

## **An Analysis of Internal Digital Communication and Its Influence on Workforce Engagement in the IT Sector**

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### **Abstract**

Many industries worldwide have changed the way organizations communicate internally because of improvements in digital technologies. In the IT sector, many employees have become more reliant on electronic office communications, such as emails, instant messaging systems, intranet sites, and electronic collaboration tools. Employees have used these tools to interact with their team members and coordinate their work efforts. This paper is intended to investigate how internal digital communication has impacted workforce engagement in the IT industry. It proposes a conceptual model to illustrate how the use of effective digital internal communication methods contributes to employees' motivation, participation in the workplace, and commitment to their organization. Through literature reviews, this paper will summarize existing research in the areas of internal communication, digital workplace environments, and employee engagement. Based upon the literature reviews conducted in this study, it can be concluded that transparent communication, well-designed and functioning collaborative work tools, effective communications by leaders, and feedback mechanisms all influence workforce engagement with their organization and increase workforce engagement.

By properly utilizing digital communications, organizations will have a better chance of fostering employee participation and collaboration, leading to improved overall business performance. This article identifies what is needed to develop structured internal digital communication strategies and promote workforce engagement and productivity in the IT industry this conceptual framework is intended to be a resource for researchers, managers, and

organizations in enhancing the effectiveness of communication and the establishment of employee engagement and productivity in digital workplaces. The way organizations communicate has changed irrevocably with improvements in technology. Previously, communication was primarily through face-to-face contact; however, with rapid changes in technology, the traditional forms of communication have shifted to more modern forms such as electronic mail, instant messaging, online collaborative systems, and intranets

## **I. INTRODUCTION**

Consequently, various technologies facilitate electronic communications among members of the same organization, or internal communications, through the ability to use email systems, messaging applications, online collaboration, and intranets. These new technologies provide organizations with the ability to rapidly share information across the organization, easily coordinate tasks among staff members, and provide seamless communications between the staff and management of the organization.

In the IT business sector, digital communication technologies represent an extremely important means of communication because many employees of IT companies operate in virtual teams and/or distributed work environments. Digital communication tools permit the employees of IT companies to have access to company information quickly and easily collaborate on projects with their team members, as well as participate in the decision-making processes of their organization.

Employee engagement is characterized by an employee's level of commitment, energy, and desire to do their job well. An engaged employee will be able to produce more work, think creatively about solutions to their company's requirements, and be fully committed to helping the organization meet its goals. One of the most critical elements contributing to the level of employee engagement is the effectiveness of communication within the organization.

While digital communication tools are being widely used within many organizations, very few organizations fully understand how their internal digital communication practices are impacting the level of employee engagement (particularly in the IT industry).

### **Objectives of the Study**

#### **Primary Objective**

- To analyze the influence of internal digital communication on workforce engagement in the IT industry.

## **Secondary Objectives**

- To analyze existing internal digital communication practices in IT organizations.
- To examine the effectiveness of digital communication platforms such as email, MS Teams, and intranet systems.
- To assess employee perceptions towards internal digital communication.
- To identify challenges in internal digital communication within organizations.
- To evaluate the relationship between communication effectiveness and workforce engagement.

## **Theoretical Framework**

### **Internal Digital Communication**

The advancement of technology has resulted in the ability for organizations to communicate effectively and in a timely manner and to collaborate and coordinate with other members of a particular team.

### **Employee Engagement**

Workplace engagement is the way an employee connects emotionally and thinks and acts (through their behavior) with both their employer as well as with what they do for their employer. Typically, engaged employees are more motivated, more productive, and much more dedicated to achieving the organization's success, compared to those disengaged from their employer and/or their work activity.

## **Theories Applicable**

### **Organizational Communication Theory**

Organizational communication theory is a concept that identifies how effective communication impacts collaboration, coordination, and employee satisfaction within organizations.

### **Social Exchange Theory**

The social exchange theory is a concept that explains how employees create positive attitudes and develop positive behaviors when they are provided with a supportive communication environment and transparency related to sharing information.

### **Employee Engagement Theory**

The employee engagement theory conceptually correlates with an increase in employee engagement with the levels of feeling informed, valued, and connected with the organization's goals and objectives.

