	2010	2011	2012	2013
January	3.6	3.7	**2.9**		
July	3.7	3.8	3.7		

IV.   CONCLUSION AND SUGGESTIONS

Background of the study, there was a reduction in engagement level of employees at Delhi international airport when it was moved from project phase to operation phase. Then high level team constituted to find out the economical way of regaining its previous level of engagement. The team perceived the internal communication as one major driver caused this fall in level of engagement. Then it was decided to scientifically find out whether there is relationship between the internal communication and employee engagement and also how deep is the relationship. Study done based on the factors of employee engagement and factors of internal communication. The main factors of engagement like commitment, discretional effort and meaningfulness in the employees work were considered in statistical survey. The communication has its five important factors like superior-subordinate communication, superior openness, opportunities for upward communication, reliability of communication, and quality of communications were studied. The Pearson Product Moment Correlation method was used to find out the correlation between the factors of communication and factors of engagement. There were fair, slight and chance relationships between different factors. And it was concluded statistically, overall there is significant positive correlation between   internal communication and employee engagement. Based on this study different action plans were formulated and implemented. Even though this part is not in the scope of this study, for academic interest it can be mentioned that, the implementation of the action plans for improving the internal communication, was able to bring back the level of employee engagement better than the previous one. The detail about correlation between the factors is given in the Appendix-4.

V.   LIMITATION

The study was conducted only taking the worst affected driver "internal communication" as it was decided to have an immediate recovery with low financial expenditure. There were other drivers which would have impacted on the level of employee engagement and were not considered as the impacts of these drivers were not much influenced by the process of transition of airport. But definitely this can be considered as limitation.

VI.   FUTURE RESEARCH

In future a study can be conducted taking all 8 drivers identified at the initial stage of the study. Also now Delhi Airport has become world's 2nd best airport based on the ASQ (Airport Service Quality) rating for which customer feedback is a main deciding factor. There are numerous studies indicating that customer satisfaction really depends on the level of employee engagement. As Delhi international Airport is keen to become world's 1st best airport by the year 2014, it should conduct a detailed study considering all drivers of engagement into account. The similar study can be undertaken by any other organization which is facing a fall in level of engagement or wish to improve the level of engagement.

APPENDIX

.   **Appendix-1: Utrecht work Engagement Scale (UWES)**

Utrecht Work Engagement Scale (UWES)									
The following 17 statements are about how you feel at work. Please read each statement carefully and enter cross mark (X) in appropriate place as per your opinion									
Sl no	Statement	Factor	Never 0	Almost never 1 A few times a year or less	Rarely 2 Once a month or less	Sometimes 3 a few times a month	Often 4 Once a week	Very often 5 A few times a week	Always 6 Every day
1	At work, I feel busting with energy	Vigor							
2	I find the work that I do full of meaning and purpose	Dedication							
3	Time flies when I am working	Absorption							
4	At my job, I feel strong and vigorous	Vigor							
5	I am enthusiastic about my job	Dedication							
6	When I am working I forget everything else around me	Absorption							
7	My job inspire me	Dedication							
8	When I got up in the morning , I feel like going to work	Vigor							
9	I feel happy when I am working intensely	Absorption							
10	I am proud of the work that I do	Dedication							
11	I am immersed in my work	Absorption							
12	I can continue working for very long periods at a time	Vigor							
13	To me, my job is challenging	Dedication							
14	I get carried away when I am working	Absorption							
15	At my job, I am very resilient, mentally	Vigor							
16	It is difficult to detach myself from my job	Absorption							

17									
	At my work I always persevere even when things don't go well	Vigor							

Appendix -2

Dennis' Communication Climate Survey Instrument

Employee Communication questionnaire

This questionnaire will ask you question concerning internal communication within an organisation. For the purpose of this study internal communication is defined as the exchange of information both informal and formal between management and employees.

PART 1 A

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	Your superior is frank and candid with you					
2	You believe that your superior thinks he/she really understands you.					
3	You believe that your superior thinks that you understand him/her.					
4	You really understand your superior					

PART 1 B

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	Your superior makes you feel that things you tell him/her are really important.					
2	Your superior makes you feel free to talk with him/her.					
3	Your superior expresses his/her confidence with your ability to perform the job.					
4	Your superior encourages you to bring new information to his /her attention, even when that new information may be bad news.					
5	Your superior encourages you to let him/her know when things are going wrong on the job.					
6	Your superior makes it easy for you to do your best work.					
7	Your superior really understands your job problem					
8	Your superior really understands you.					

