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## **The Interplay between Internal Communication, Employee Engagement, Job Satisfaction, and Employee Loyalty in Higher Education Institutions in Pakistan**

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### **Abstract**

The research investigates the impact of internal communication (IC), job engagement (JE), organization engagement (OE), and job satisfaction (JS) on the development of employee loyalty (EL) by the theory of social exchange. This study gathered data using convenience and snowball sampling methods from 80 respondents, or employees of higher education institutions (HEIs), primarily from Iqra University (IU), Karachi University of Business School (KUBS), and Hamdard University. The online survey was completed using a questionnaire designed on PLS-SEM to evaluate data and test hypotheses. Except for the JE-EL relationship, all relationships are considerably verified, according to the findings. The investigation of employee loyalty in the framework of HEI in an evolving country like Pakistan through building and validating an examination model for the study that incorporates internal communication, employee engagement (which includes job and organization involvement), and job satisfaction. This learning is intended to add to the model and expand our understanding of the many roles that the relationship and connection between the communication of employees internally and their loyalty may involve in work engagement, the organization's engagement as a whole, and job satisfaction.

Keywords: Social exchange, employee loyalty (EL), job satisfaction (JS), job engagement (JE), organization engagement (OE), internal communication (IC), Higher education institutions (HEIs), Iqra University (IU), Karachi University of Business School (KUBS), Hamdard University, Employee engagement.

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### **Introduction**

#### **Background of the study**

A key factor in determining an organization's performance is employee loyalty (EL). According to Masakure (2016), it is the favorable attitudes and actions that workers exhibit toward their employers or place of employment. Additionally, according to Lee et al. (2013), really devoted workers typically stick with their jobs and are happy in them. Previous research suggests that several factors, including job satisfaction (JS), employee engagement (EE), pay, perks, and even efficient internal communication (IC) techniques, might promote employee loyalty in the workplace Abror et al. 2020. Similar to this, it also takes place in institutes of higher learning, where a fundamental goal is to use education to advance both society and the country. This field has severe competition these days. The rivalry in this industry has been fierce in recent years. As per Asrar-ul-Haq et al. (2017), to draw in students, higher education institutions must enhance their infrastructure, technological applications, and study programs. Rather than overcoming these obstacles, human resources (HR) are an essential component for improving any higher education institution's quality in several areas, particularly for professors and non-teaching staff (Abror et al. 2020). It is therefore an invaluable resource for any organization. Job satisfaction is a factor that employers should take into account to develop human resources in the workplace. It speaks to people's sentiments, whether favorable or unfavorable, toward their jobs (Asrar-ul-Haq et al. 2017). A company's competitive edge increases when its workforce is happier, according to a prior study. Additionally, it impacts overall performance and reputation (Abror et al. 2020). The literature generally indicates that there is a positive correspondence between work satisfaction and employee loyalty in several industries, including public health (Vuong et al., 2021), banking (Hassan et al., 2013), energy (Matzler and Renzl, 2006), and hotel (Kim and Vinh, 2020).

The current report also mentions internal communication, employee involvement, and work satisfaction. Employers and workers may communicate vital information with each other more readily when they adopt internal communication as a strategy (Mishra et al. 2014). It is a vital instrument for employee motivation in a variety of contexts. A strong internal communication system, according to Mandal and Gunasekaran (2003), enhancements in employees' positive attitudes and conduct to provide desired results at work. Employees who have good internal communication improve performance and develop trust in the company (Nadeak and Naibaho 2020). As a result, this construct is essential to human resource practices and needs to be used across several departments (Ahmed et al. 2003). According to Dwairi et al. (2007), its role is therefore just as crucial as external consumer communication. As to Saks (2006), p. 602, employee engagement may be defined as the extent to which a person is focused and involved in carrying out



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their job duties. According to a prior study, employee engagement with their job and workplace tends to increase when managers use appropriate and effective internal communication methods (Jacobs et al. 2016). In addition, Pounsford (2007) notes that internal communication affects dedication, trust, and productivity. Internal communication inside the organization, however, also affects employee loyalty. Employee loyalty is developed through a variety of factors, including internal communication. The efficient system aids employee awareness of new announcements, policies, processes, and significant events. As a result, they become more devoted and involved (Narteh and Odoom 2015). For the banking industry, prompt information exchange enhances worker productivity, loyalty in the workplace, and management choices (Narteh and Odoom 2015).

### **Problem Statement**

Effective internal communication is essential for promoting employee involvement, job containment, and loyalty in Pakistani higher education institutions. Unfortunately, poor communication techniques plague a lot of organizations, which results in dissatisfied workers, poor job fulfillment, and decreased faithfulness.

The purpose of this study is to look at how employee engagement, job satisfaction, and loyalty are affected by internal communication in Pakistani higher education institutions. The research aims to improve institutional performance, staff retention, and organizational culture by identifying critical elements and suggesting options for change.

### **Gap Analysis**

A lack of information in the literature about the interactions between job satisfaction, internal communication, and employee engagement that affect employee loyalty at higher education institutions (HEIs) in developing nations like Pakistan. Understanding these processes in the Pakistani context is severely lacking because previous research has mostly concentrated on business settings or HEIs in developed countries.

### **Research objectives**

By investigating the interactions between core communication, worker engagement, work satisfaction, and employee loyalty in Pakistani HEIs, this research seeks to close this gap. The study intends to offer noteworthy insights that can guide theory and practice by integrating these factors into an extensive research model. The results are anticipated to provide useful insights for Pakistani policymakers and HEI administrators to boost organizational effectiveness, increase staff retention, and eventually raise the standard of higher education in the country.

### **Research Questions**

1. Which factors contribute to employee loyalty: work satisfaction, job engagement, and internal communication?



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2. Is there a mediator in internal communication across jobs? Does employee loyalty relate to work happiness and internal communication?
3. Do employee loyalty and work satisfaction interactions with internal communication have an intermediary in the form of organizational engagement?

### **Signification of study**

The drive of this study is to advance our comprehension of the complex interactions that exist in the setting of Pakistani HEIs between internal communication, employee engagement, job satisfaction, and employee faithfulness. It attempts to contribute to the larger conversation on organizational behavior and human resource management in higher education by offering a strong framework for analyzing these aspects.

### **Literature Review**

In 2019 authors Masood ul Hassan et al. wrote the article "Impact of HR practices on employee satisfaction and employee loyalty: An empirical study of government-owned public sector banks of Pakistan". The study's primary emphasis is Pakistan's banking system, particularly the public sector banks that are owned by the government. It looks at the connection between HR procedures and two important factors: employee loyalty and satisfaction. The HR procedures that are being looked into may involve hiring, training, performance reviews, pay, and employee relations, among other things. The research will probably use quantitative approaches to analyze survey or interview data to ascertain how much these HR practices impact employee loyalty and satisfaction. The paper delves deeper into the ways that HR policies affect employee happiness and loyalty in Pakistani government-owned public sector banks, offering valuable insights into the workings of HR management in this particular business and region.

In 2021, Sarwar F. et al. authored the article "A job demand–resource model of satisfaction with work–family balance among academic faculty: mediating roles of psychological capital, work-to-family conflict, and enrichment". The study focuses on academic faculty members, examining their satisfaction with work–family balance. It likely investigates this topic about institutes of higher learning, which could be located in any geographical area. The variables explored in the study include job demands, job resources, psychological capital (such as resilience, optimism, and self-efficacy), work-to-family conflict, work-to-family enrichment, and satisfaction with work–family balance. The authors propose a job demand–resource model to understand how these variables interact with each other. The study likely employs quantitative research methods, potentially using surveys or questionnaires to collect data from academic faculty members. The statistical analysis aims to uncover the relationships between job demands, resources, psychological capital, work-to-family conflict, enrichment, and ultimately, satisfaction with work–family balance. The article investigates the factors influencing satisfaction with work–family balance among academic faculty, proposing a model that considers job demands, resources, and psychological factors, to provide insights into improving work–family balance in academic settings.

