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## DOES INTERNAL ORGANIZATION COMMUNICATION ENHANCE EMPLOYEE ENGAGEMENT?<sup>5</sup>

*Despite the acknowledged significance of organization communication in achieving positive organizational outcomes, there is a dearth of empirical knowledge regarding internal organization communication (IOC) influence on employee engagement (EE), particularly in Balkan countries. The aim of this study is to fill this research gap by measuring the effect of IOC in EE, thereby providing a significant contribution to the growing domain of organizational communication. Specifically, this paper investigates the relationship between eight dimensions of IOC (such as communication climate, supervisory communication, organizational integration, media quality, co-worker communication, company information, personal feedback, and subordinate communication) and three dimensions of EE (employee vigour, employee dedication, and employee absorption). The present study involved the administration of a survey to a sample of 152 employees working in public secondary education institutions within the Republic of North Macedonia. The data was subjected to analysis using SPSS software. The results of the study indicate that several IOC dimensions play a crucial role in predicting various dimensions of EE, such as employee energy, dedication, and absorption within the organization. The findings of this study make a substantial contribution to the existing knowledge on the relationship between IOC and EE in non-profit organizations.*

*Keywords: Internal Organizational Communication; Employee Engagement; Media Quality; Company Information; Employee Dedication*  
*JEL: O15; J50; L82*

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## 1. Introduction

The concept of employee engagement is increasingly gaining popularity as a framework for understanding how organizations seek to foster collaboration with their stakeholders. The concept of EE has garnered significant attention over the decades (Hallberg & Schaufeli, 2006). Recent research indicates that there is a higher prevalence of disengaged employees compared to engaged employees in contemporary times. According to the Gallup Institute, globally only 15% of workers can be described as fully engaged in their work, while 85% are not engaged or are actively disengaged (Gallup, 2017). Indeed, the studies conducted on this topic demonstrate some variations in their findings, but they generally agree on a common conclusion: that EE plays a substantial role in enhancing an organization's competitive advantage. (Salanova & Schaufeli, 2008; Teng et al., 2007). Considering the potential advantages associated with EE, such as enhanced work performance (Gruman, Saks, 2011), decreased absenteeism and turnover (Brunetto et al., 2012), and increased customer loyalty (Salanova et al., 2005), it becomes imperative to recognize the significance of adopting an approach where engagement serves as a crucial driver of competitive advantage. EE enables organizations to foster innovation and effectively compete in the marketplace (Welch, 2012). Therefore, the examination of EE holds significant importance as it greatly contributes to the body of literature in the field of human resource management.

It is widely recognized among contemporary scholars that employee communication and engagement play a crucial role in determining the overall effectiveness of an organization. The evaluation of an organization's performance is heavily reliant on the efficacy of IOC (Bourne et al., 2013; Mmutle, 2022; Otieno et al., 2015). Employees who are actively involved in their work and demonstrate qualities such as diligence, ethical behaviour, and a strong sense of responsibility play a crucial role in creating a positive work environment (Verčič, Vokić, 2017). Thus, researchers are primarily focused on identifying the determinants that potentially contribute to heightened levels of EE within an organizational context (e.g., see Al-dalahmeh Mahmoud et al., 2018; Narayanamma et al., 2022; Saks & Gruman, 2014; Sun, Bunchapattanasakda, 2019). The existing literature (Smidts et al., 2001) has established a noteworthy correlation between employee commitment and organizational identity, wherein effective communication within the organization plays a crucial role in shaping this identity (Melewar, Jenkins, 2002).

IOC is widely regarded as a crucial component in addressing various aspects associated with employee engagement. Communication within an organization is characterized as a key force that facilitates employee coordination and establishes the necessary conditions for organizational behaviour (Myers, Myers, 1982). Management has the ability to foster increased commitment and seriousness among employees by improving communication regarding assigned tasks and ensuring that relevant information is effectively directed to the appropriate positions (De Vries, Van den Hooff, De Ridder, 2006). In their study, Guest and Conway (2002) ascertain that effective communication plays a crucial role in an employee's performance, encompassing both regular work-related communication and the calibre of feedback received. Also, continuous communication with employees has a positive impact on employee effectiveness, such as employee productivity and satisfaction (Islami et al., 2018).

To achieve a competitive edge in the contemporary global market, organizations must prioritize the attraction, engagement, development, and fostering of employee loyalty (Abduraimi et al., 2023) through effective IOC. Given these circumstances, it is undeniable that there is a significant need to examine and evaluate the correlation between IOC and EE. It is worth mentioning that this study expands on a prior investigation by Abduraimi et al. (2023), which examined the influence of organizational culture on employee engagement. Despite the fact that several researches have investigated the impact of organizational communication on employee engagement (e.g., see Jiang & Luo, 2020; Men et al., 2019; Verčić & Men 2023; Mishra et al., 2014; Tkalac et al., 2021; Verčić & Vokić, 2017). Still, there is a lack of empirical research that specifically investigates the degree to which organizations, motivated by intense competition and pursuit of achievement, place importance on IOC as a means to improve EE within their workplaces.

Indeed, despite the extensive body of research conducted on this topic, there remains a significant level of inconsistency and contradiction regarding the impact of organizational communication on employee engagement. To fill this research gap, this study investigates the degree of employee engagement in the organizational process and explores the significant impact of IOC dimensions on the various dimensions of EE. This study specifically examines the potential statistical relationship between IOC and the ability to predict EE among individuals working in public secondary schools in the Republic of North Macedonia. The study is of utmost importance for non-profit organizations due to the limited attention given to the concept of EE in academic literature. Additionally, the development of a measurement model for EE would greatly benefit human resources departments in their practices. The study's conclusions and suggestions are intended for non-profit organizations (the education industry) as the primary beneficiaries. This research provides evidence in favour of non-profit organizations' initiatives aimed at enhancing employee engagement.