PART 1 C

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	Your superior is willing to tolerate arguments and to give a fair hearing to all points of view.					
2	Your superior has your best interests in mind when he/she talks to his/her boss.					
3	Your superior is really competent, expert manager.					
4	Your superior listens to you when you tell him/her about things that are bothering you.					
5	You can communicate job frustrations to your superior.					
6	You think you are safe in communicating "bad news" to your superior without fear of retaliation on his/her part.					

PART 1 D

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	It is safe to say what you are really thinking to your superior.					
2	You can tell your superior about the way you feel he /she manage your department.					
3	You are free to tell your superior that you disagree with him/her.					

PART 2 A

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	You think that people in this organisation say what they mean and mean what they say.					
2	People in top management say what they mean and mean what they say.					
3	People in this organisation are encouraged to be really open and candid with each other.					
4	People in this organisation freely exchange information and opinion.					
5	You are kept informed about how well organisational goals and objectives are being met.					
6	Your organisation succeeds in rewarding and praising good performance.					
7	You receive information from the sources that you prefer (Example: from your superiors, department meetings, co-workers, newsletters).					
8	You are notified in advances of changes that affect your job.					

9	Your job requirements are specified in clear languages.					

PART 2 B

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	Top management is providing you with the kinds of information you really want and need.					
2	You are pleased with the management's effort to keep employees up-to-date on recent developments that relate to the organisation's welfare-such as success in competition ,profitability, future growth plans etc.					
3	You are satisfied with explanations you get from top management about why things are done as they are.					

PART 3

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	Your opinions make a difference in the day-to-day decisions that affect your job.					
2	You believe your views have real influence in your organisation.					
3	You can expect that recommendations you make will be heard and seriously considered.					

PART 4

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	You think that information received from management is reliable.					
2	You think that information received from your colleagues (co-workers) is reliable.					

Appendix – 3

Employee Engagement Survey Instrument

Employee Commitment, Discretional effort and Meaningfulness of the work.

This questionnaire will ask you question concerning how you feel about your organisation and also about the work. Indicate your choice by placing an (X) under your preferred answer.
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PART 1 A

SL NO	QUESTIONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this					

	organisation be successful.					
2	I talk up this organisation to my friends as a great organisation to work for.					
3	I feel very little loyalty to this organisation.					
4	The work I do is very important to me.					
5	I would accept almost any type of job assignment in order to keep working for this organisation.					
6	I find my values and the organisation's values are very similar.					
7	I am proud to tell others that I am part of this organisation.					
8	My job activities are personally meaningful to me.					
9	I could just as well be working for a different organisation as long as the type of work was similar.					
10	This organisation really inspires the very best in me in the way of job performance.					
11	It would take very little change in my present circumstances to cause me to leave this organisation.					
12	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.					
13	There's not much to be gained by staying with this organisation indefinitely.					
14	Often, I find it difficult to agree with this organisation's policies on important matters relating to its employees.					
15	I really care about the fate of this organisation.					
16	The work I do is meaningful to me.					
17	For me this is the best of all possible organisations for which to work.					
18	Deciding to work for this organisation was a definite mistake on my part.					

Appendix – 4

Correlation

HYPOTHESIS	ENGAGEMENT
Communication and commitment	
Communication factors	Commitment
Opportunities for upward communication	(r =0.47, p<0.01)
Superior openness	(r =0.40, p<0.01)
Superior –Subordinate communication	(r =0.25, p<0.01)
Quality of information	(r =0.18, p<0.01)
Reliability of communication	(r =0.19, p<0.01)

HYPOTHESIS	ENGAGEMENT
Communication and discretional effort	
Communication factors	Discretional effort
Opportunities for upward communication	(r =0.48, p<0.01)
Superior openness	(r =0.38, p<0.01)
Superior –Subordinate communication	(r =0.24, p<0.01)
Quality of information	(r =0.22, p<0.01)
Reliability of communication	(r =0.45, p<0.01)
HYPOTHESIS	ENGAGEMENT
Communication and meaningfulness in their work	
Communication factors	Meaningfulness in the work
Opportunities for upward communication	(r =0.22, p<0.01)
Superior openness	(r =0.14, p<0.01)
Superior –Subordinate communication	(r =0.39, p<0.01)
Quality of information	(r =0.38, p<0.01)
Reliability of communication	(r =0.35, p<0.01)

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