In 2020, Saleem Z. et al. authored "Workplace Violence and employee engagement: the



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mediating role of work environment and organizational culture". The study investigates the link between workplace violence and workforce participation, emphasizing the mediating effect of the work environment and corporate culture. The study most likely studies this subject across several sectors and places, without pinpointing a specific industry or geographical area. The study's factors include violence in the place of work, employee engagement, work atmosphere, and corporate culture. Workplace forcefulness may take many forms, including aggressive behavior, harassment, and disagreement. The engagement of employees is the amount of emotional commitment and participation that workers have in their work and business. The work environment includes the physical, social, and psychological characteristics of the workplace that impact employees' experiences and behaviors. Organizational beliefs refer to the values, conventions, and beliefs that are held by the employees of an organization. The study hypothesized Workplace violence has a detrimental impact on employee engagement, which is mediated by the quality of the work environment and company culture. In other words, a hostile work environment and a dysfunctional corporate culture may compound the effects of workplace violence on employee engagement. The writers most likely did empirical research, collecting data from employees across many firms using surveys or questionnaires. They intend to use statistical analysis to investigate the relationships between workplace forcefulness, the environment of the workplace, the culture of the organization, and the engagement of its workforce, providing insights into how organizations can mitigate the negative effects of workplace violence on employee engagement by cultivating positive work environments and supportive organizational cultures.

In 2017, Asrar-ul-Haq M. et al. authored the article "The Relationship between Corporate Social Responsibility, Job Satisfaction, and Organizational Commitment: case of Pakistani Higher Education". It explores the connection between organizational commitment, employment happiness, and corporate social responsibility (CSR) within the context of higher education institutions in Pakistan. The study likely investigates this topic within the higher education industry in Pakistan, focusing on universities or academic institutions. The variables examined in the study include corporate social responsibility (CSR) initiatives undertaken by higher education institutions, job satisfaction among employees, and organizational commitment. CSR activities involve the ethical, social, and environmental responsibilities that organizations have towards society, which may include actions related to sustainability and the engagement of the community, or business practices which should be ethical. Job satisfaction refers to the level of contentment employees experience with their job roles, work environment, and overall employment conditions. Organizational commitment reflects the degree of loyalty and attachment employees have toward their organization. The research likely employs quantitative methods, potentially utilizing surveys or questionnaires to collect data from employees working in Pakistani higher education institutions. Through statistical analysis, the study aims to uncover the relations between CSR, job satisfaction, and commitment of an organization. It explores whether CSR initiatives



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implemented by higher education institutions positively influence employees' job satisfaction and organizational commitment, thereby contributing to a better understanding of the role of CSR in fostering positive organizational outcomes within the Pakistani higher education sector.

In 2018, Waiphot Kulachai, et al. authored the article; internal communication, employee participation, job satisfaction, and employee performance. The study likely explores the dynamics of internal communication within an organization, how employee participation influences an organization's internal communication practices, and how these factors collectively impact job satisfaction and employee performance. The variables that are examined in the study include internal communication, the participation of employees, Job satisfaction, and the performance of employees. The study likely examines how internal communication practices impact employee participation, which, in turn, influences job satisfaction and employee performance. It may investigate how open and transparent communication channels can facilitate employee participation in decision-making, increasing job satisfaction and enhancing employee performance. Overall, the article likely provides insights into the importance of fostering effective internal communication practices and promoting employee participation to enrich job satisfaction and performance within organizations.

The year 2020. Abror A. et al, explore self-efficacy, employee engagement, remuneration, and employee loyalty in Higher Education: the Role of Satisfaction. The article likely explores the relationships between self-efficacy, employee engagement, compensation, and employee loyalty in the workplace. The article examines the variables of Self-efficacy, Employee engagement, Remuneration, and Employee loyalty. The study likely examines how self-efficacy influences employee engagement, how remuneration affects employee engagement and loyalty, and how these factors collectively impact employee loyalty. It further investigates how a combination of factors such as self-belief, fair compensation, and engagement initiatives contribute to fostering a loyal workforce within organizations. Overall, the article likely provides insights into the complex interplay between self-efficacy, employee engagement, remuneration, and employee loyalty, offering valuable implications for organizational management and human resource practices.

In 2011 authors Alarcon, Gene M.; Lyons, Joseph B. wrote the article, "The relationship of engagement and job satisfaction in working samples". The article examines the relationship between engagement and job satisfaction of employees within working samples. The article likely discussed two major variables Engagement of employees and their satisfaction with their jobs. The study examines how employee engagement influences job satisfaction and vice versa. It explores whether higher levels of engagement are associated with greater job satisfaction and how job satisfaction, in turn, contributes to sustaining employee engagement. Additionally, the research investigates the factors that influence both engagement and job satisfaction, such as organizational culture, leadership style, work tasks, and interpersonal relationships. Overall, the article likely provides insights into the interconnectedness of engagement



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and job satisfaction, highlighting their importance for organizational effectiveness and employee well-being.

In 2019, Book, Lauren; Gatling, Amanda; Kim, J (Sunny) authored the article, “The Effects of Leadership Satisfaction on Employee Engagement, loyalty, and Retention in the Hospitality Industry”. The article explores the impact of leadership satisfaction on employee engagement, loyalty, and retention specifically within the hospitality industry. The study emphasizes on the hospitality industry, which encompasses various businesses such as hotels, restaurants, resorts, and tourism services. The article examines variables such as; leadership Satisfaction, Engagement of employees, Loyalty, and retention. The study likely examines how leadership satisfaction influences employee engagement, loyalty, and retention within the hospitality industry. It investigates whether higher levels of leadership satisfaction are associated with increased employee engagement, stronger loyalty, and higher retention rates. Additionally, the research explores the mediating character of employee engagement in the relationship between the satisfaction of leadership, loyalty, and retention, highlighting the importance of effective leadership in fostering employee commitment and the success of the organization within the hospitality sector.

In 2020, George et al. explained the article, “Employee Engagement: A Mediator between Organizational Inducements and Industry Loyalty among Workers in the Hospitality Industry in Uganda”. The article investigates the role of the engagement of employees as a mediating factor between organizational stimuli and loyalty of industry among workers in the hospitality industry in Uganda. The study examines how organizational practices and employee engagement influence industry loyalty among workers. The article likely includes the following variables, Organizational Inducements, Employee Engagement, and Industry Loyalty. The study examines how organizational inducements influence employee engagement, which, in turn, impacts industry loyalty among workers in the hospitality industry in Uganda. It further explores whether effective organizational practices and inducements lead to higher levels of employee engagement, resulting in greater loyalty to the industry. Additionally, the research investigates the mechanisms through which engagement of employees mediates the relationship between organizational inducements and industry loyalty, providing insights into strategies for enhancing employee commitment and retention within the hospitality sector in Uganda.

In 2009, Gu, Zheng; Siu, Ricky Cheuk Fai authored the article “Drivers of job satisfaction as related to work performance in Macao casino hotels: an investigation based on employee survey”. The study focuses on Macao’s casino hotels, examining job contentment and work performance within the hospitality and gaming industry in Macao. The article is likely to discuss two variables Job Satisfaction, and Work Performance. The study likely investigates the drivers of job fulfillment and how they relate to performance among employees in Macao casino hotels. It examines various factors influencing job satisfaction, such as salary, benefits, job security, and opportunities for advancement, work environment, and relationships with supervisors



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and coworkers. Additionally, the research explores how job satisfaction impacts work performance, whether higher levels of job satisfaction lead to better work performance and the tools through which satisfaction of job influences employee behavior and outcomes in the context of Macao casino hotels.