## **2. Research Background and Hypotheses Development**

Extensive scientific research has been devoted to investigating the advantages of embracing a more constructive approach to managing the workforce. These studies propose the prioritization of employee engagement over the pursuit of strategies employed by competitors (e.g., see Avey et al., 2008; Bakker & Schaufeli, 2008; Luthans & Avolio, 2009; Luthans & Youssef, 2007; Seligman et al., 2005). The concept of engagement has gained significant recognition as a prominent area of study within the field of organizational sciences (Sonnentag, 2011). EE is a theoretical construct that encompasses the motivational condition of individuals in the workplace (Meyer & Gagné, 2008; Rich et al., 2010). It is characterized by the active and wholehearted involvement of employees in their work roles (Kahn, 1990). Engagement can be conceptualized as a complex phenomenon encompassing behavioural, moment-to-moment, and trait-like dimensions (Macey & Schneider, 2008).

The existing body of literature provides substantial evidence to support the proposition that there is a significant correlation between EE and organizational performance (Akanpaadgi & Binpimbu, 2021; Kazimoto, 2016; Motyka, 2018). The potential impact of EE on organizational performance is widely recognized. As an example, previous studies have

demonstrated a positive relationship between EE and a range of outcomes, such as productivity (Rich et al., 2010), organizational commitment (Chalofsky & Krishna, 2009), and organizational citizenship behaviours (Moliner et al., 2008). On the other hand, previous research has indicated that engagement is inversely associated with outcomes such as turnover intentions and burnout (Schaufeli et al., 2009). Indeed, EE is widely recognized as a motivating factor that plays a role in the attainment of an organization's goals. (Kazimoto, 2016). The three dimensions of employee engagement, namely vigour, absorption, and dedication, have a substantial influence on organizational performance (Schaufeli et al., 2002). These three EE dimensions pertain to the level of energy, commitment, and engagement that employees exhibit in their work. The operational definition of vigour, dedication and absorption in this study are adopted by Abduraimi et al. (2023, p. 111).

Organizational EE is regarded as a significant issue, particularly in the management of organizations. This is because organizational EE is linked with job satisfaction and both are directly associated with organizational profitability and superior competitiveness (Abdullah & Antony, 2012). Presently, it is a prevailing practice to classify organizations as entities involved in the process of communication (Clegg et al., 2021). The benefits associated with effective communication include higher efficiency, improved service and product quality, heightened levels of trust, engagement, and commitment, increased staff input and creativity, elevated employee job satisfaction and morale, improved workplace relationships, greater acceptance of change, decreased absenteeism, reduced staff turnover, diminished industrial unrest and strikes, reduced costs, and optimized resource utilization (Bedwell et al., 2014; Bucăța & Rizescu, 2017; Clampitt, 2013; Ellwardt et al., 2012; Al Jenaibi 2010).

It is noteworthy to mention that a number of studies have provided evidence regarding the significance of communication in enhancing work engagement (Jiang & Men, 2015; Verčič & Men, 2023; Verčič & Vokić, 2017). Indeed, communication is a crucial element of the organizational environment that plays a significant role in determining the level of employee engagement (Bakker et al., 2011). This is primarily because effective communication has the ability to convey the values of the organization to all employees and actively involve them in the pursuit of organizational goals (Welch, 2011).

Effective communication plays a pivotal role in actively involving employees. The existence of this association has been demonstrated through empirical research conducted in several studies (e.g., Men, et al., 2019; Mishra et al., 2014; Verčič & Vokić, 2017). In the context of examining the increased significance of communication in fostering employee engagement, Mishra et al. (2014) posited that internal communication plays an essential role in cultivating a sense of trust between organizations and their employees, thereby facilitating employee engagement. Similarly, the study conducted by Verčič and Vokić (2017) developed a relationship between various aspects of communication satisfaction and the extent to which employees experience vigour, absorption, and dedication within the organizational context. This finding further underscores the significance of effective communication in fostering EE. Communication satisfaction has a positive effect on EE and job satisfaction (Pongton & Suntrayuth, 2019). The communication satisfaction dimensions have a significant influence on EE (Jaupi & Llaci, 2015). Among all the predictors, two-way communication and internal crisis communication content predicted EE the most, followed by internal crisis communication objectives and new methods of working (Dhanesh & Picherit, 2021).

Despite extensive research and scholarly inquiry, there exist different opinions regarding the influence of communication on environmental education (EE). Given the presence of numerous contradictions, the central inquiry revolves around the impact of communication on EE. There exists an immediate need for additional research to address this gap, primarily due to the predominant focus of research efforts in developing nations. Drawing from the preceding discourse, this study proposes these hypotheses:

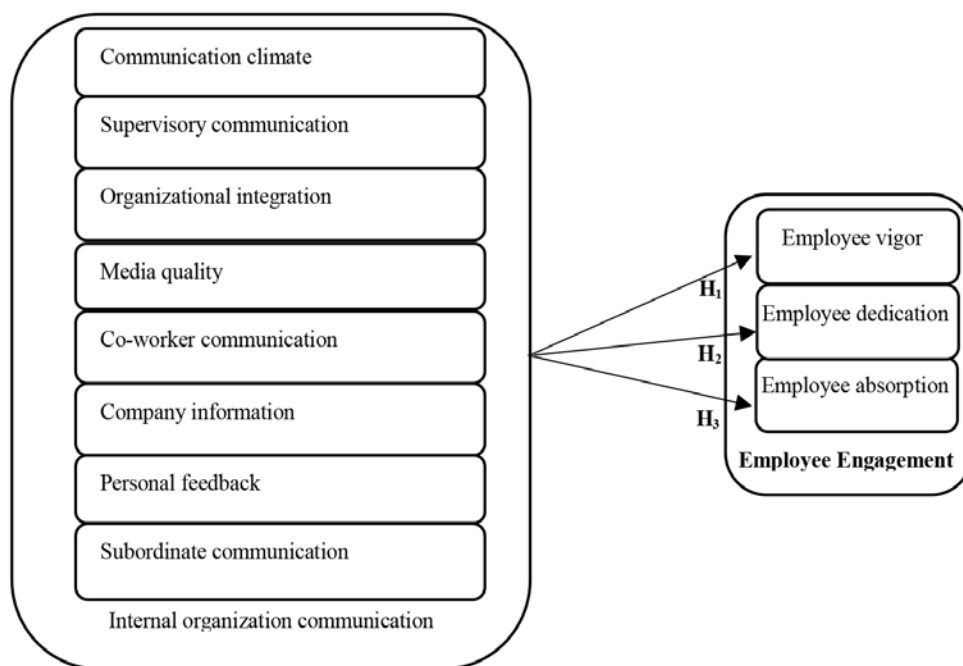
**H<sub>1</sub>:** Internal organization communication has a positive influence on the vigour of employees.

