



المجلة الإلكترونية الشاملة متعددة التخصصات
العدد الخامس والخمسون شهر (١) ٢٠٢٣

The Impact of The Organization Communication on The Employee Engagement:

An Evidence from Saudi Arabia”

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Secondly, I would also like to thank my family and colleagues who helped me a lot in finalizing this project within the limited time frame.

Abstract:

In this research, I have talked about the communication that happiness between managers and their employees and the impact of the organization communication on employee engagement. Well, this is one of the problems that I faced when I was ones working in IKEA, in my perspective I think they have a very low level of communication happening between them which affect the employees' engagement in many ways.

Introduction:

Communication, as we all know, is exchanging information. Well, you should be more effective in communicating with others. I called that “connecting” which is being understood and understanding others. That is very deferent from just exchanging information. It is the real work of leadership, and that does not apply



only for companies no matter the size of the org. Managers should be strong communicators, inspire and lead their teams. Unfortunately, communication skills and employee engagement are getting short shrift (no attention or consideration) in IKEA. IKEA has their own communication system but still there is a gap in understanding and sending messages to each other in the work place, and that limit the engagement of employees, so in this research I will talk about it and provide a solution.

Problem statemen:

IKEA has a good way in communicating with each other internally, but still some of the employees are not satisfied, they feel less engaged with other co-workers. Most of those workers are between the age or 19-25 years old (according to the communication department in IKEA). They are either internes, part time job employees, or freshmen (new in the job). Those find it hard to communicated or engage with others in the work place.

So, in this research I will show you how the engagement of employee is so important and it leads to be a successful company. And hopefully the communication department could change to the best, and every one become satisfied.



Company profile:

IKEA is a multinational group, headquartered in the Netherlands, that designs and sells ready-to-assemble furniture, kitchen appliances and home accessories. It has been the world's largest furniture retailer since at least 2008. (Topic: IKEA". www.statista.com. Retrieved 2017-01-14)

Today, IKEA in Saudi Arabia attracts nearly 10.8 million people annually. Saud Al-Suleiman, CEO of IKEA Saudi Arabia, said “IKEA Saudi Arabia has been an active player in the Saudi economy for over 30 years and our commitment to the community continues, practically to our youth. we remain committed to create quality jobs for the Saudi community, and support the Vision 2030 plan.” (ARAB NEWS | Published — Saturday 11 June 2016)

IKEA values:

IKEA believes that every person has a value to give and they fight to have the same values in the way they work. There are some IKEA’s values:

1. Leadership: IKEA managers go by the values of the company, create a great and expect the same from their employees.
2. Naivety: They take an uneventful way in solving problems, dealing with others.



3. Enthusiasm: To be together, they can solve problems.

Employee engagement:

When employee engage, they proforma better and your business grows, they are more likely to work hard and get better in their jobs and stay with you longer time and be loyal to the company.

A lot of people think that employee engagement is the same as employee satisfaction or just make employee happy at the work place and that is wrong. It is about working on behalf of the organization. Basically, it is the emotional commitment that we have to our organization in the organization goals. When we are engaged, we give discretionally effort. (Mar 5,2013 – ENGAGE – Michael Hutt, at engage group at UK)

Employee engagement is about doing your job above and beyond, making you and the company successful, and it is also about mutual commitment between the company and the employee. It is also defined as unlocking employee potential to drive high performance, resulting in the capture of discretionary effort. (Jan 21, 2015 – Kevin Kruse – inc.500).

Organizational communication:

Organizational communication defined as the communication that happened within the company which is all the activity you do in the organization could be sending e-mails or writing memos or having meetings or any other activity.



To go deeper, you should see organization as communication its radically change human interaction in the organizational life and open new possibilities for research and practise. (May 8, 2012 – Matthew Koschmann – at the university of Colorado Boulder).

The relationship there is that when you have a perfect organizational communication, you will see that your employees are engaged more in the work and want to do more.

Method used in the research:

In my research, I have used “quantitative method” a survey to help me collect the information I need. I spread it via emails to IKEA’s workers, And I have got 24 feedbacks. The secondary data was the company profile and other websites. I also used the pie chart to show the percentage I got from the survey questions. Those 24 feedbacks that I got was, according to the communication department, are workers between the age of 19-25. So, here we find our target employees.



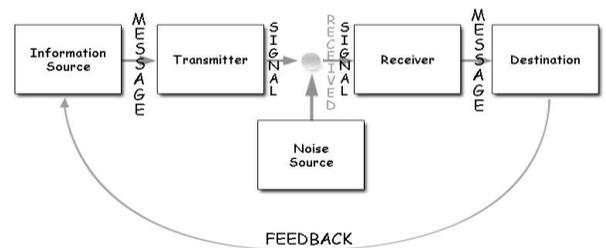
The theory:

Concepts in Shannon Weaver Model

1. *Sender (Information source)* – Sender is the person who makes the message, chooses the channel, and sends the message. (2017, Businessstopia, Sneha Mishra).
2. *Encoder (Transmitter)* –Encoder is the sender who uses machine, which converts message into signals or binary data. It might also directly refer to the machine. (2017, Businessstopia, Sneha Mishra).
3. *Channel* –Channel is the medium used to send message. (2017, Businessstopia, Sneha Mishra).
4. *Decoder (Receiver)* – Decoder is the machine used to convert signals or binary data into message or the receiver who translates the message from signals. (2017, Businessstopia, Sneha Mishra).
5. *Receiver (Destination)* –Receiver is the person who gets the message or the place where the message must reach.