In 2018, Slijepčević, Bovan, and Radojević conducted research on the topic of internal communications and its impact on organizational efficiency. The research looked at how firms might arrange their internal communication systems to improve workflow efficiency, preserve uniqueness, and prosper in a competitive setting. The writers addressed current developments in internal communication and their impact on individual and organizational productivity. The research was conducted at the insurance business Dunav osiguranje. The survey included 255 respondents from all organizational units. The findings demonstrated the value of efficient staff communication and how it improves workflow efficiency. Specifically, frequent and robust staff communication helped to improve company performance. This study emphasizes the significance of internal communication in attaining organizational efficiency, particularly in light of fast technology developments and market demands.

In a 2018 study by Waiphot Kulachai, et al. titled "Internal communication, employee participation, job satisfaction, and employee performance," the researchers looked at how these characteristics interacted in the context of Thai state officials. The study, presented at the 15th International Symposium on Management (INSYMA 2018), looked at how internal communication affects employee involvement and work satisfaction, which in turn affects employee performance. The studies indicated that effective internal communication increases employee involvement and work satisfaction. Interestingly, while employee engagement increased job happiness, it did not have a direct impact on employee performance. According to the study, employee engagement and work satisfaction serve as mediating factors in the connection between internal communication and the performances of employees.

Conducted in 2014 by Bedarkar and Pandita. Article "A Study on the Drivers of Employee Engagement Impacting Employee Performance". This study explores how specific factors influence employee engagement and its influence on performance in the Indian banking sector. The researchers focused on three key drivers: communication, work-life balance, and leadership. Their findings indicate that all three factors significantly impact the engagement of employees, which in turn leads to stronger employee performance.

In a 2009 study by Carrière and Bourque, researchers investigated the impacts of an organization's open communication on employees' satisfaction with the job and their organizational commitment to a land ambulance service. The study was carried out at a big metropolitan land ambulance service that belongs within the emergency services business. The researchers looked at communication satisfaction as a reconciling variable in the link between internal communication practices, job satisfaction, and emotional organizational commitment. Their findings suggested that communication satisfaction mediated this association.





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In a 2023 study by Cao Minh Anh Nguyen and Minh-Tri Ha, the authors explored how internal communication impacts employee loyalty in Vietnamese higher education institutions. Their study is one of the first to look at this topic in a post-COVID emerging economy, applied social exchange theory to analyze the relationships between core communication, job engagement (both job-specific and organizational engagement), job satisfaction, and, ultimately, employee reliability. The study discovered that all factors had a strong positive effect on one another, except the direct association between job engagement and job satisfaction. This shows that good internal communication in Vietnamese higher education develops both a strong attachment to specific activities and a larger sense of belonging to the institution, resulting in improved employee loyalty.

In 1976, Edwin A. Locke wrote a chapter titled "The Nature and Causes of Job Satisfaction" in the first volume of the Handbook of "Industrial and Organizational Psychology". The chapter focuses on the elements that determine job happiness, rather than a specific region or sector. Locke investigates job satisfaction as an emotive reaction to an appraisal of one's job or work experiences. The chapter investigates many characteristics that might contribute to this pleasure, although the precise variables investigated within the chapter are not explicitly stated.

In 2007, Nancy R. Lockwood submitted a research article titled "Leveraging Employee Engagement for Competitive Advantage" in the first edition (Issue 1, pages 1-12) of the Society for Human Resource Management Research Quarterly. The essay delves into the notion of employee engagement and how it may help firms gain a competitive edge. While the study does not name a specific sector or region, it emphasizes the rising relevance of employee engagement in today's competitive business environment. The essay will most likely look at the elements that drive employee engagement and how it may lead to beneficial outcomes for companies. According to the regression results, leadership and organizational fairness were the most important factors of employee engagement.

In 1997, Sandra Macdonald and Peter MacIntyre published a research article with a title that focuses on the generic job satisfaction scale and scale that develops its correlates. The study's goal was to create a quick and generalizable measure of work contentment that could be used across a variety of jobs and sectors. Their research concentrated on the link between employees' sentiments and reactions to their employment, rather than the objective aspects of the professions themselves. They created a 10-item scale using factor analysis, removing items that were less relevant to the main concept of work satisfaction. Their findings showed that the 10-item Generic Work Satisfaction Scale (GJSS) has a high level of internal uniformity, indicating that it is reliable for evaluating work satisfaction.

In a 2006 study by Kurt Matzler and Bernhard Renzl titled "The Relationship between Interpersonal Trust, Employee Satisfaction, and Employee Loyalty" The writers investigated the relationships between interactive reliance, employee happiness, and loyalty. Although the study does not define a specific region or sector, it is likely to apply



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to all organizational contexts. The study looked at how interpersonal trust, which refers to an employee's faith in the intentions and actions of others inside the firm, affects employee happiness and, ultimately, employee loyalty. The statistical research utilizing structural equation modeling with Partial Least Squares (PLS) confirms a robust relationship between the trust of employees their satisfaction, and loyalty.

In 2019, the authors, Juan Meng and Timothy L. Berger, investigated the factors influencing career satisfaction among public relations (PR) professionals. Their investigation focuses on the mediating impacts of engagement and trust, specifically how organizational culture and leadership performance influence overall satisfaction. The study does not define a specific region or industry, but it is likely to apply to public relations specialists in a variety of fields. The study revealed three major variables: corporate culture, leadership performance, and their combined impact on work satisfaction. Engagement and trust were investigated as mediating elements or methods through which culture and leadership influence satisfaction. The findings showed that supportive company culture and good leadership performance had a considerable impact on PR professionals' engagement, trust, and, ultimately, work happiness. The study underlines the importance of both engagement and trust, with engagement having a more direct influence on trust development.

In a 2014 study by Mishra, Boynton, and Mishra, researchers examined in the article 'Driving Worker Engagement through Internal Communication' the link between internal communication and worker engagement. Their findings suggest that effective open communication plays a crucial role in driving the engagement of employees, likely by fostering trust within the organization. The study highlights the potential of public relations professionals to take on a more prominent role in cultivating employee engagement due to their communication expertise.

In 2022, authors Nina Poloski Vokic, Ana Tkalac Vercic, and Dubravka Sinčić in the article "Strategic internal communication for effective internal employer branding" examine the value of communication in developing a good employer brand inside a firm. Emphasize the importance of internal communication techniques in molding how workers regard the organization as an employer. The essay focuses on the importance of an organization's internal communication in developing a favorable employer brand. This results in improved internal communication and workers' perceptions of the business as a place to work by proactively conveying its values, mission, and employee experience. The findings indicate that successful internal communication results in a more positive employer brand impression among workers, potentially enhancing employee happiness and advocacy.

In a 2021 study by Vuong, Tung, Tushar, et al., focusing on determining the factors which are persuading job satisfaction and organizational faithfulness the researchers explored what characteristics contribute to work happiness and loyalty among healthcare personnel, with a focus on doctors at public hospitals. The study looked at how different characteristics of the work environment affect these results. The primary variables evaluated were pay, connections with coworkers, the type of medical treatment



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offered, hospital resources, work self-sufficiency, possibilities for training and advancement, and, finally, their influence on job fulfillment and organizational devotion. The data indicated that various factors have a substantial impact on work satisfaction. Doctors' work happiness is enhanced by higher compensation, strong connections with colleagues, access to superior equipment and resources for giving treatment, and autonomy in decision-making. The study also discovered that work satisfaction positively influences employee loyalty to the firm.

In a 2011 study by Yafang Tsai, published in *BMC Health Services Research* on the title "Relationship between Organizational Culture, Leadership Behavior, and Job Satisfaction". The article is likely to apply to employees from a variety of industries. The study looked at three primary variables: organizational culture, leadership conduct, and their combined impact on work satisfaction. Tsai explored how supportive and good company culture, along with great leadership performance, affects employee happiness. The data indicate that both organizational culture and leadership conduct have a substantial positive relationship with work satisfaction. According to the report, a positive culture and excellent leadership build a work environment that promotes employee happiness.