**H<sub>2</sub>:** Internal organization communication has a positive influence on the dedication of employees.

**H<sub>3</sub>:** Internal organization communication has a positive influence on the absorption of employees.

### 2.1. Conceptual model of the study

**Figure 1. Conceptual model**



The organization is influenced by several internal factors, but this research considers only two factors. It covers both internal organizational communication and employee engagement, both of which have demonstrated a significant impact on the success of an organization (Jiang

& Men, 2015; Verčič & Men, 2023; Verčič & Vokić, 2017). The conceptual model of this paper is adopted by authors and it is based on the models used by Downs et al. (1988) and Schaufeli et al. (2002). Were, according to Clampitt & Downs (1992) organisational communication consists of eighth dimensions (communication climate, supervisory communication, organizational integration, media quality, co-worker communication, company information, personal feedback, and subordinate communication). Whereas, employee engagement consists of three dimensions: energy, dedication and absorption (Abduraimi et al., 2023; Schaufeli et al., 2002). The image below shows visually the impact that observed variables of IOC have on EE (see Figure 1).

### **3. Research Methodology**

This study employs a quantitative approach, utilizing statistical procedures and research instruments as means to assess the extent of the association between IOC and EE. Therefore, conclusions are derived from an in-depth analysis of data obtained via the administration of questionnaires. The questionnaires employed in this study were designed specifically to gather primary data, which facilitated the identification of significant findings and the formulation of study recommendations. It is noteworthy to mention that the quantitative study was preceded by a full investigation conducted over several years by the first author of this research. The focus of this study was on the examination of human resource practices, specifically exploring the integration of the concept of EE and its significance within the IOC.

In order to gather the viewpoints of directors, administration, and teachers on the IOC and EE within their respective educational organizations, an extensive survey methodology was employed. This involved a combination of both field-based and online questionnaires, which were administered to public high schools operating within the jurisdiction of the Republic of North Macedonia. The sampling methodology was selected in order to obtain a comprehensive dataset. The research was carried out in the urban areas of Skopje, Tetovo, and Gostivar, involving the staff members of the public educational institutions located in these cities.

#### *3.1. Questionnaires design*

The formulation of the questionnaire is grounded in the theoretical framework of the study. The creation and carrying out of survey items in the EE section have been based on the theoretical framework put forth by Schaufeli et al. (2002). The questionnaire for the communication section was developed and employed using the model established by Clampitt and Downs (1992). The construction of the questionnaire has been designed in a manner that enables the systematic collection of responses related to variables (Abduraimi et al., 2023; Tanur, 1993). See Appendix 1. It is worth noting that the methodology utilized for data analysis and result extraction is in line with that employed by Abduraimi et al. (2023).

### *3.2. Characteristics of the sample*

What factors contribute to the selection of this specific country? The education system in the Republic of Northern Macedonia has encountered numerous challenges in recent years across various domains. According to the report conducted by the State Education Inspectorate, which examined 162 public high schools for the academic year 2016/2017, it was found that the quality of the educational process is not adequately developed. There exist numerous factors contributing to the suboptimal functioning of schools. Public high schools have been found to exhibit weaknesses across various aspects, including learning equipment, curriculum implementation, teaching staff qualifications, supervision, and student knowledge and awareness levels. Hence, if the focus of communication is geared towards enhancing energy efficiency in non-profit organizations, it is plausible that certain challenges can be effectively addressed.

The survey questionnaire was administered to a total of 160 respondents. However, the final dataset comprises responses from only 152 participants, as the remaining respondents did not furnish the requisite information. The survey instrument was assessed utilizing a five-point Likert scale, ranging from 1 to 5. The survey included a diverse group of participants from public high schools, encompassing individuals of various genders, schools, ages, subject specializations, and job positions (see Appendix 2). This approach aimed to ensure that the sample was as representative as possible.

## **4. Findings of this study**

### *4.1. Internal analysis of the IOC and EE dimensions*

Mauchly's Test of Sphericity was employed to conduct the internal analysis of the research variables. Firstly, Table 2a provides evidence that there is a range of 0.76 between the averages of the lowest and highest-rated dimensions. In a general context, it is apparent that the dimensions of company information (mean = 3.088) and organizational integration (mean = 3.105) display notably lower and higher values when compared to the other six dimensions. On the other hand, the recorded measurements of the quality of communication channels indicate a mean value of 3.846. Similarly, the mean values for supervisory communication, climate of communication, and communication from subordinates are 3.724, 3.742, and 3.832, respectively. At this point, it is crucial to determine whether the disparities mentioned possess enough significance to be considered valid or if they are simply coincidental. To effectively investigate this inquiry, it is imperative to analyze the statistical significance of the variances observed during the evaluation of the eight dimensions of the IOC. Therefore, Table 2b presents the implementation of Mauchly's Test of Sphericity, which assesses the statistical significance of the observed variations in the assessment of the eight dimensions of the IOC.