The receiver provides feedback according to the message. (2017, Businessstopia, Sneha Mishra).

6. *Noise* –Noise is the physical disturbances like environment, people, etc. which does not let the message get to the receiver as what is sent. (2017, Businessstopia, Sneha Mishra).



Example: A businessman sends a message via phone text to his worker about a meeting happening about their brand promotion. The worker does not receive the full message because of noise. It goes like this:

Businessman: We have a meeting at the office ("at 8 am" goes missing due to phone network disruption or noise). / Worker (feedback): At what time? Here, / Sender: Businessman / Encoder: Telephone network company / Channel: Mobile network / Noise: Missing text due to disruption / Decoder: Mobile phone / Receiver: Worker. (2017, Businesstopia, Sneha Mishra).

The transmission error is the noise in this case. The feedback lets the businessman know that the message reached incomplete. The receiver gets the chance to get the full message only after his feedback. (2017, Businesstopia, Sneha Mishra).

Data analysis:

Research questions:

The first question was about employee point of view of communication among them in IKEA and the highest percentage was 29.2% said it is fair enough but still they are missing some important events. I have also got 20.8% other said that they



have the lack of information and sometimes they do not get informed if there are any meetings. It is a big percentage that needs to be fixed.

The second question was about how the communication Is going among different departments and 50% said it is not good, so IKEA needs an improvement in that too because it is very important to communicate with another department efficiently to help solve a lot of problems in the work.

I have asked the third question If they prefer to communicate through social media in the work place, and 69.2% said yes, so I thought that this would benefit IKEA a lot in spread any news or emergency meeting or anything through social media. That will help IKEA a lot and the communication department loved the idea.

The fourth question was about if employees feel engaged when IKEA share with them any new things, and I have got 70.8% said yes. So, this means that communication is an important part of the organization also it leads to effective management and strong engagement with employees.

The fifth question was about if the communication among workers in IKEA is heartened, and I have got 43.5% that said that communication in IKEA is encouraged, and this is good but on the other hand 39.1% said it is not, so communication needs to be improved.



The sixth question discusses how well the manager shares information, and there was 37.5% said it is fair enough. I think this percentage needs to be improved.

Solutions:

So, ask yourself as a manager How to engage my work force? How to engage the employee that works for you? We need to understand humanly behaves in the work pace, and he important point here is motivation. It is the key to success. What most people say “Motivation is just about energy, the intensity that I bring to the job, my ability to give and work and just give a 100%”. Well that this just a part. The other part of the story is that it is not just about energy but it is also about quality. (May 26,2016 - TEDxCosmoPark | Kerry Goyette | - TEDx talks.)



“Communicating with employees via social media is a good way to keep employees engaged with organization's objectives” Nick Martindale said. He is Freelance journalist, editor, and copywriter. He said “managers who want to communicate effectively with their employees should make sure they use ways of communication which are suitable to them. Using social media to communicate with them could be easier to share information in real time which your employees are already used to use them, and that are accessible on all their cellphones” (Liz Taurasi,2015).

So, I will lest the important think that you as a manager should know. First, it is very important to use the right words. You must be careful about the word you choose and the word you use because it could have different meanings. For example, when you write an e-mail you can rare connect with someone because the interpretation can be different from person to another and that could create a gap between an employee and the manager.

Second, voice tone and inflection play an important and effective way in communication. It can enhance but also it can deter your intent.

Third, your body language and facial expiration really connect you with your staff. It all the signal we send before the word and tone. In fact, people believe in what



they see over what they hear. So as a manager, you must very careful with the body language. So, you must pay a very close attention to your body language take a time to make eye contact with your manager take a moment to lean in as you talk to them maybe little attention node your heat to show that you are listening to your staff.

All those body language signals will show and help you develop and connect with each other which is effectively communicating with your staff and when you have this connection, they are more willing to do and produce at a higher level for you. (Jan 14, 2014, www.SALeadershipAcademy.com)

You always must remember that your brand is constantly communicated to employees: your work environment, corporate culture, and treatment of employees each of these contribute to your overall reputation in the market place “your brand” as Jeff Bezos the founder, chairman, and chief executive officer of Amazon.com, said “your brand is what people say about you when you’re not in the room.” And make sure the communication you telegraph are in line with your desired goal and reputation.

Another important point here is, encourage regular and ongoing feedback from managers and supervisor to employees. You should include positive and negative or constructive feedback. Remember no employees like to be told that he or she is failed to meet a goal. So, provide resources for the employee to make change or improvement.

Also, you must pay attention to the language you use. Today's modern work place recognize that certain terms and phrases might be considered offensive and we do not use them. We must be sensitive to how words are perceived, use "I" statements vs. "your" statements. The "I" statement is likely positive engagement with the employee.

