



**THE IMPACT OF INTERNAL COMMUNICATION ON
EMPLOYEE ENGAGEMENT ON THE EXAMPLE OF
MARKETING AGENCIES**

by

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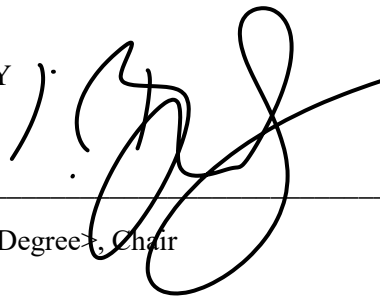
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Iva Blažević

APPROVED BY

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ABSTRACT

Successful internal communication inside an organization or company is the main condition for the achievement of business goals given the fact that internal communication directly affects the satisfaction, motivation and engagement of employees. Well-organized internal communication channels ensure a quick and efficient information flow and based on those quick responses; job done. Employee engagement is becoming valuable as business success. In a modern work environment employee engagement represents vital element to take into consideration as a competitive advantage and value proposition when talking about a competent and successful organization or company. The concept of employee engagement is becoming increasingly popular around the world nowadays, and Croatia is no exception. Due to the direct connection with the company's goals, internal communication is the basis of every good organizational communication strategy. Communication is a key element for the growth and development of the organization or company and the success of management depends on communication with the employees. Every organization or company has its own internal communication structure which enables exchange ideas, mutual understanding, and the elimination of conflicts. This dissertation examines the impact of internal communication on employees' engagement in marketing agencies by using the survey questionnaire. The outcome of this dissertation is meant to help marketing agencies, but also management of organizations and companies in general, better understand the situation, as well as the possible driving factors at the level of engagement. Empirical research was conducted on marketing agencies in Croatia, which included media buying, PR, full and creative agencies. The aim of research results had shown the existence of a clear link between internal communication and employee engagement, but also the fact that engaged employees work better and are more focused on performance and achievement of better business results. Empirical research was conducted on a research sample of 150 marketing agencies in Croatia and it could be stated that clear and transparent internal communication results in greater employee engagement who works better and are more focused on best performance and achieving better business results.

Keywords: *business communication; internal communication, management, employees' engagement, marketing agencies*

1. INTRODUCTION

Employee engagement represents a high level of dedication, passion, and loyalty from employees. These employees feel very passionate about their work, they are more committed to their organization or company and always put some extra effort into their work. Engaged employees are more productive, innovative, and committed. Employee engagement is an ongoing process that requires attention and effort from management, but also other levels of the organization or company. It is not a one-size-fits-all approach, and organizations and companies need to tailor their strategies to their unique culture and workforce. There are some elements managements need to follow to engage their employees. For example, effective communication is vital for employee engagement. Clear, transparent communication from management helps employees understand the company's vision, goals, and their role in achieving them. Managers should recognize and appreciate employees for their hard work and contributions. This can be done through formal recognition programs, regular feedback, or simple expressions of gratitude. Besides that, they should offer employees opportunities for skill development and career growth, which can contribute significantly to employee engagement. Employees are, with considerable certainty, more engaged if they see a clear path for advancement within the organization or company.

Creating an inclusive workplace where employees feel valued, respected, and included also fosters a sense of belonging. Diversity and inclusiveness of all employees represent the key to a positive and successful work environment. Managers should leave employees to take ownership of their work and contribute ideas to fostering a sense of autonomy and purpose. Feeling that their work makes a meaningful impact can boost engagement. Effective management plays an important role in employee engagement. Managers who lead, for example, are approachable, and provide guidance and support contribute to a positive work environment. Encouraging collaboration and teamwork enhances engagement. When employees feel connected to their colleagues and work well together, it positively impacts morale. That's why feedback and performance evaluations are of utmost importance. These elements provide employees with a clear understanding of their strengths, but also weaknesses and areas for progress and development. Constructive feedback can motivate employees to enhance their performance. Some of the methodology they can gauge employee engagement levels and identify areas for improvement are different surveys and assessments.

Over the years, internal communication has been gaining importance in organizations and companies, as managers and employees are realizing positive effects of successful internal communication and its impact on long-term productivity. The organizations and companies include various tools, media and channels within their communication system to ensure that managers and employees communicate effectively. This dissertation focuses on internal communication and how management and information sharing affects employee's engagement and performance by analyzing how marketing agencies in Croatia are recognizing, understanding, implementing and monitoring internal communication and its impact on long-term relationship between managers and employees, as well on employee's engagement. The dissertation follows qualitative research methodology - survey based on questionnaires, as primary method in research, and secondary research based on previously published research papers and articles. Finally, the findings of this dissertation support the existence of a positive relationship between internal communication and employee engagement in marketing agencies. In this chapter background and purpose of the dissertation will be present, followed by problem formulation, research questions, methodology and structure of the dissertation.