**Table 2. a) Descriptive statistics of IOC dimensions, n=152**

	Mean	Std. Deviation
Communication climate	3.742	0.675
Supervisory communication	3.724	0.638
Organizational integration	3.105	0.713
Media quality	3.846	0.764
Co-worker communication	3.638	0.628
Company information	3.088	0.837
Personal feedback	3.386	0.691
Subordinate communication	3.832	0.814

**b) Mauchly's Test of Sphericity<sup>a</sup> for IOC**

Within Subjects Effect	Mauchly's W	Approx. Chi-Square	Df	Sig.	Epsilon		
					Greenhouse-Geisser	Huynh-Feldt	Lower-bound
IOC	0.350	155.664	27	0.000**	0.765	0.797	0.143

**c) ANOVA for repeated measures: significance of the differences between the eighth dimensions of the IOC**

	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Partial Eta
Sphericity Assumed	102.028	7	14.575	64.715	0.000**	0.300	0.548
Greenhouse-Geisser	102.028	5.571	18.314	64.715	0.000**	0.300	0.548
Huynh-Feldt	102.028	5.809	17.563	64.715	0.000**	0.300	0.548
Lower-bound	102.028	1.000	102.028	64.715	0.000**	0.300	0.548

**d) ANOVA for repeated measures: IOC in the school – posthoc test (Pairwise Comparisons)**

(I) IOC	(J) IOC	Mean Difference (I-J)	Std. Error	Sig. <sup>b</sup>	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-0.728*	0.062	0.000**	-0.850	-0.605
	3	-0.282*	0.054	0.000**	-0.389	-0.174
	4	0.017	0.054	0.751	-0.089	0.124
	5	-0.637*	0.055	0.000**	-0.745	-0.528
	6	-0.407*	0.053	0.000**	-0.512	-0.301
	7	-0.741*	0.057	0.000**	-0.854	-0.629
	8	-0.619*	0.055	0.000**	-0.727	-0.511
	2	1	0.728*	0.062	0.000**	0.605
3		0.446*	0.057	0.000**	0.333	0.559
4		0.745*	0.064	0.000**	0.619	0.871
5		0.091	0.055	0.099	-0.017	0.199
6		0.321*	0.060	0.000**	0.203	0.439
7		-0.014	0.056	0.810	-0.125	0.098
8		0.108*	0.053	0.043*	0.004	0.213
3		1	0.282*	0.054	0.000**	0.174
	2	-0.446*	0.057	0.000**	-0.559	-0.333
	4	0.299*	0.055	0.000**	0.190	0.408
	5	-0.355*	0.049	0.000**	-0.452	-0.259
	6	-0.125*	0.053	0.019*	-0.229	-0.021
	7	-0.460*	0.059	0.000**	-0.577	-0.343
	8	-0.338*	0.054	0.000**	-0.444	-0.232



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(I) IOC	(J) IOC	Mean Difference (I-J)	Std. Error	Sig. <sup>b</sup>	95% Confidence Interval	
					Lower Bound	Upper Bound
4	1	-0.017	0.054	0.751	-0.124	0.089
	2	-0.745*	0.064	0.000**	-0.871	-0.619
	3	-0.299*	0.055	0.000**	-0.408	-0.190
	5	-0.654*	0.060	0.000**	-0.773	-0.535
	6	-0.424*	0.063	0.000**	-0.548	-0.299
	7	-0.758*	0.062	0.000**	-0.881	-0.635
	8	-0.636*	0.064	0.000**	-0.763	-0.509
	5	1	0.637*	0.055	0.000**	0.528
2		-0.091	0.055	0.099	-0.199	0.017
3		0.355*	0.049	0.000**	0.259	0.452
4		0.654*	0.060	0.000**	0.535	0.773
6		0.230*	0.046	0.000**	0.139	0.322
7		-0.104*	0.039	0.009**	-0.182	-0.027
8		0.017	0.038	0.643	-0.057	0.092
6		1	0.407*	0.053	0.000**	0.301
	2	-0.321*	0.060	0.000**	-0.439	-0.203
	3	0.125*	0.053	0.019*	0.021	0.229
	4	0.424*	0.063	0.000**	0.299	0.548
	5	-0.230*	0.046	0.000**	-0.322	-0.139
	7	-0.335*	0.050	0.000**	-0.434	-0.235
	8	-0.213*	0.043	0.000**	-0.297	-0.129
	7	1	0.741*	0.057	0.000**	0.629
2		0.014	0.056	0.810	-0.098	0.125
3		0.460*	0.059	0.000**	0.343	0.577
4		0.758*	0.062	0.000**	0.635	0.881
5		0.104*	0.039	0.009**	0.027	0.182
6		0.335*	0.050	0.000**	0.235	0.434
8		0.122*	0.041	0.003**	0.041	0.203
8		1	0.619*	0.055	0.000**	0.511
	2	-0.108*	0.053	0.043*	-0.213	-0.004
	3	0.338*	0.054	0.000**	0.232	0.444
	4	0.636*	0.064	0.000**	0.509	0.763
	5	-0.017	0.038	0.643	-0.092	0.057
	6	0.213*	0.043	0.000**	0.129	0.297
	7	-0.122*	0.041	0.003**	-0.203	-0.041

Source: first author.

According to the results presented in Table 2c, the analysis of variance (ANOVA) conducted for repeated measures, with the Huinh-Feldt correction applied, reveals a statistically significant difference ( $F=64.715$ ,  $df=5.809$ ,  $p<0.000$ ,  $\text{Partial Eta}=0.548$ ) among the eight dimensions of IOC. The Partial Eta index, which was calculated to be 0.548, indicates a substantial effect size (Leech et al., 2005). Furthermore, this outcome substantiates that the observed disparities in the assessment of the eight dimensions of the IOC within this particular sample are not attributable to random chance. To provide further clarification, the Huin-Felt correction was employed in situations where the assumption of sphericity was violated. This violation was determined through a specific test, which is included as a default procedure in the ANOVA for repeated measures analysis in SPSS. When conducting a statistically significant test of sphericity, it is recognized that one of the initial assumptions required for calculating this particular ANOVA is violated. In such cases, it is advised in the

literature to employ the Huin-Felt correction as it provides a more reliable approximation, especially when the Epsilon index exceeds 0.75 (Leech et al., 2005).