In a 2017 study by Verčič and Vokić titled "Engaging employees through internal communication," the researchers explored the relationship between internal communication and employee engagement. This is likely to apply to businesses from a variety of sectors. The study used internal communication satisfaction as a major variable. This pleasure included things like getting feedback, informal contact routes, and communicating during meetings. The researchers next examined how satisfaction with these communication features affected employee engagement, with a particular emphasis on energy, devotion, and immersion in their job. The findings demonstrated a favorable connection between internal communication and satisfaction with employee engagement. Surprisingly, the research found that feedback, informal contact, and communication during meetings all had a significant impact on participation. This shows that firms that prioritize clear and open communication with employees, including chances for informal interaction and feedback, will have a more engaged workforce.

In 1962, Victor H. Vroom's works on the article "EGO-INVOLVEMENT, JOB SATISFACTION, AND JOB PERFORMANCE" studies the relationship between an employee's investment in their job (ego-involvement) and its effects on overall contentment and performance. Presumably, the study applies to workplaces in a variety of industries. Three main factors would be the focus of Vroom's analysis: job performance, job satisfaction, and ego involvement. Based on Vroom's expectation theory, the predicted findings imply that workers who regard their work to be personally relevant (high ego involvement) are more likely to be satisfied with their occupations in their organizations which results in performing better in their positions. Said another way, successful and contented workers tend to identify more with their jobs.

In a 2012 study by Ana Tkalac Verčič, Dejan Verčič, and Krishnamurthy Sriramesh



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investigate the article "Internal communication: definition, parameters, and the future." The writers examine the topic of internal communication and its potential developments. The concepts are expected to apply generally to organizations throughout the world. The study focuses on internal communication, exploring how it might be defined and the numerous factors that impact its success. The writers are expected to investigate topics such as communication routes, message clarity, and employee feedback methods. They then discuss the future of internal communication, taking into account prospective trends and obstacles in this rapidly changing industry. The study's findings are ambiguous where respondents see internal communication as a mediating disciplinary management function that combines components of human resource management, and its communication and marketing, but they also see it as a component of the communication function in an organization that includes both managerial and technical. However, they further argue that internal communication is a separate diverse research topic itself.

In 2006, Alan M. Saks wrote the article, "Antecedents and Consequences of Employee Engagement" in which the findings likely hold for employees across various sectors. The study investigated the relationship between two key variables: Restrictiveness and Employee Engagement. It investigated how a restorative work environment increases employee engagement while decreasing emotions of cynicism toward the firm. According to the findings, a work environment that allows people to recharge and de-stress from job demands increases engagement and lowers organizational cynicism. In other words, employees who have the chance to recuperate from work-related stressors are more likely to be engaged and passionate about their professions, and less likely to acquire unfavorable views about the company.

In a 2011 study, Welch examined the idea of the employee engagement evaluation concept: communication. The research focused on the theoretical overall development of employee engagement. While Welch recognized some commonality with comparable ideas such as commitment, he contended that engagement is a more dynamic condition. The study found a gap in the communication literature's approach to employee engagement and offered a model that emphasizes the importance of internal communication in creating engagement. This concept proposes that managerial communication methods might influence employee commitment, which in turn influences engagement levels.

In a 2006 study, Wu and Norman in the article that investigated satisfaction with a job, commitment to the organization, and the role of struggle and ambiguity in a sample of Chinese undergraduate nursing students. This article investigated the relationships between satisfaction with a job, employee's commitment to the organization, the role of conflict and ambiguity, and demographic factors in a sample of Chinese undergraduate nursing students. The study focused on the nursing education industry in China. The study looked at four main variables: job satisfaction (enjoyment of the work), organizational commitment which is (connection to the organization), role conflict (contradictory demands), and role ambiguity. The study investigated how these



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characteristics could impact nurse retention rates in the Chinese healthcare system.

### **Conceptual Model and Hypothesis Development**

In Pakistani higher education institutions, the conceptual model seeks to demonstrate the connections between the internal communication of the organization, the engagement of employees, their satisfaction with jobs, and their loyalties. It draws attention to how internal communication procedures affect employee engagement, which in turn influences worker loyalty and job satisfaction.

### **Internal communication**

The expression "internal branding" is quite popular in management and it is used in many organizations to assist managers with connecting workers' values with company objectives and aims (Foster et al. 2010). Thanks to internal branding, now people can understand the company's goal and vision effortlessly (Choi 2006). Moreover, a successful internal branding strategy should preserve the connection between workers and the firm and link their efforts with its goals (Punjaisri et al. 2009). Researchers mention that in addition to training and rewards, internal branding also includes internal communication (IC) in their work published by Lee et al. (2014). People can better convey the company's ideals to external parties and comprehend their roles through communication (Harris and de Chernatony 2001). Even if workers are paid poorly, effective communication boosts trust in them and their effectiveness on the job (Punjaisri et al. 2009). Over the past few ages, one of the most fascinating subjects has been studied by scholars, particularly those working in the management domain (Slijepčević et al., 2018). In general, information exchange (IC) in the workplace occurs between social actors, such as employers and employees (Cornelissen 2011). IC is well-defined by several scholars. According to Dolphin (2005), IC is a system that links employees of all levels and roles in the workplace. In large corporations, it has a significant impact on public relations (Kreps 1989). Applying IC may help identify the organization's strengths and shortcomings. Studies show that an effective system improves productivity, creativity, and job quality, and reduces turnover rates (Slijepčević et al. 2018). SET could be used to explain the link between IC, EE, and JS in the current investigation. Based on the reciprocity principle, if the firm delivers adequate resources and vital information to workers via IC, employees are more likely to engage in their jobs and workplaces, resulting in increased happiness and loyalty (Punjaisri et al. 2009).

The beneficial association between IC and EE has been supported by earlier research, and public relations professionals have noted that IC initiatives raise employee engagement levels inside the company (Mishra et al. 2014). When Verčič and Vokić (2017) looked at the employees of Croatia's manufacturing business, they came to the same conclusion. Transparent communication inside the company can boost contentment and interaction between employees and their managers, according to Jacobs et al. (2016), who researched the connection of IC and JS in China's



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manufacturing industry. The findings were made by Waters et al. (2013) and Nikolić et al. (2013). Consequently, the association between these factors in Pakistani HEIs will be investigated in this study.

**Hypothesis 1a:** Internal communication has a favorable influence on job satisfaction.

**Hypothesis 1b:** Job engagement is positively impacted by internal communication.

**Hypothesis 1c:** Organizational engagement is positively impacted by internal communication.

### Employee Engagement

According to Kahn (1990), EE is the dedication of workers, who give of themselves to their jobs and the company in exchange for resources from the workplace. Furthermore, this construct is described as “a positive fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” by Maslach et al. (2001, p. 74). The significance of the connection between the business and its employees is also mentioned in the same research. Additionally, workers typically relate their beliefs with the objectives of the company and exhibit good attitudes and behaviors there (Rothbard 2001). According to the Bedarkar and Pandita (2014) study, the connection level between companies and workers in terms of their cognitive, emotive, and physical growth is what is meant to be understood as EE. EE strengthens the bond between a person's aims and the goals of the organization, preventing fatigue, unfavorable attitudes, and unethical behavior at work (Saleem et al. 2020). Researchers identify many forms of EE based on parameters across various studies. According to Rothbard (2001, p. 176), absorption and attention are the two main components of EE. While absorption is defined as “being engrossed in a role” and relates to “the intensity of one's focus on a role,” responsiveness is defined as “cognitive availability and the amount of time one spends thinking about a role.” To fully comprehend the influence of involvement on the workplace, Rothbard (2001) contends that scholars had to concentrate on the many tasks that individuals play within the organization. Two other components that Kahn (1990) suggests be used in several studies to look at engagement are job engagement and organization engagement.