Internal communication is becoming more and more important in today's competitive and fast-changing business environment, playing a significant role in contributing business goals. Internal communication plays a crucial role for enhancing different activities, such as taking business decisions, achieving business goals, enabling feedback loops, maintaining stability within the organizations or companies. Internal communication affects the conduct of the organization or company and engages the employees. Engaging employees, as well as organizational success, is one of the most critical factors that organizations and companies face due to increased dynamicity prevalent in the business environment. The purpose of this dissertation is to analyze the impact internal communication has on employee engagement in marketing agencies. Therefore, the following objectives are what this dissertation aims to meet and fulfil:

- analyze the relationship between internal communication and employee engagement;
- to study which key and driving factors of employee engagement lead to better work performance;
- to identify which key factors of internal communication drive and positively impact employee's engagement.

Today, when employee engagement is gaining more and more importance, it is very important to take it as a competitive advantage and value proposition when talking about a competent and successful organization or company. Employee engagement is becoming more and more popular around the world, and Croatia is no exception. This dissertation concentrates on investigating and analyzing the current situation of employee engagement in Croatian marketing agencies, by exploring the key factors that are driving employee engagement. The research is divided into two main parts: the theoretical framework which includes information about employee engagement and business communication, and the empirical part in which findings from the research will be presented. The outcome of this dissertation is meant to help marketing agencies, but also management organizations and companies in general, better understand internal communication and employee engagement, as well as the possible factors which can increase the level of employee engagement, not only in marketing agencies but in organizations and companies in general.

Since organizational system is made up of individuals and groups, who are there to jointly achieve business goals, to be able to define and achieve goals, it is necessary to communicate so that individuals can present their ideas and thoughts, and to harmonize them with other ideas and thoughts. Without communication, there is no organization or company. The essence of every organization or company is employees and their mutual communication. For the company to be successful, communication must be effective. Effective communication eliminates or at least reduces the misinterpretation of messages. In the business world, it is very important that the sent message is understood in the way that the sender intended. The importance of placing information is important for the functioning of the organization or company itself and for realization of its business goals. Communication is a very complex social-psychological phenomenon because the flow of communication and information exchange takes place in social interaction, which means that communication is conditioned by numerous psychological processes of the individual, such as perception, learning, memory, thinking; motivational and emotional states; personality traits, abilities, etc. All these processes can affect two basic elements of communication - exchange and understanding of information. Different levels of education, experience and personal needs all affect the ability to understand the messages received. And only successful communication implies that the sent information is correctly received in terms of the content and meaning determined by the sender.

The term business communication is used for all messages that are sent and received for official purposes, such as starting business, managing an organization or company, and formally conducting business. Business communication is a specific type of communication, which is related to the business segment and is characterized by formality. The success of any business, regardless of industry, largely depends on efficient and effective internal communication. If done carefully, communication can positively promote business interests, otherwise, it will show the organization or company in a bad light and can negatively affect the business interest and its image (Laketa, Laketa & Kolev, 2017: 135). Good internal communication is the basis of successful interpersonal relations and represents an important segment of every organization or company. The main goal of internal communication is to build and establish a healthy and positive atmosphere among employees, which positively affects their work and encourages employees to realize organization's vision and goals. Every manager of an organization or company should know the success of the organization depends on the employees. Good internal communication between employees implies harmonization of opinions, creation of new ideas and projects, and leads to more successful work, greater efficiency and achievement of business goals. Mutual communication in which employees receive information about current situation in the organization directly from their superiors is one of the most important forms of communication.

Successful internal communication is the main condition for the achievement of organizational goals. Well-organized communication channels, which ensure a quick and efficient flow of information, form the foundation for positive relations at different levels in the organization or company. Internal communication represents one of the most important elements that affects employee satisfaction, and that satisfaction consequently affects work productivity and engagement of employees. Communication, as a basic and universal phenomenon, should be adapted to certain business situations to be as successful as possible. Although language is an important component of any type of communication, communication is not only about understanding and using language. It is a much wider and broader term than which includes exchanging and understanding the ideas of another person. Communication is a key element for the growth and development of the organization or company. There are organizations and companies with good organizational communication systems and organizations with bad organizational communication systems. There are successful and unsuccessful organizations and companies. The difference between them lies in good communication.

In today's organizations and companies value proposition is not only about the products or services themselves, but also about employees. According to Mishra and Mishra (2013: 8), managers who build trust within their employees have greater influence on attitudes, behaviors, and performance outcomes. These elements are seen to contribute to the concept of employee engagement, which is given by the employees to the organization or company through "commitment and loyalty, support, promotion, defense, by using talents to the fullest and being maximum supportive and helpful for reaching organization business goals and values" (Markwich & Robertson-Smith, 2009: 15). Employee engagement is often seen as one of the influential factors for the success of the organization or company and the significant drivers of profits and sales. Since all products and services can be copied and replaced, it is the quality of an organization's talent, passion and engagement that the fuel drives the value of employees and can't be replaced (Wellins, Bernthal & Phelps, 2005: 3). Even though importance of employees' engagement is gradually increasing, many of the organizations and companies are still struggling with finding sufficient facilities to provide growth opportunities for employees and other top engagement driving factors.