The post-hoc test, as shown in Table 2d, effectively determines the level of statistical significance between each pair of average values, considering all possible combinations among the eight dimensions of the IOC. The tabular overview primarily reinforces the observations made during the initial inspection, indicating that the dimension of organizational integration is generally perceived to have a lower rating in comparison to all other dimensions of IOC, except for information from the organization. In contrast, the value attributed to information originating from the organization is generally regarded as relatively lower when compared to other dimensions, with the exception of organizational integration. Furthermore, the significance of communication channels' quality is greatly esteemed in relation to all other aspects, with the exception of communication from individuals in higher positions. The perceived value of communication from higher-ranking individuals is generally considered to be greater than other factors, with the exception of communication channel quality and communication climate. In the interest of conciseness, this discourse will refrain from offering an exhaustive examination of the intricate interconnections between different dimensions of the IOC. Nevertheless, the aforementioned relationships are indeed incorporated and readily available in the comprehensive overview provided in Table 2d.

Secondly, Table 3a presents the analysis pertaining to the internal structure of the measuring instrument employed, specifically, the questionnaire. The graphical representation provided illustrates that the participants, as a whole, exhibit relatively consistent viewpoints and evaluations with respect to the various aspects of environmental education (EE) within the organization. The disparity between the mean values of the least and most highly rated dimensions is merely 0.21.

**Table 3. a) Descriptive statistics of EE dimensions, n=152.**

	Mean	Std. Deviation
Vigor	4.010	0.665
Dedication	4.198	0.725
Absorption	3.987	0.738

**b) Mauchly's Test of Sphericity<sup>a</sup> for EE**

Within Subjects Effect	Mauchly's W	Approx. Chi-Square	df	Sig.	Epsilon		
					Greenhouse-Geisser	Huynh-Feldt	Lower-bound
EE	0.979	3.250	2	0.197	0.979	0.992	0.500

**c) ANOVA for repeated measures: significance of the differences between the five dimensions of the EE**

	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared	Partial Eta
Sphericity Assumed	4.074	2	2.037	13.229	0.000**	0.081	0.090
Greenhouse-Geisser	4.074	1.958	2.081	13.229	0.000**	0.081	0.090
Huynh-Feldt	4.074	1.983	2.054	13.229	0.000**	0.081	0.090
Lower-bound	4.074	1.000	4.074	13.229	0.000**	0.081	0.090

**d) ANOVA for repeated measures: ENGAGEMENT at school - post-hoc test (Pairwise Comparisons)**

(I) Engagement	(J) Engagement	Mean Difference (I-J)	Std. Error	Sig. <sup>b</sup>	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-0.188**	0.042	0.000**	-0.272	-0.105
	3	0.023	0.048	0.636	-0.072	0.117
2	1	0.188**	0.042	0.000**	0.105	0.272
	3	0.211**	0.045	0.000**	0.123	0.299
3	1	-0.023	0.048	0.636	-0.117	0.072
	2	-0.211**	0.045	0.000**	-0.299	-0.123

Source: first author.

Based on the current framework, the assessment of the statistical significance pertaining to the observed variances in the assessment of these three dimensions of environmental education within the organization is conducted in accordance with the prescribed methodology outlined in Tables 3b and 3c. The results of the repeated measures ANOVA indicate a significant difference ( $F=13.229$ ,  $df=2$ ,  $p<0.000$ , Partial Eta=0.090) among the average scores of the three dimensions of EE evaluation in non-profit organizations (schools). The Partial Eta index obtained from the calculation, which is 0.090, indicates a significantly low effect strength (Leech et al., 2005). The limited magnitude of the effect does not undermine the statistical significance of the differences observed in the evaluation of the three dimensions of EE in this particular sample. However, it does raise concerns about the extent to which these differences can be generalized to the broader population (Balow, 2017). Table 3a provides the arithmetic means and standard deviations for the three dimensions (subscales) of EE. The post-hoc test, as shown in Table 3d, effectively identifies the statistically significant disparity between the ICO dimensions and the EE dimensions. A comprehensive examination of the descriptive data presented in Table 3a reveals that dedication exhibits a higher magnitude as a dimension of EE within the organization (specifically, the school) when compared to the other two dimensions. It is important to note that the following analysis presents a statistical calculation examining the correlation between IOC, which is considered as a collective independent variable, encompassing all eight dimensions, and each of the three distinct dimensions of EE.

## 5. Testing Hypotheses

In order to examine the first hypothesis, a multivariate regression analysis was employed to assess the influence of independent variables on the dependent variable "vigour". Based on the results of regression analysis, it is determined that the independent variables included in the analysis account for 42.1% of the variance observed in the dependent variable "vigour". The F value of 14.707 (sig. 0.000) indicates that the model holds statistical significance at the  $\alpha= 0.05$  level, suggesting its importance. Three dimensions of IOC were found to be statistically significant at the 0.01 and 0.05 significance levels, respectively. The results indicate a positive relationship between communication climate and the dependent variable "vigour". Specifically, communication climate predicts 34.3% of the variance in vigour ( $b=.343$ ,  $p=.003$ ). This suggests that a 1% increase in the pursuit of autonomy is associated

with a 34.3% increase in employee vigour, holding other variables constant. The independent variable supervisory communication exhibits a positive relationship with the dependent variable "vigour" by predicting it for 25.5% ( $b=.255$  &  $p=.027$ ). This implies that a 1% change in the application of the focus strategy will result in a 25.5% change in employee vigour. Additionally, the incorporation of organizational integration demonstrates a positive effect on the dependent variable "vigour," as it predicts an 18% increase ( $b=.180$  &  $p=.030$ ). This implies that a 1% change in the application of the focus strategy will result in an 18% change in employee vigour. In contrast, five additional IOC dimensions were found to be statistically insignificant in this model. Upon close analysis of Table 4, it can be inferred that the independent variable communication climate shows a greater influence on enhancing employees' vigour when compared to the other seven IOC dimensions. Based on the obtained results, it can be concluded that the first hypothesis is partially supported.

**Table 4. Regression analysis of dependent variable "Vigor", n=152**

Model I	R <sup>2</sup>	ΔR <sup>2</sup>	β	b	S. E	F	t	p	VIF
	.451	.421				14.707			
(constant)				1.446	.320		4.520	.000	
Communication climate			.348	.343	.114		3.014	.003	3.476
Supervisory communication			.244	.255	.114		2.237	.027	3.111
Organizational integration			.193	.180	.082		2.198	.030	2.002
Media quality			.074	.065	.100		.647	.519	3.445
Co-worker communication			-.051	-.070	.112		-.628	.531	1.715
Company information			-.036	-.029	.074		-.394	.694	2.231
Personal feedback			-.094	-.090	.087		-1.034	.303	2.146
Subordinate communication			.053	.044	.073		.597	.551	2.083

Note: b=Un-standardized Coefficients, S. E=standard error of variables, β=standardized coefficients, t=t-statistic, p=significance level. R<sup>2</sup>= square, ΔR<sup>2</sup>=adjusted R square.