Saks (2006) explains work engagement as the degree of dedication and contribution made by an individual to their employment. Furthermore, according to Saleem et al. (2020), the degree of loyalty to the organization is the definition of organizational involvement. In conclusion, several scholars identify multiple dimensions. The present investigation employs job engagement and organization engagement as means of assessing employee engagement. Numerous studies have shown that EE affects organizational results in different ways. According to Saks (2006) and Chughtai and Buckley (2009), high engagement increases good behaviors, job performance, JS, or commitment. Employee engagement increases lead to improvements in the workplace for the employee as well, such as increased motivation, creativity, morale, and responsibility, all of which influence the career path and overall achievement of the organization (Saleem et al. 2020). The effect of EE on JS in various sectors has been the



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subject of several research. Studies on banking and information technology indicate that EE is the primary factor influencing workers' high levels of satisfaction (Kamalanabhan et al. 2009). Furthermore, a survey of nonacademic personnel at Thai educational institutions revealed that more satisfied workers are those who are engaged in contrast to others. Chan et al. (2020), who performed research based on education in Hong Kong, corroborate this conclusion. Numerous studies attest to the beneficial effects of EE and EL; one investigation into 389 Indonesian educational faculties revealed that devoted staff members typically exhibit higher levels of engagement with both their employer and the company (Abror et al. 2020).

In conclusion, not as much research has looked at the relationship between EE-JS and EE-EL in schooling, especially in HEIs. These linkages will be examined in the current study at Pakistani HEIs, with a focus on non-academic personnel. We put out the following theories:

**Hypothesis 2a:** Job satisfaction and job engagement are positively correlated.

**Hypothesis 2b:** Employee loyalty is not impacted by job engagement.

**Hypothesis 3a:** Job satisfaction is favorably impacted by organizational engagement.

**Hypothesis 3b:** Organizational engagement influences employee loyalty positively.

### **Satisfaction and Employee Loyalty in Job**

Employee loyalty increases as job satisfaction rises. Suggests that workers have a deeper emotional bond with the company and become more devoted, which lowers turnover rates, when they are happy with their job duties, work environment, and organizational culture. Satisfied employees are more inclined to support their employer, enhancing the organization's brand, and they are also more driven and productive, favorably impacting institutional goals. Further strengthening employee loyalty is the supportive work environment that is created by job satisfaction, which also promotes improved connections with managers and coworkers. The long-term viability and stability of Pakistan's higher education institutions depend heavily on this beneficial partnership.

Affective commitment, a crucial element of employee loyalty, is strongly influenced by work satisfaction, according to Meyer, Allen, and Smith's (1993) research. Contented workers form a more robust emotional bond with their company, boosting allegiance and decreasing plans to leave. Higher work satisfaction was shown to significantly lower turnover intentions among nurses studied by Lum et al. (1998). This study shows that workers who are happy at work are more loyal and are less likely to quit. According to Tett & Meyer's (1993) meta-analysis, work satisfaction is a significant predictor of turnover and organizational commitment. Supporting the connection between work happiness and worker loyalty is the idea that advanced job satisfaction increases commitment and lowers the risk of quitting.

This study will investigate the association between education and higher education institutes in Pakistan, as there have been few studies on the subject, particularly in Pakistan. We have the following theory:

**Hypothesis 4:** Employee loyalty is favorably impacted by job satisfaction.



## **Employee Engagement as a Mediator**

Previous research has established the mediation effect of EE in the link between personal and organizational results. This variable, according to Maslach et al. (2001), facilitates the relationship between working circumstances and consequences like internal branding, a reward system, JS, or EL. Following a study of workers at Cyprus banks, researchers have determined that work involvement acts as a facilitator between job resources and job happiness (Karatepe and Aga 2012). Furthermore, when applying the model to the Indonesian IT sector, different research also validates the intermediating role of EE in the connection between motivation and JS (Riyanto et al. 2021). According to a study, engaged people in the hotel sector also favorably influence the relationship between internal branding and JS (Lee et al. 2014). According to earlier study findings, EE also facilitates the impact of organizational inducements on industry loyalty, such as monetary prizes and assistance with career advancement (George et al. 2020). Within the field of education, researchers have only looked at employee motivation's mediating function in the ICEL relationship (Nadeak and Naibaho 2020). This indicates that less research, particularly at HEIs, identifies EE's function as a mediating variable in the educational sector. We put out the following hypothesis in light of the current study's goal of determining whether or not EE mediates the IC-JS and IC-EL links. Fig. 1 shows the proposed

**Hypothesis 5a:** The connection between internal communication and job satisfaction is mediated by job engagement.

**Hypothesis 5b:** The impact of internal communication on job satisfaction is mediated by organizational engagement.

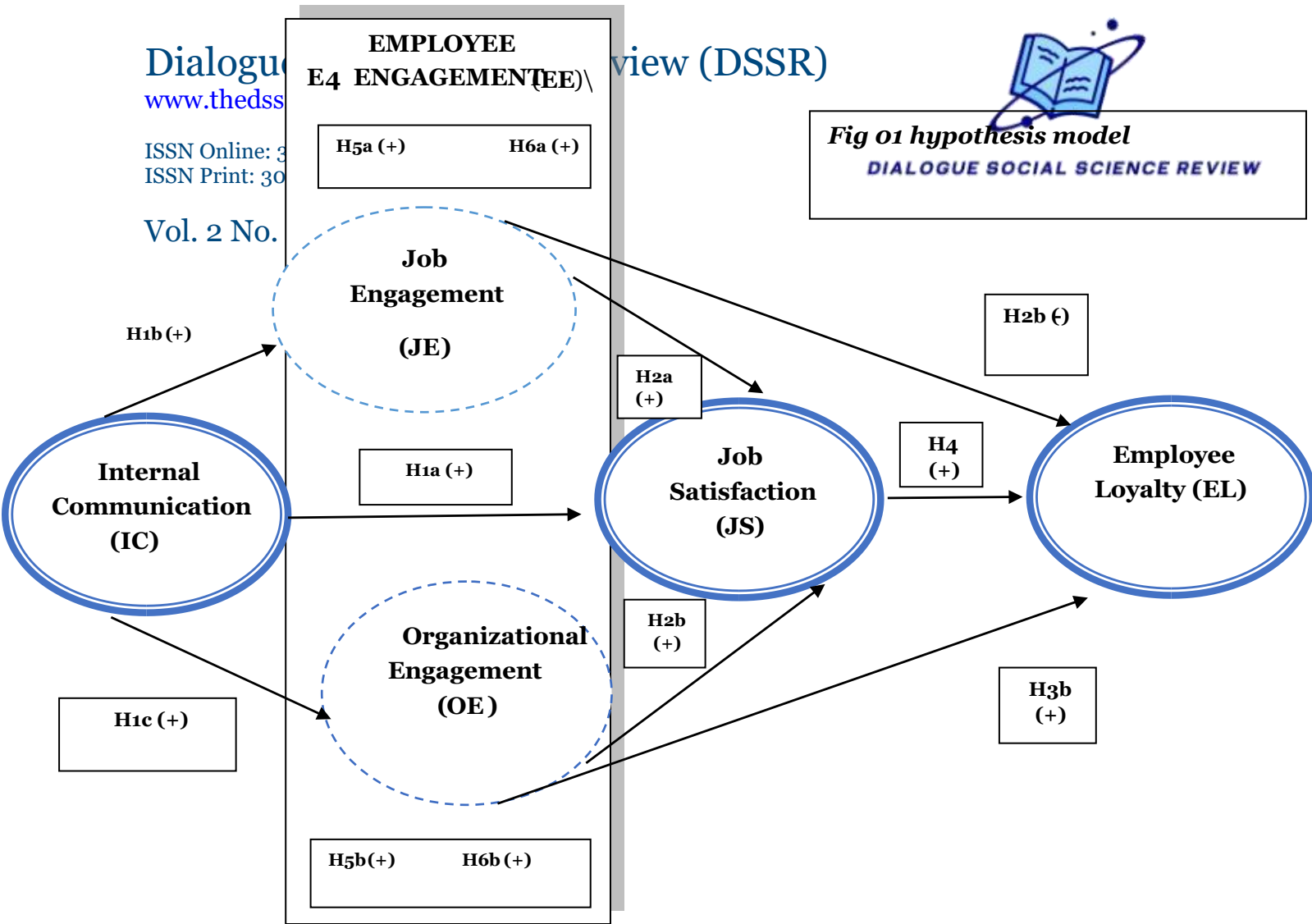
**Hypothesis 6a:** The connection between employee loyalty and internal communication is mediated by job engagement.

