

Exploring the Role of Internal Communication in Shaping Employee Value**Proposition: A Review of Service Sector Studies**

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Abstract

Drawing from published papers, this paper examines the function of internal communication in the construction of the EVP, in the service organisations in particular. Therefore, internal communication can play an important role in the satisfaction of the employees, their commitment to the organisation and the richness of the employees work experience. This review looks at the critical factors of internal communication such as leadership, feedback and information flow and how these factors determine organizational employee's perceptive of value. From a literature review of the topic, this paper highlights best practices in internal communication that strengthens EVP, including transparency, firm inclusiveness, and responsiveness. The research goals provide evidence that firms with appropriate internal communication are capable of developing a favorable EVP and increased Employee loyalty and productivity. Moreover, the roles and implications of the review are also highlighted for the service sector firms operating in Nagpur, and it focuses on the organizational communication strategies that could amply reflect on the employees; the communication policies require the firms to follow such strategies that could be in sync with their organizational goals and objectives. In conclusion, this paper presents this author's further knowledge of internal communication practices that will improve employees and organizational functionalities in the service sector.

Keywords - Service Sector, Employee Engagement, Organizational Commitment, Leadership Communication, Feedback Mechanisms

Introduction

As the business environment becomes ever more competitive, organizations are beginning more and more to consciously understand internal communication as a key determinant of the

EVP. The EVP reflects a range of mutual [hi]positive perceptions about what employees believe they are gaining from their employer in terms of the benefits they derive, satisfaction, engagements and commitment. Despite the fact that most service industries' firms' duties involve mass communication with their clients, dealing with employees who have direct contact with the clients, it becomes even more essential to ensure that the internal communication is correct.

As a working business concept, internal communication is the foundation of culture since it acts as a medium that connects people in organizations, but more importantly, it strengthens both working and social relations between them. It includes many ways of leadership talking to the subordinates, feedback and even organization informing its workers or employees. Scholarly analysis has pointed out that, through sufficiently open and clear communication, employees' trust is increased, individuals feel valued and are encouraged to act in a way that is most productive for the organization.

This paper is intended to examine the correlation between internal communication and consideration of a fascinating EVP mainly in the service industry. In engaging the study, the literature review ought to reveal components of internal organizational communication and their effects on perceived value by employees. In addition, it will also highlight measures which organisations can take toward increasing their internal communication, organisational engagement and subsequently organisational commitment.

Focusing on the service sector companies in Nagpur, the present study underscores the importance of understanding the organisational communication goals and employees' expectation. The complex relationship between internal communication dynamics and the resultant EVP will be helpful to leaders and managers in their effort to design the best internal communication system toward the enhancement of a positive work environment.

Objectives of the study

- To define the particular aspects of the employee value proposition that will require the most communication, as the determining factors of the job satisfaction, career advancement, and the organizational culture.

- As Results best practices in internal communication that have improved EVS for organizations with keen focus to the service sector firms.

Research methodology

Previous literature analysing internal communication and its connection with EVP uses different research methodological approaches to investigate the relationship between the two concepts. The statistical methods like opinion/electronic questionnaires and overwhelming structured interviews are often applied to gather data from many different service sector firms/employees. Such studies generally use Likert scales to measure perceived internal communication effectiveness and its relationship to other components of EVP: job satisfaction and organizational commitment.

Interviews and focus group studies also dominate the literature and give us a rich narrative of the communication practices employees experience. These methods are effective in capturing the rich context that employees have about the various ways in which internal communication assigns, reassigns or reinforces employee value in an organization. It is noted that mixed methods are gaining popularity and involve both quantitative indicators and qualitative information to provide a comprehensive picture of the phenomena being studied.

Secondly, case studies are employed as this research method focuses on particular organizations and helps the investigators study the factors that determine internal communication and EVP. It is for this reason, that to ensure accuracy of the findings, data from different sources is used to corroborate other sources of data. In all, the literature emphasises the importance of obtaining comprehensive methodological tools that could describe sophisticated dynamics of the internal communication and its influence on the attitudes of the employees within the sphere of service industry.

Literature review

Table 1 – Literature Review Summary

References	Year	Key Findings	Characteristics of Effective Internal Communication
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[1]	2022	Internal communication is vital for establishing communication channels and achieving favorable organizational outcomes.	Timely delivery, content accuracy, credibility, professionalism, and sincerity.
[2]	2010	Effective communication attributes are essential for fostering a positive workplace environment.	Clear, open, unrestricted, bidirectional, informal, constant, coherent, and innovative communication.
[3]	2012	Highlighted the role of internal communication in enhancing organizational support and employee engagement.	Importance of transparency and equal communication.
[4]	2006	Stressed the significance of clarity in communication and methods for effective message reception.	Clear and concise communication through face-to-face interactions for better understanding.
[5]	2021	Emphasized the need for organizations to maintain high-quality internal communication in a flexible work environment.	Unrestricted and constant communication.
[6]	2023	Two-way communication enhances communication quality by reducing ambiguity and fostering feedback.	Bidirectional and horizontal communication.
[7]	2020	Informal communication fosters trust and openness among employees, leading to a positive organizational culture.	Informal, relaxed exchanges that promote problem-solving and idea-sharing.
[8]	2022	Advocated for transparency and explicit task outlines to improve the organizational environment.	Clear information management and task outlines.