For the purpose of investigating the second hypothesis, a multivariate regression analysis was employed to assess the influence of independent variables on the dependent variable "dedication". The regression analysis reveals that the independent variables included in the analysis account for 47.5% of the variation observed in the dependent variable, "dedication". The F value obtained in this study is 18.097, with a significance level of 0.000. This indicates that the model holds statistical significance, as determined by the chosen alpha level of 0.05. Two dimensions of IOC were found to have statistical significance at a significance level of 0.001. The results indicate that media quality and subordinate communication are positively associated with the dependent variable "dedication". Media quality predicts dedication by 50.6% ( $b=.506$ ,  $p=.000$ ), whereas subordinate communication predicts dedication by 36% ( $b=.360$ ,  $p=.000$ ). However, it was found that six other dimensions of IOC were not statistically significant in this model. Upon close analysis of Table 5, it can be inferred that the independent variable media quality exerts a greater influence on enhancing employees' dedication in comparison to the other seven IOC dimensions. Based on the obtained findings, it can be concluded that the second hypothesis is partially supported.

**Table 5. Regression analysis of dependent variable “Dedication”, n=152**

Model II	R <sup>2</sup>	ΔR <sup>2</sup>	β	b	S. E	F	t	p	VIF
	.503	.475				18.097			
(constant)			1.550		.332		4.667	.000	
Communication climate			-.143	-.133	.118		-1.211	.228	3.476
Supervisory communication			.091	.080	.118		.769	.443	3.111
Organizational integration			.107	.105	.085		1.259	.210	2.002
Media quality			.480	.506	.104		4.626	.000	3.445
Co-worker communication			.032	.021	.116		.275	.784	1.715
Company information			-.063	-.073	.076		-.829	.409	2.231
Personal feedback			-.142	-.135	.091		-1.565	.120	2.146
Subordinate communication			.321	.360	.076		4.233	.000	2.083

Note: b=Un-standardized Coefficients, S. E=standard error of variables, β=standardized coefficients, t=t-statistic, p=significance level. R<sup>2</sup>= square, ΔR<sup>2</sup>=adjusted R square.

To test the third hypothesis, a multivariate regression analysis was utilized to evaluate the impact of independent variables on the dependent variable "absorption". The findings derived from the regression analysis suggest that the independent variables incorporated in the analysis explain approximately 28.9% of the variability observed in the dependent variable "absorption". The F value of 8.675 (sig. 0.000) demonstrates that the model possesses statistical significance at a significance level of  $\alpha=0.05$ , thereby indicating its significance. Statistically significant findings were observed in five dimensions of IOC at a significance level of 0.05. A positive correlation has been observed between autonomy and the dependent variable "absorption". The variable of communication climate demonstrates a significant predictive relationship with absorption, accounting for 30.7% of the observed variance ( $b = .307$ ,  $p = .029$ ). This finding suggests that a 1% increase in the pursuit of autonomy is associated with a 30.7% change in employee absorption, holding all other variables constant. As shown in Table 6, there is also a positive relationship between the independent variables' organizational integration, media quality, personal feedback, and subordinate communication and the dependent variable "absorption". However, it was determined that three additional dimensions of IOC did not exhibit statistical significance within this particular model. Through a careful examination of Table 6, it can be deduced that the variable communication climate exerts a more pronounced impact on augmenting employees' absorption in comparison to the remaining seven dimensions of IOC. Based on the findings obtained, it can be inferred that the third hypothesis is partially supported.

**Table 6. Regression analysis of dependent variable “Absorption”, n=152**

Model III	R <sup>2</sup>	ΔR <sup>2</sup>	β	b	S. E	F	t	p	VIF
	.327	.289				8.675			
(constant)				1.919	.393		4.882	.000	
Communication climate			.281	.307	.140		2.199	.029	3.476
Supervisory communication			-.136	-.158	.140		-1.127	.262	3.111
Organizational integration			.263	.272	.100		2.708	.008	2.002
Media quality			.270	.261	.123		2.119	.036	3.445
Co-worker communication			.031	.048	.137		.350	.727	1.715
Company information			-.121	-.106	.090		-1.179	.240	2.231
Personal feedback			-.252	-.269	.107		-2.507	.013	2.146
Subordinate communication			.210	.190	.090		2.122	.036	2.083

Note: b=Un-standardized Coefficients, S.E=standard error of variables, β=standardized coefficients, t=t-statistic, p=significance level. R<sup>2</sup>= square, ΔR<sup>2</sup>=adjusted R square.

## 6. Discussion

This study employed empirical measurements and analysis to investigate the effects of IOC on EE in North Macedonian public secondary schools. Several dimensions of IOC have a significant positive correlation with the three dimensions of EE, according to the study's findings. The study demonstrates that IOC has a significant and positive influence on EE in non-profit organizations, educational institutions, and beyond. This effect can be attributed to employee vigour, dedication, and absorption. The improvement of EE within an organization can be attributed to its members' effective communication and mutual comprehension. The employee's ability to contribute optimally to the achievement of the organization's objectives is enhanced by the favourable working environment provided. Engagement with the organization as a whole is measured by the organizational engagement metric, which reflects employees' attitudes toward senior management. This factor relates to the confidence individuals have in an organization's leadership as well as their perceptions of trust, impartiality, values, and respect. It incorporates how individuals prefer to be treated by others in their personal and professional lives.

After analyzing the literature from a variety of sources and time periods, it is safe to conclude that communication satisfaction has a statistically significant positive effect on EE. Therefore, organizational managers must attempt to utilize the communication tool to engage employee comprising of vigour, dedication and absorption for the physical and psychological involvement of the employees (Jain, 2020). EE is related to employee/internal communication management; employee engagement increases supportive employee communication behaviours and decreases turnover intent (Kang & Sung, 2017).