**Hypothesis 6b:** The connection between employee loyalties with communication within the organization is mediated by organizational engagement.





Fig 01 hypothesis model  
DIALOGUE SOCIAL SCIENCE REVIEW



### Methodology for Research Research Paradigm

The objective of this investigation is to analyze the role of effective internal communication on employee loyalty, satisfaction of job, and employee engagement in higher education institutes in Pakistan. There have been many types of research in the past which has been done in the context of analyzing the importance of effective communication within organizations, but the study is limited to HEIs. The research's sole purpose is to identify the role of open communication internally in the organization on employee engagement while looking at its effects on employee job satisfaction and loyalty. Hence this study focuses on the views of people working in universities like KUBS, IU, and Hamdard University, focusing specifically on the academic and non-academic staff.

### Research Design

There are multiple types of research approaches such as Measurable research, Qualitative research, and mixed method which is also known as the Pragmatic approach. This research has opted for the Quantitative method, which uses numerical or quantifiable data to analyze statistical relationships and quantify variables. These



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methods can provide comprehensive information, and help researchers examine cause and effect to better understand the relationship between the variables that are dependent and independent. In this research, three universities were selected such as KUBS, Hamdard, and IU as shown in Table 1. These universities were selected for two main reasons, first, these universities have better access for the researchers to prepare and get surveys filled out easily. Secondly, these three universities are better categorized in the private and public sectors. IU and Hamdard are the representatives of the private sector and KUBS is the representative of the public sector. This can yield an enhanced understanding of both sectors. As for the data collection, a questionnaire consisting of 6 parts was circulated among the academic and non-academic staff of these universities and that questionnaire was created on Google Docs.

<b>Table 1: Information on the universities</b>		
<b>University Name</b>	<b>Established Year</b>	<b>Public/Private</b>
Iqra university	1998	Private
Hamdard University	1991	Private
Karachi University of Business school	1999	Public

### **Research instrument**

A six-part questionnaire was used which was made on Google Docs. These parts of the questionnaire consist of demographics data, internal communication (IC), organization engagement (OE), job engagement (JE) which conclude it as employee engagement (EE), job satisfaction (JS), and employee loyalty (EL). Five-point Likert scale was used which ranges from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. This survey was conducted while using Google Docs online from May 2024 to June 2024 and collected from 80 respondents in total. These respondents were from HEIs i.e. IU, KUBS, and Hamdard University which makes it a good blend of Private and Government universities to get a better understanding and fair results. These respondents were either academic employees or non-academic employees of the above-mentioned universities. After the collection of responses from 80 individuals while using the convenient selection method 75 responses were found valid to be analyzed and used for the next step for the screening and testing usability and reliability. This study consists of four variables which are OE, JE, and JS which are directed at EL, and IC, and these two are further engaged with JS which indicates that the minimum



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sample size is 30 participants whereas, 80 respondents meet the requirements. As it is shown in table number 2 of measures utilized.

### Measures Utilized

<b>Table 2 Measures Utilized</b>			
<b>Construct</b>	<b>Code</b>	<b>Number of items</b>	<b>Author</b>
Internal Communication	(IC)	3	Powell and DentMicallef (1997)
<b>Employee Engagement (EE)</b>			
Job Engagement	(JE)	8	Saks (2006)
Organization Engagement	(OE)	6	
Employee Loyalty	(EL)	3	Zenithal et al. (1996)
Job Satisfaction	(JS)	6	Chathoth et al. (2007)

### Pilot Testing

This study was done using a well-structured questionnaire which is used to gather data from the university's academic and non-academic staff and afterwards, an experimental test was done to get the initial advice from the respondents and to examine the content, phrasing, and layout. This test was conducted with the 20 educational employees of Hamdard University and later these twenty responses were also included in the total 80 responses as the feedback from the pilot test needed minor changes and amendments to improve the clarity of certain items. These modifications were made to improve the understanding and relevancy of the final draft.

### Normality Test

It is an important part of the research, as it shows whether the data available for testing is normally distributed or not. It is essential to ensure normality as it tells us about the validity and reliability of the result. After testing the data for normalcy using skewness and kurtosis checks, it was concluded that the statistics met the necessary molds for further statistical analysis. The poll received a healthy response rate of 90%, with 75 valid responses from a sample of 80 academic and non-academic employees of HEIs. Table 3 shows the representation of skewness and kurtosis values.

<b>Table 3</b>	<b>Kurtosis</b>	<b>Skewness</b>
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EL2	0.589	0.450
EL3	0.589	-0.450
IC1	3.999	-1.181
IC2	3.999	1.181
JE5	1.508	-0.442



JE6	2.586	-1.079
JE7	2.154	0.542
JE8	0.486	0.063
JS1	0.761	0.313
JS2	1.173	0.042
JS3	2.872	0.458
JS4	0.605	-0.828
JS5	0.389	-0.033
JS6	0.724	-0.425
OE1	0.867	0.087
OE4	0.297	-0.885
OE5	0.811	-0.105
OE6	0.750	0.119

## Sampling & Data Collection

The responses were collected by circulating a Google Doc survey which consisted of six parts i.e. IC, EE (JE\_OE), EL, JS, and demographic details of the respondents. A whole of 80 responses were collected from the employees of HEIs which were further classified as academic and non-academic staff. They were categorized as the employees of Private or Government sector to further study and analyze the deeper effects of the discussed variables. The survey was based on snowball sampling and convenience sampling. The questionnaire was shared with the group of employees working in the designated universities whether they were academic employees or non-academic employees. This type of sampling and data collection method not only saves time but also enables us to gather the desired knowledge from the targeted audience.

## Descriptive Analysis

This study uses the partial least squares structural equation modeling (PLS-SEM) method to analyze and assess the data and hypotheses (Ha 2022a; Ha et al. 2023). Additionally, data analysis employing the PLS-SEM technique is performed via SmartPLS 4.0 software. (Hair et al. 2011) state that PLS-SEM is a practical statistical method used to examine data in a variety of disciplines, especially business. Furthermore, PLS-SEM be viewed as a tool for scholars to identify correlations between variables and outcomes that have theoretical and practical ramifications. The model is evaluated from both the inside and outside using the PLS-SEM technique. First, the research by Chin and Marcoulides (1998) notes that reliability and validity (convergent and discriminant).

The demographic variables define the respondent's attributes, characteristics, and differentiation in sectors. The demographic variable includes gender, age,



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marital status, and education, their classification into academics, tenure, and type. The construct variables included IC, OE, JE, JS, and EL. The tool that the researcher uses to analyze and test the construct variables is SmartPLS version 4 and to run demographic data the tool which is used is SPSS (Statistical Package for Social Sciences).

### Assessment of Measurement Model

In this study, the validity and reliability of the structure are evaluated using the PLS measurement model. The Heterotrait-Monotrait (HTMT) criteria, average variance extracted (AVE), composite reliability (CR), and outer loadings are all included in this model. In this part, the validity and reliability of the constructs utilized in the learning are assessed. The calculation of the model in this study intends to analyze the notions of employee engagement, job satisfaction, employee loyalty, and internal communication inside higher education institutions in Pakistan.

### Assessment of Structural Model

This assessment evaluates the structural model which is used to evaluate the relationships of internal communication, employee satisfaction, and loyalty with their engagement in jobs within higher education institutions in Pakistan. The goal is to understand how these constructs interact and influence each other.

