

The Changing Role of Employee Communication

Towards Engagement



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23.9.2020

Agenda

- Explaining the changing role of employee (or internal) communication
- The concept of employee engagement and its importance
- Discussing the communicational activities and practices that can be used for driving employee engagement

The changing role of communication in organizations in a nutshell

From informing to engaging employees (facilitating dialogue, creating possibilities for dialogue)

Engaging employees = “**the expanded**” role of (internal) communication (Mishra et al., 2014)

Reasons for new type of employee communication – HR perspective

- Increased need for meaning-making
 - Not enough to just do what you are told to do
- Increased need for participation in decision-making
 - Need to be involved, not just informed
- “War of talent”: not enough talent in labor market
 - Need to retain the talent already working and attract new talents

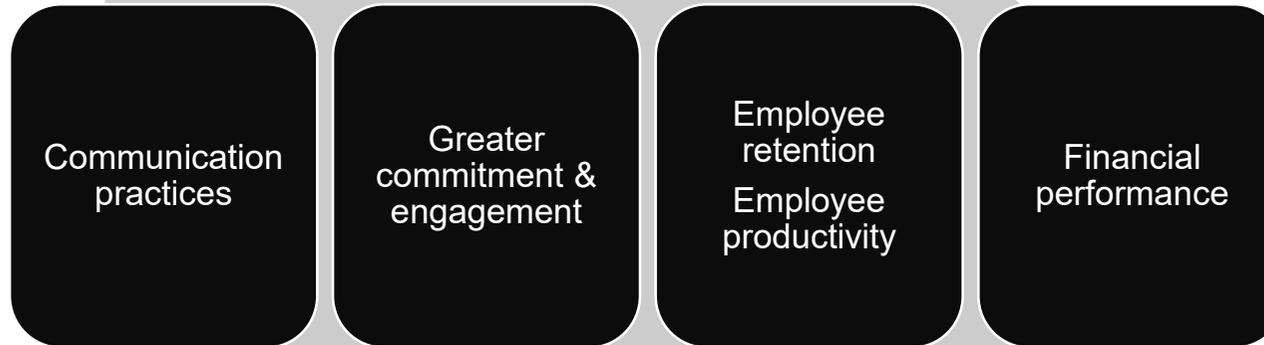
Concept of (employee) engagement

- Employee engagement is an *approach* resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.
- The *ability to harness* an employee's personal enthusiasm in their work roles (Kahn, 1990)

A question for you

- If/or not experiencing engagement in your work – why?
- Share your thoughts in break out rooms

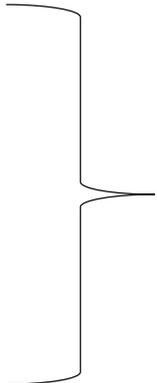
Why focus on employee engagement in general and on communication driving it in particular?



The generation of engagement requires employees' active participation in engagement activities, of which communication is the “main vehicle” (Reissner & Pagan, 2013)

Employee engagement: focal areas and issues to address

- Leadership models and leadership culture
- Trust
- Diversity
- Knowledge (e.g. sharing knowledge, generating knowledge)



All these seen as important components of and/or positively related to employee engagement

MANAGING EMPLOYEE ENGAGEMENT MEANS MANAGING THESE COMPONENTS...