## **Review of Literature**

Employee engagement and the performance of organizations can be enhanced through communication within any company. Many researchers and experts in this field have confirmed the importance of effective internal communication processes, not only by developing their own ideas but also drawing upon existing findings from various sources, including the work of Kilburn, Evans and Houghton (2000).

**Kalla (2005)** makes it clear that communication within an organization is critical to its success, and that communication within the workplace has a direct impact on both employees' satisfaction and their performance.

**Welch & Jackson (2007)** support the theory behind the importance of transparency in communication between management and employees to help develop employee engagement as well as trust in the organization.

**Men Lijuan Rita (2014)** asserts that employee commitment is strengthened by strategic internal communication, and such a system helps foster improved relationships between employees and managers.

**Robbins and Judge (2013)** claim that, in terms of influencing workplace productivity and employee motivation, communication is the strongest factor of all.

**Yogesh Dwivedi et al. (2023)** show that digital communications technology has had a profound impact on the internal communications methods of organizations and has created opportunities for enhanced collaboration among employees as well as increasing overall employee engagement.

Whereas most previous studies on employee engagement have focused upon conventionally based internal communication channels only, little research has specifically examined the effects of using digital internal communication methods to engage employees in the IT industry, indicating a clear need for a more comprehensive model of how digital internal communication practices and employee engagement relate to one another.

## **Framework**

The framework assumes a hypothesis stating that internal digital communication positively affects workforce engagement in organizations. The framework includes two variables, the independent variable and the dependent variable.

### **The Independent Variable**

#### **Internal Digital Communication**

The components of this variable include:

- Email
- Instant Messaging Platforms
- Intranets
- Collaboration Tools

**The Dependent Variable:**

**Workforce Engagement**

The components are as follows:

- Employee Motivation
- Organizational Commitment
- Job Satisfaction
- Employee Participation

The proposed conceptual relationship between the variables follows:

Internal Digital Communication



Improved Information Sharing



Greater Collaboration and Increased Transparency



Greater Workforce Engagement

The foundational component of the proposed conceptual framework is based on the idea that organizations can promote employee engagement by applying digital communication practices effectively, as evidenced by enhanced clarity of communication and increased collaboration among employees, and by developing mutual awareness of employee trust and employer trust.

**Discussion**

According to research, digital media used for workplace communications can impact the amount of employee engagement at work. Consequently, an employee's opportunity to use a digital medium to conduct work gives them instant access to the internal data and processes of the agency, helps them collaborate efficiently with their peers, and assists them in coordinating with their supervisors.

Digital workplace communications enhance a sense of trust between employees and employers by being transparent with employees about communication with each other, thus improving employee engagement with their employer (by increasing or creating organizational performance-based trust). With

increased levels of collaboration through the collaborative use of technology (e.g., emails, chat), employees feel more rewarded and thus, in turn have greater levels of engagement with the organization.

When organizations effectively manage digital workplace communications in the workplace, they provide an engaged workforce that feels connected to each other and to the agency.

## **Implications**

### **Theory Implications**

A new framework is provided to illustrate how internal digital communications and employee engagement relate to one another.

### **Implications for Managers/Practitioners**

To enhance employee engagement, the IT manager should implement an effective digital communication strategy. All companies should use collaborative tools, support keeping team members open for communication and encourage constructive feedback.

### **Policy Implications**

Companies should develop and implement internal communication policies, in order to develop an internal communication strategy that is uniform and effective throughout all departments.

### **Future Recommendation**

Further studies will be able to empirically study the conceptual framework presented using either quantitative or qualitative methods of research. Researchers may also examine how remote work communications, Artificial Intelligence-based communications, etc., have influenced employee engagement.

## **II. CONCLUSION**

Internal digital communication is now an essential part of communicating about Organizations may enhance their employee communication through utilization of various forms of internal digital communications (i.e.: eMailing or using collaborative tools or using intranets) when communicating with each other. This research has developed a finding showing that organizations that effectively utilize their internal digital communications have a positive impact on the employee engagement level in the organization; this is achieved through improved employee motivation and a higher level of participation at work, as well as a stronger commitment to the organization by employees. Therefore, organizations in the IT industry should focus on improving their internal digital communications to improve employee engagement levels and in the end, improve overall

organizational performance. This research study contributes to the literature on internal digital communications by providing a conceptual model that defines the relationship between internal digital communications and employee engagement. In addition, future researchers will have opportunities to evaluate empirical support for the conceptual model developed in this study.

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