A more reliable assessment of the structural relationships can be made based on the anticipated finding that all factor loadings will exceed the 0.7 threshold, indicating that the measurement model is robust and that no statements or items will need to be removed from the analysis. Using confirmatory factor analysis (CFA) before SEM will further validate the measurement properties of the instrument and lay the groundwork for the causal modeling that will follow.

The application of SEM is expected to yield a more inclusive understanding of the phenomenon under study, as this technique can simultaneously evaluate the direct and indirect effects of the variables. By modeling the intricate network of relationships, the researcher will be able to uncover nuanced insights that may have been obscured in a traditional regression-based approach. The anticipated positive and statistically significant relationship between internal communication with EE and JS will have a direct impact on EL.

### Data Analysis & Result

This section shows the data analysis and results derived from the Smart PLS 4 to confirm the proposed hypothesis of the research. First, demographic variables are discussed and run on (SPSS) as shown in Table 4, then the measurement analysis is carried out to specify the reliability, validity, and significance, which is later followed by the structural model analysis which will specify and discuss the relationship between the variables.

**Respondent Profile Table 4**

Variable	Category	Frequency	Percent
Gender	Masculine	55	67.9%



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	Feminine	26	32.1%
<b>Age</b>	20-29	70	86.4%
	30-39	6	7.4%
	40-49	3	3.7%
	>50	2	2.5%
<b>Marital Status</b>	Single	70	86.4%
	Married	11	13.6%
<b>Education</b>	Secondary	16	19.8%
	Diploma	5	6.2%
	Bachelors	40	49.4%
	Masters	18	22.2%
	Doctorate	2	2.5%
<b>Academics</b>	Academic	37	45.7%
	Non-Academic	44	54.3%
<b>Tenure</b>	1-4 years	47	58.0%

	5-9 years	26	32.1%
	>10 years	8	9.9%
<b>Type</b>	Private	64	79.0%
	Public	17	21.0%

Table 2 depicts the details of the demographic data of 80 respondents collected from the following universities i.e. IU, KUBS, and Hamdard. In the taster, there are 55 (67.9%) males and 26 (32.1%) females, which is an even mix of genders for the contributors. Most of the employees were 20 to 29 years old, which accounts for 86.4% of the total workforce. Moreover, 7.4% of employees in this investigation are from 30 to 39 of age and the remaining 3.7% are of 40 to 49, and over 50 there are only 2.5%. Regarding marital status, 13.6% of the sample size are married, 86.4% of employees are single and no one was divorced. The largest group of respondents hold a Bachelor's degree 49.4%, with other educational levels being secondary 19.8%, Master's 22.2%, diploma 6.2%, and Doctorate 2.5%. Respondents are almost evenly split between academic 45.7% and nonacademic 54.3% roles. Whereas, most respondents have a tenure of 1-4



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years (58.0%), shadowed by those with 5-9 years (32.1%) and over 10 years (9.9%). A majority of respondents work in the private sector (79.0%), with the remaining 21.0% employed in the public sector.

### Descriptive Statistic Analysis:

Descriptive analysis is an important process of using statistical tools to summarize the data in a presentable manner. This is a simpler way of analyzing the data before more complex statistics are applied. In this study, the descriptive analysis highlights and analyzes the effects and tendencies of variables i.e. IC, JE, OE, JS, and EL. The components and effects of descriptive analyses are shown in Table 5.

<b>Contracts</b>	<b>Mean</b>	<b>Median</b>	<b>Standard Deviation</b>
EL	0.000	0.333	1.000
IC	0.000	0.206	1.000
JE	0.000	0.090	1.000
JS	0.000	0.187	1.000
OE	0.000	0.011	1.000

In table 5 the mean which is equal to Zero and the Standard deviation equal to one show that the data was normally implemented and gathered. This type of data is beneficial for statistical analysis and comparison. As it enables the researchers to have a standardized interpretation and comparison of diverse data and variables.

### Outer loading Analysis:

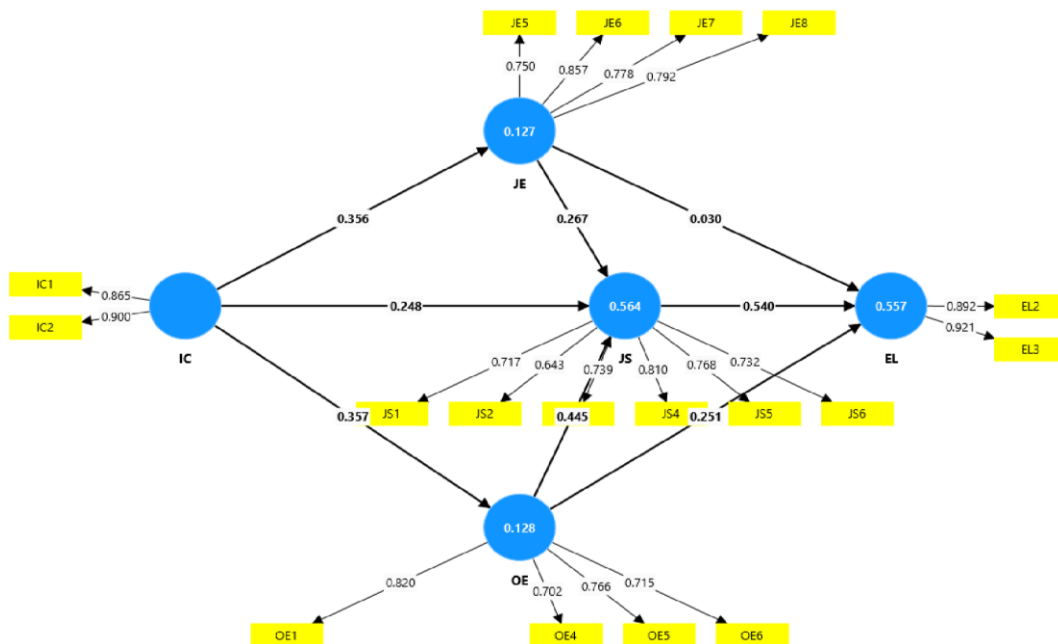
Table 6 demonstrates the relevancy of indicators in outer loadings with each variable construct. It shows that outer loading values are above 0.7. All of them fulfill the requirements by being greater than 0.7. Moreover, the JS2 value is 0.643 which fulfills the requisite of more than 0.5. Based on these outcomes, reliability and convergent validity are established.

<b>METRIX</b>	<b>EL</b>	<b>IC</b>	<b>JE</b>	<b>JS</b>	<b>OE</b>
EL2	0.892				
EL3	0.921				
IC1		0.865			
IC2		0.900			





JE5			0.750		
JE6			0.857		
JE7			0.778		
JE8			0.792		
JS1				0.717	
JS2				0.643	
JS3				0.739	
JS4				0.810	
JS5				0.768	
JS6				0.732	
OE1					0.820
OE4					0.702
OE5					0.766
OE6					0.715



### Quality Criteria: Reliability and Validity

In this study consistency and legitimacy of the model and its variables have been assessed using construct reliability and validity overview in the measurement model. As shown in table 7.



Overview	Table 7			
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EL	0.784	0.796	0.902	0.822
IC	0.718	0.727	0.876	0.779
JE	0.810	0.852	0.873	0.632
JS	0.830	0.830	0.876	0.543
OE	0.747	0.771	0.839	0.566

Table 7 shows pertinent indications of AVE, CR, Alpha's value, and outside loadings. The data suggests that the outside loading numbers surpass 0.7, and the CR falls between 0.839 and 0.902. They all surpass 0.7 to satisfy the standards. Furthermore, the AVE indicator meets the condition (greater than 0.5) since it varies from 0.543 to 0.822. Convergent validity and reliability are established in light of the findings.

### Discriminant Validity:

The amount to which a construct differs analytically from other components in the structural model is known as its discriminant validity (Hair et al., 2019). It consists of three measurement criteria: the cross-loading criterion, the heterotrait-monotrait ratio (HTMT), and the Fornell and Larcker criterion, which was first presented by Fornell & Larcker in 1981. According to (Fornell & Larcker, 1981), one may generate a discriminant validity by taking the square root of the AVE of each concept. The values from this study's application of the Fornell-Larcker criteria are shown below in Table 8.