In addition, social connection was found to mediate the relationship between new methods of working and EE. Effective communication is a fundamental aspect of organizational efficacy because it facilitates the exchange of information between senior managers and employees, thereby fostering positive internal relationships. Effective communication plays a critical role in fostering employee awareness of both potential opportunities and imminent threats, while concurrently cultivating employee comprehension of the organization's shifting priorities. The results of this study are consistent with those of other research indicating that communication has a close relationship with EE and is one of its influencing factors (e.g., see Dhanesh & Picherit 2021; Jaupi & Llaci, 2015; Kang & Sung 2017; Pongton & Suntrayuth 2019; Jain, 2020). Similarly, the results of this study indicate that IOC has a significant impact on EE, with the quality of communication channels playing a prominent role and having the greatest influence. This dimension relates to the quality of information shared between employees.

The dimension that exhibits the greatest value is the quality of communication channels. This paper examines the process of channel and medium selection in order to optimize the effectiveness, accuracy, and depth of communication. The individuals maintain the perspective that school administrators exhibit meticulous deliberation in their selection of media platforms. Employees also hold the perception that the coordination of school publications, meetings, and gatherings is effective. Furthermore, employees perceive the written directives and reports as clear and concise, thus cultivating a favourable attitude towards communication. The participants hold the perception that their supervisors exhibit

active listening skills and display responsiveness in addressing matters pertaining to communication channels. The study's findings suggest that the dimension of company information displayed lower mean values in comparison to the other dimensions. This dimension pertains to the degree to which an employee is provided with information regarding the goals, current state, and overall strategies of the organization. According to school employees, there is a perception that the communication of information related to school policies and objectives, as well as updates affecting the school, the disclosure of financial information, and the documentation of the school's successes and areas for improvement, is not adequately adjusted or balanced. The potential for enhancing employee engagement exists through the increased dissemination of organizational information to employees.

The arrangement of the workspaces is strategically designed to enhance the longitudinal environment, thereby promoting efficient communication among employees. Through rigorous scholarly investigations and empirical research conducted on both domestic and global scales, it becomes evident that there is substantial importance in understanding and implementing strategies that aim to promote EE within organizational contexts. The lack of extensive scholarly inquiries and their associated methodologies within our country leads to a deficiency in knowledge in this field, which is evident not only in academic research but also in the distribution of knowledge to local organizations. The integration of EE measurement and improvement into organizational practices is crucial for enhancing the competitive advantages of an organization.

### *6.1. Research implications*

The findings of this study recommend that non-profit organizations incorporate the measurement of EE into their current procedures, as it is not standard practice at present. It is essential to identify and define each aspect of engagement. The findings of this investigation strengthen the validity of this recommendation. An indicator of the impact of organizational communication on employees is their increased work commitment. This recommendation relates to the notion that, in order to increase EE, it is essential to focus on IOC. The process by which administrators align the expectations of employees with those of the organization is facilitated by organizational communication. This facilitates the incorporation of employees into the organizational framework and increases their participation at multiple levels of inclusiveness. This will aid organizations in the development of distinct and precise strategies for managers to increase EE in the investigated sector.

This discussion begins with a comprehensive overview of the examination and scholastic scrutiny of communication and EE in the context of developing non-profit organizations. In addition, it provides an exhaustive presentation of the most relevant contemporary literature on the subject in a systematic manner. The exhaustive analysis of this corpus of literature represents an early and significant contribution to the field of EE research. In addition, the purpose of this study is to develop a comprehensive assessment instrument for measuring employee engagement in an underexplored sector, particularly in developing countries where such research is scarce and becoming increasingly difficult. Furthermore, the study can serve

as a useful instrument for public schools to assess internal matters, such as identifying and resolving internal issues, and to increase employee engagement through the implementation of effective communication strategies. The addition of an empirical analysis enhances the significance of the study by providing a more comprehensive examination of the various examined facets of communication, which in turn influence employee commitment.

## **7. Conclusion and Recommendations of the Study**

This paper takes an integrative approach using the SPSS program to examine the effect of IOC on EE in a systematic manner. It responds to three research queries: (1) Do organizations with high levels of IOC have high levels of employee vigour? (2) Do organizations with high levels of IOC have high levels of employee dedication? (3) Do organizations with high levels of IOC have high levels of employee absorption? To resolve these measurements, a comprehensive, valid, and dependable model for evaluating IOC dimensions and EE was developed. In addition to convergent validity, reliability, and validation of constructs, rigorous statistical testing was conducted on the models. This study provides empirical evidence that several dimensions of IOC have a positive and direct effect on three EE dimensions, but it was unable to demonstrate that all dimensions of IOC significantly increase EE dimensions. These findings contribute to the existing body of knowledge regarding the relationship between organizational communication practices and employee engagement and provide significant guidelines for firm managers, particularly human resource managers. In addition, it represents an important scientific and academic contribution (Islami, 2021; Islami, 2022; Islami & Topuzovska Latkovikj, 2022) related to the relationship between IOC dimensions as significant indicators and their impact on employee engagement in non-profit organizations in North Macedonia, the region, and beyond.

The findings of this study provide several recommendations aimed at addressing challenges related to IOC in non-profit organizations. First, there exists a necessity to improve the existing IOC practices concerning the dissemination of organizational information within public educational institutions. This requires the adoption of updated strategies and techniques in the IOC process, aiming to enhance employees' understanding of their respective educational institutions. Second, based on the findings of this study, it is evident that there is a need for public secondary schools to make adjustments to their IOC practices with employees in relation to the dissemination of organizational information. The significance of this matter lies in the tendency of numerous employees to perceive themselves as undervalued by the organization, a phenomenon that can be partially attributed to organizational changes stemming from legal revisions. The role of effective IOC is vital in facilitating the timely and accurate distribution of information, allowing individuals and organizations to respond and adapt more efficiently to changing circumstances. Third, IOC comprises a range of strategies that are designed to cultivate EE in their professional pursuits. Although it is not essential for a manager to possess an exhaustive understanding of all communication theories, being acquainted with specific theories can offer a notable advantage in bolstering workplace commitment. Fourth, IOC encompasses various strategies aimed at fostering EE in their professional endeavours. While it is not imperative for a



manager to possess comprehensive knowledge of all communication theories, familiarity with certain theories can provide a distinct advantage in enhancing workplace commitment.