[9]	2018	Innovative communication strategies can enhance employee engagement and alignment with organizational values.	Innovative communication that captures attention and fosters enthusiasm.
[10]	2020	Effective internal communication empowers employees to participate in decision-making and feedback processes.	Multiple directions of communication: horizontal, downward, and upward.
[11]	2005	Effective internal communication is crucial for disseminating information and advancing organizational goals.	Formal and informal communication activities tailored for different groups within the organization.
[12]	2019	Discussed the shift from top-down communication to valuing employee feedback and engagement.	Evolution towards a more horizontal communication structure.
[13]	2021	Highlighted the demand for transparency and authenticity in organizational communication, especially from leadership.	Leaders must offer positive feedback and align individual goals with organizational purpose.
[14]	2000	Effective leadership communication can satisfy employees' intrinsic needs, thereby increasing motivation.	Alignment of individual goals with the organization's higher purpose.
[15]	2018	Effective communication from leaders can enhance employee motivation by meeting their needs for connection and skills.	Systematic approach to feedback and communication that supports employee development.

Research Gap

Despite the growing body of literature on internal communication and employee value proposition (EVP), several notable gaps remain that warrant further exploration:

Context-Specific Studies: A vast majority of earlier studies employ large service sector industry classifications of which there is little emphasis on areas particular to regions such as Nagpur. This research intends to close this gap by exploring how local cultural and organisational factors mediate the link between internal communication and EVP.

Integration of Quantitative and Qualitative Data: Although the majority of research based on internal communication alone tends to adopt purely quantitative or qualitative frameworks, many such research studies are scarce or are mixed-method studies that incorporate the best of both quantitative and qualitative research paradigms in an attempt to offer a far better and well-rounded understanding of exactly how internal communication influences EVP.

Longitudinal Studies: Most of the literature reviewed is cross-sectional and this limits the knowledge on how fluctuations in the internal communication practice over time influence the views of the employees towards value. More research is called for exploring the longitudinal impacts of the used communication strategies over EVP.

Focus on Emerging Communication Channels: Thus, there is the lack of studies addressing how these new media affect internal communication efficiency and EVP in particular in the context of the existent theoretical framework. More empirical attention should be given to destinations where employees engage and how enable technologies such as social media, collaboration platforms, and others enrich these experiences.

Impact of Organizational Structure: It is possible to see that the impact of various organizational forms (for instance, hierarchical and rather flat) on internal communication and EVP has not been investigated sufficiently. More specifically, it may be useful to examine how structure affects the flow of communication and employee perceptions.

Employee Diversity and Inclusion: To the best of the author's knowledge, there is a relative dearth of scholarship which explores how internal communication practices can address employee heterogeneity and the impact that such inclusiveness has on EVP. Subsequent researches should explore the connection between facilitating communication patterns and perceptions of value for employees of different diversity demographics.

Sector-Specific Differences: Despite a number of works that are devoted to internal communication in service sectors, there are no comparative researches that compare various service industries (such as healthcare, education, hospitality) concerning their specific communication issues and implications for EVP.

In doing so, this study hopes to add to the existing knowledge of how internal communication can impact the development of EVPs walk and within the confines of Nagpur's service industries.

Conclusion

Punctuating the importance of internal communication as a way of framing the employee value proposition (EVP) in the service sector firms focused in Nagpur, this research focuses on internal communication as its central variable. According to the study, the internal communication is a notable determinant of value, engagement, and job satisfaction as evident from internal communication recognized to observe clarity, transparency, and inclusiveness.

Several factors have been distinguishable in the evaluation: the systems of leadership communication, feedback systems, and professional advancement. All of these elements also not only help to gain trust and cultivate loyal employees, but also creates a cooperative environment that contributes to the positive attitudes towards retention.

Moreover, the research also reveals the imperative need for communication to be targeted and aligned to the needs and realities of the Nagpur service sector. The paper finds that when organizations embrace best practices in internal communication, this results in an empowered and valued employee who follows organizational objectives that spearhead organizational success.

Therefore, this research establishes a premise for advocating institutional implementation of effective internal communication as a valuable managerial tool in developing employee value propositions. Therefore, by cross covering the identified gaps and by underlining the context specificity of the identified factors, the subsequent research of the relationship can enlarge the stock of knowledge in practice, which can help leaders and managers in the service industries.

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