Fornell Larcker Criterion	Table 8				
	EL	IC	JE	JS	OE
EL	0.906				
IC	0.546	0.883			
JE	0.442	0.356	0.795		
JS	0.721	0.502	0.555	0.737	
OE	0.617	0.357	0.447	0.653	0.752

Furthermore, to calculate discriminant validity values of the heterotrait-monotrait (HTMT) ratio were used in contradiction of a limit of 1.0 (Garson 2016). The maximum HTMT value is 0.882 (JSEL), but it still falls lower than



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the cut-off of 1.0 (Table 9). Further confirming the discriminant validity is the fact that none of the HTMT ratios of correlation statistics are 95% bias-corrected, and the accelerated confidence intervals (CIs) have a value of 1.0 (Franke and Sarstedt 2019). (Table 9)

Table 9 Discriminant Validity: HTMT Matrix					
	EL	IC	JE	JS	OE
EL					
IC	0.731				
JE	0.516	0.431			
JS	0.882	0.652	0.642		
OE	0.792	0.492	0.534	0.793	

**Structural Model Analysis**

A thorough statistical method for examining the structural links between latent constructs and measurable variables is structural model analysis. Complex connections between observable and unobserved variables can be examined by SEM, which combines features of component study and multiple regression analysis. The technique used to estimate this model is called bootstrapping. The goal of bootstrapping is to stop non-normality-related standard error inflation or deflation (Joe F Hair et al., 2012).

**Hypothesis Testing & Path Coefficient:**

A hypothesis test is a technique that makes it possible to test survey data and determine how significant they are. This section of the results evaluates the importance of the suggested hypothesis by presenting the mediation analysis through certain direct effects and indirect effects. The route model for every bootstrap sample is calculated using the PLS-SEM.

The suggested connections between the constructs are represented by the path coefficients. The strength and association between two latent variables are evaluated by the path coefficient. A substantial path coefficient is at least 0.05. The acute values for a two-tailed test with a 1% ( $\alpha=0.01$ ) or 5% ( $\alpha=0.05$ ) probability of mistake are 1.96 and 2.54, respectively. However, in a one-tailed test, the critical values are 2.33 and 1.645, respectively, for the significance thresholds of 1 percent ( $\alpha=0.01$ ) and 5 percent ( $\alpha=0.05$ ) (Hair Jr, Hult, Ringle, & Sarstedt, 2016).

The result of the path coefficient of this study is shown in Table 10.

Table 10 Path Coefficient					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( $ O/STDEV $ )	P values



IC -> JE	0.356	0.374	0.084	4.241	0.000
IC -> JS	0.248	0.243	0.100	2.484	0.013
IC -> OE	0.357	0.368	0.102	3.503	0.000
JE -> EL	0.030	0.065	0.135	0.221	0.825
JE -> JS	0.267	0.273	0.095	2.828	0.005
JS -> EL	0.540	0.529	0.107	5.036	0.000
OE -> EL	0.251	0.227	0.141	1.776	0.076
OE -> JS	0.445	0.442	0.084	5.288	0.000

The above result of the path coefficient shows that the presented hypothesis supports the following result.

Hypothesis 1: IC has a direct and favorable effect on JE.

Hypothesis 2: IC has a positive impact on JS

Hypothesis 3: IC has a direct and positive impact on OE

Hypothesis 4: this hypothesis resulted in a negative or indirect effect. It shows that JE has no direct impact on EL

Hypothesis 5 & 6: whereas, JE has a positive impact on JS which directly influences EL. So, it also proves the relationship between JS and JL.

Hypothesis 7: it shows that OE has no effect on EL in HEIs in Pakistan.

Hypothesis 8: whereas, OE and JS have a positive relationship.

## Discussion

The current study's goals are to determine how internal communication, work satisfaction, organization engagement, and job engagement contribute to employee loyalty, as well as to validate the function of job involvement as a mediator and organization engagement in internal communication, satisfaction, and loyalty of employee relationships. As per the findings, some hypotheses are significantly verified by the research. Two of the hypothesis results showed a negative or no direct relation to the other variable.

The relationship or the effect of IC on JS and EE which is referred to as JE-OE, this study shows a positive relation of IC on JS as well it is positively impacting JE and OE. According to the empirical findings, IC is necessary to raise JS among HEI staff members who are academic and non-academic. The study emphasizes the importance of oral and written communication while demonstrating the usefulness of IC in fostering connections inside the company. Enhancing JS and organizational performance requires putting into place efficient initiatives to encourage and adapt IC among personnel. To put it succinctly, JS and the general performance of the organization depend on efficient IC. Organizations may increase EE, cooperation, and JS, which will eventually result in better performance and lower turnover rates, by giving IC plans and skill development



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top priority. Internal communication involves exchanging creative ideas, comments, and useful information within an organization to create a translucent and cooperative work environment. Job satisfaction relates to how satisfied they are with their careers and work environment. A previous study in China found a favorable correlation between IC and JS in the supply chain. According to Jacobs et al. (2016), IC plays a critical role in achieving JS and organizational success. Additionally, the empirical outcomes indicate a positive impact of IC on JE and OE, Employee engagement (EE) refers to employees' dedication, interest, and excitement for their work and organization. Mishra et al. (2014) and Verčić and Vokić (2017) affirm the positive association between IC and EE, arguing that good IC leads to high EE and organizational success.

Thirdly, our research rejects any positive or direct effect of job engagement and employee loyalty. Similarly, organizational engagement has no direct relation to employee loyalty. This hypothesis was previously supported by many researchers. Abror et al. (2020) found that engaged professors had greater levels of loyalty, leading to organizational growth and success.

The result indicates an exciting discovery that the straight effect of JE on JS is significant, while OE is also favorably related to JS. It also offers evidence that high EE does not improve the faithfulness of HEI staff members. Filling a crucial research void, this study is among the first to examine this link in the context of Pakistani HEIs. Through investigating the connection between EE and EL in this particular context, the study offers insightful information that might guide faculty employee loyalty initiatives at higher education institutions. The results show that increased employee and faculty loyalty is not a result of high EE levels, emphasizing the significance of investing in initiatives that encourage loyalty such as job satisfaction. EE does not positively affect whereas, EL in the workplace, and faithful employees are more likely to remain dedicated to the organization. HEIs should focus on the variables that positively and boost employee loyalty such as JS, as JS shows a positive relation with JL. This study shows that employees are satisfied with open internal communication and positive and productive job engagement.

### **Conclusion**

After analyzing the statistics, the outcomes answer three major research questions. First, EE, which is comprised of job engagement, and organization engagement had no beneficial effect on EL, indicating that workers who are kept busy at work are not inclined to gain loyalty with an organization. Furthermore, JS has a substantial relationship with EL. Additionally, the findings also demonstrate how work engagement mediates other dimensions; which has shown the significant facilitating role of job engagement in the affiliation between IC and JS. However, with the IC-EE connection, there is a negligible mediation function that exists between these two constructs. Finally, organization engagement mediates the influence of IC on JS and EL.

### **Recommendation**

The current day study has only surveyed the model in the context of HEIs of Pakistan's private and government universities, particularly with faculty of non-academic and academic staff, so it has certain restrictions. The conclusions



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cannot be practically used in any other industries and sectors due to the inimitable culture and different settings of this study. Upcoming research should study the circumstances in other sample sizes to diverse industries to see if there are any different outcomes. As in this study, only four main variables are being used in this study (i.e. IC, EE, JS, and EL), approaching investigators should increase more constructs to expand the model and have innovative fresh findings. Moreover, a changed sampling method needs to be applied in upcoming research instead of convenience sampling to gain in-depth insights and findings. To get different results, future research should construct new measures based on previous studies and adjust the IC, EE, JS, or EL measurement scales utilized in this study.

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