The most important aspect of communicating with your employee is listening. Practice active listening. Your ability to listen to you employee cares, concerns, and issues let them know that you are paying attention and responding. And remember to practice active listening by seeking to understand, be non-judgmental, offer undivided attention, and do not interrupt rather silence your input or body language by nodding or eye contact.

Make sure that you provide opportunities for employees to share their concern and issues. This could take the form of open-door policy for access to boss or managers, town-hall meeting when departments higher up in groups and ask questions, make a formal survey to listen to your employees or suggestion box it

can be anonymous. Make sure to communicate back to them and answer or change as a result of employee feedback.

Be clear, correct, and consistent in all your communication. Provide simple, easy-to-understand language, use good grammar and check for any spelling or errors also if you have an employee handbook update them, you should also take care that your communication is consistent across platform (handbook, the internet, memos, emails, verbal communications).

Indeed, effective employee communication has many dimensions and it must be the ongoing goal to keep the basics in mind and practice them in your daily interactions. (| Nitin Nohria | Dean, Harvard Business School, Jan 7, 2016 – HR360Inc

Conclusion and recommendations:

- I personally recommend IKEA to use social media as a communication method and provide whatever the co-workers want to make them feel that their company cares about them. That will make them loyal and want to provide more and to be perfect in their jobs.
- Feedback is so important from both sides. From manager to their employees and from employees to their managers. It is the key to feel that you are engaged.
- From what I know, IKEA is a flat organization, and still, it is hard for employees to meet with the manager, so making a weekly meeting is so important to share information and ideas.



All in all, without effective communication, it will be impossible to be successful in your company as a manager.

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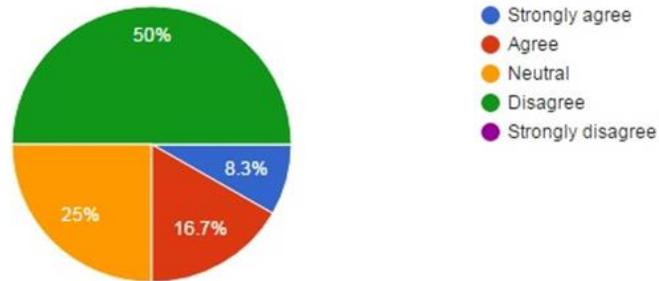
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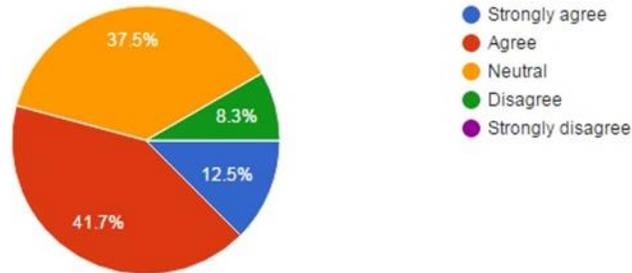
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Communication between the different departments in the organization is very good.

(24 responses)

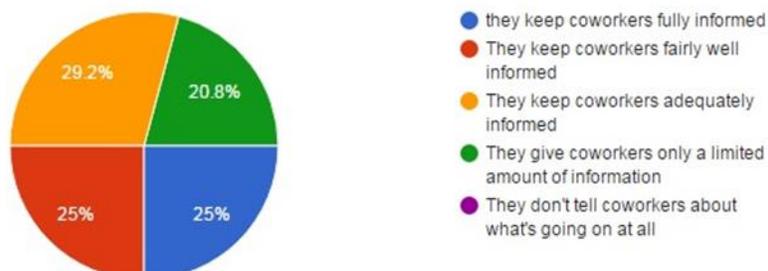


My manager does a good job of sharing information. (24 responses)



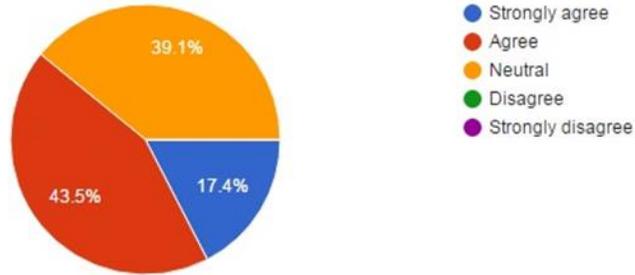
Which of the following best describes your impression of internal communication at IKEA

(24 responses)

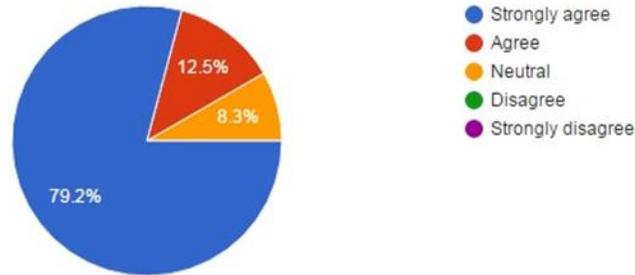


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Communication in IKEA is encouraged. (23 responses)



Do you prefer communication through social media? (24 responses)



I feel more engaged in my work when the organization shares with me the new policies and procedures.

(24 responses)