### *7.1. Limitations of the study and future research*

This section is adopted by Abduraimi et al. (2023). The study has some limitations due to the environment in which it was conducted. The fact that the study was conducted over a period of time, spanning several months, is one of its limitations. In this context, the data obtained for the study are, of course, subject to that moment, which may reflect the dedication of employees during that time period. The second method of quantitative data collection was a survey involving the completion of a questionnaire and an online questionnaire completion method. Due to its high rate of non-response, complex and confusing, and frequently lengthy questions, this method of data acquisition poses challenges for researchers (Cooper & Schindler, 2003). The responses of respondents may also vary based on how different groups, such as age, gender, and company hierarchy, perceive them. Thirdly, there are relatively few participants in the investigation (152). In light of this, careful consideration must be given to the generalization of this study's findings (Mulolli et al., 2020). Fourthly, the data was collected at a single point in time, not at various times. If the data had been collected over various time intervals, the study would have been more useful for comprehending the dynamics of the OC components and EE dimensions. Lastly, there is a need for additional research to cover the remaining gap in this field. We recommend that future research be conducted primarily in developing nations so that results can be compared across developing nations.

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## Appendices

### Appendix 1. CFA results of constructs

Items	Loading
<i>Please express your opinion on the following expressions using a scale of 1 to 5 according to their importance: 1 – I absolutely disagree to 5 – I completely agree.</i>	
<b>Internal Organization Communication (IOC)</b>	
<i>Communication climate (a = .802)</i>	
Organizational communication motivates and stimulates enthusiasm for achieving goals.	0.802
The members of my organization have great communication skills.	0.654
The communication of the organization makes me identify or feel a vital part of it.	0.767
I get the necessary information I need for my work on time.	0.764
Conflicts are resolved correctly through appropriate communication channels.	0.744
<i>Supervisory communication (a = .860)</i>	
My supervisor listens and pays attention to me.	0.749
The supervisor provides support and guides me in solving the work problems I have.	0.786
My supervisor trusts me.	0.834
My supervisor is open to the ideas I give him.	0.631
I have adequate supervision.	0.766
<i>Organizational integration (a = .713)</i>	
The evaluation of the progress of my work is made known to me and shared with me.	0.588
Personnel data is shared with me.	0.752
Information about the policies and goals of the department where I work is shared with me.	0.731
Information about my job requirements is shared with me.	0.757
Information about benefits and payments is shared with me.	0.609
<i>Media quality (a = .801)</i>	
Publications, announcements of my company are interesting and necessary.	0.712
Our meetings are well organized.	0.925
Directives and reports are clear and concise.	0.892
<i>Co-worker communication (a = .760)</i>	
* Grapevine (rumor) communication is active in our organization.	-0.478
Horizontal communication with other employees is correct and works normally.	0.810
Communication practices are designed to be adapted even in times of emergency.	0.609
The work group I belong to is compact.	0.821
Informal communication is active and accurate.	0.751
<i>Company information (a = .810)</i>	
I am given information about company policies and goals.	0.728
It is available to me and I have knowledge about government decisions and policies that have an impact on the company where I work.	0.668
Information about changes in our organization is made available to me.	0.804
Information about the organization's financial condition is available.	0.757
Information about the achievements and/or failures of the organization is made available to me.	0.811
<i>Personal feedback (a = .753)</i>	
I get information about how my work compares to others.	0.807
I receive information about how I am evaluated by others.	0.744
I get feedback about my efforts at work.	0.726
Reports are made available on how labor issues are managed.	0.767
My supervisors know and understand the problems faced by subordinates.	0.491
<i>Subordinate communication (a = .911)</i>	
In our organization there is adequate communication.	0.902
Subordinates respond in time to top-down communication.	0.896
Subordinates precede my information needs.	0.885
Subordinates are inclined, open, towards development, suggestions and criticism.	0.862
Subordinates feel that they have to initiate and develop a bottom-up communication.	0.738

<b>Work Engagement</b>	
<i>Vigor (a = .850)</i>	
In my work I feel overwhelmed with energy	0.850
In my work I feel strong and energetic	0.796
When I wake up in the morning, I go to work with desire	0.784
I can continue to work for long periods of time during the work day	0.733
In my work I am very fresh, mentally, I recover quickly	0.811
<i>Dedication (a = .936)</i>	
In my work I am very persistent even when things do not go well	0.762
The work I do seems to me to have clear and meaningful objectives	0.910
I'm enthusiastic about the work that I do	0.919
The work I do inspires me	0.912
I'm proud of the work I do	0.894
The work I do is challenging for me	0.840
<i>Absorption (a = .878)</i>	
When I work time flies	0.782
When I work, I forget about everything else around me	0.845
I feel happy when I work harder	0.849
I feel immersed in my work	0.785
When I work, work totally takes me	0.762
I find it difficult to separate myself from work	0.712

Note: *a* – reliability. Items with an asterisk (\*) have been eliminated from the final instruments.

### **Appendix 2. Key characteristics of the respondents (n = 152)**

<i>Characteristics</i>	<i>Number</i>	<i>%</i>
<i>Gender</i>		
Male	107	70.39
Female	45	29.61
<i>Age</i>		
To 30 years	19	12.50
31–40 years	57	37.50
41–50 years	53	34.87
More than 51 years	23	15.13
<i>Job position</i>		
Director	5	3.28
Teacher	130	85.53
Administration employee	17	11.19
<i>Work experience</i>		
To 10 years	49	32.24
11–20 years	77	50.66
21–30	24	15.79
More than 31 years	2	1.32
<i>Education level</i>		
Higher education	105	69.08
Master	39	25.66
PhD	8	5.26