The subject of this thesis is to determine the level of satisfaction with the internal communication of employees in marketing agencies. The dissertation was designed to first explain the concept of business communication. Furthermore, the concept of internal business communication and employee's engagement was elaborated. In this dissertation, the theory is identified in the beginning and the observations and data collection are used to test and confirm the theory. To understand the scope of the research as well as to develop the objective viewpoints, surveys were conducted. The theory is generated in the theoretical framework and the surveys in the empirical part of the dissertation. The research was conducted in the form of confirming or rejecting hypotheses related to employee satisfaction with internal communication in marketing agencies and whether they believe that quality of internal communication is an important factor that contributes to employees' engagement and accordingly to greater success at work.

1.1. PURPOSE OF THE STUDY

The purpose of this study is to explore the impact of internal communication on employees' engagement using marketing agencies as a specific example and to determine if there is an empirically provable relationship between these two variables. It is imperative to point out here that the relationship between internal communication and employee engagement is complex; there is different research on that topic, but none on example of marketing agencies. Based on that, author have analyzed how marketing agencies in Croatia recognize, understand, implement and monitor internal communication and its impact on long-term relationship between management and employees. The study focuses on marketing agencies in Croatia, which includes media buying agencies, creative agencies, PR agencies, full-service agencies. The research was conducted using the Questionnaire for measuring satisfaction with internal communication and based on that level of engagement. The respondents were managers and employees in marketing agencies in Croatia and the survey was conducted via the Internet Google survey and forwarded to employees' e-mails.

The specific objectives of the research can be implemented such as:

- to improve the understanding of internal communication and employee engagement;
- to develop a theoretical framework of the internal communication and employee engagement;
- to identify the driving and key factors of employee engagement, and challenges;
- to raise awareness concerning the importance of communication in the correlation between efficient internal communication and a great level of engagement;
- to explore the benefits of employee engagement from the perspective of the managers;
- to explore does the effective internal communication between management and employees result with better performance of business tasks;
- to explore does internal communication has a positive effect on employee productivity;
- determine effective internal communication tools;
- identify the challenges of internal communication;
- to present suggestions and recommendations for successful internal communication.

From the specific objectives, it can be concluded that the main research problem for this study is formulated as: ***How does internal communication affect employee engagement in marketing agencies in Croatia?*** From the previous findings, there are lot of studies that identify the role and importance of internal communication. Also, various research identifies internal communication as one of the primary factors that is influencing and encouraging employee engagement. But none of them are an example of marketing agencies. Thus, this dissertation aims to further study the importance and role of internal communication and impact on employee engagement in marketing agencies. Based on that, main research hypothes of this dissertation is:

- ***Quality of internal communication contributes to greater engagement among employees.***

Research questions to which the dissertation will try to give an answer and thereby contribute to the confirmation or refutation of the hypothesis are the following:

- *Which is the connection between internal communication and employee engagement in marketing agencies?*
- *Is the level of internal communication in the marketing agencies analyzed satisfactory?*
- *Do internal communication influence employees to put in extra effort at workplace and to work more from what is in their job description?*
- *Through which communication channels do employees prefer to receive information from their manager?*
- *Through which communication channels do managers prefer to communicate with employees?*
- *How do managers utilize internal communication to encourage employee engagement?*
- *How does the management influence organizational internal communication?*
- *How does transparent communication influence manager–employee relationship?*
- *Does effective internal communication increase level of employee engagement in marketing agencies?*
- *What are the possible factors affecting employee engagement in the marketing agencies?*
- *Which factors bring positive outcomes to employee engagement?*

- *How do managers utilize internal communication to positively impact employee engagement?*

The purpose of the dissertation and research was to give conclusions about internal communication in marketing agencies; the relationship between internal communication and employee engagement pointing to the correlation between effective internal communication and key employee engagement metrics, such as job satisfaction, productivity, motivation, and commitment to organizational goals. The purpose of the study also included identification of communication strategies in marketing agencies and effectiveness of communication tools. After the research conducted highlighted areas for improvement were given by identifying gaps or weaknesses in the current communication approaches that may hinder employee engagement and offering recommendations to marketing agency leaders on how to strengthen internal communication to foster higher levels of employee engagement, collaboration, and retention.

1.2. METHODOLOGY

This chapter defines the research methodology used in this dissertation, including the research approach, research methodology and data collection and analysis. The rationale behind this research was to highlight the importance of internal communication and its impact on employee engagement. This research is qualitative in nature and aimed to study the significance of internal communication and the impact key factors of internal communication have on employee engagement. Initially content analysis was conducted from relevant literature and further from surveys to obtain the factual data from employees working in marketing agencies. Participants were a mix of male and female age group of 18 years and above. To achieve objective of the study, the theoretical and empirical frameworks concentrate on the concept of internal communication and employee engagement and how successful communication between managers and employees enables successful and efficient organization. In the theoretical part, the concept of employee engagement was studied with its antecedents, consequences and its influencing factors.

Results have been achieved by collecting and analyzing documents and studies to better understand the phenomenon which is the topic of the study and to establish answers to research questions. The primary research method for the theoretical part was literature review which included books; scientific articles; newsletters, yearbooks, web sources, and the empirical research was conducted through a survey. The respondents were managers and employees in marketing agencies in Croatia and the survey was conducted via the Internet Google survey and forwarded to employees' e-mails. Some research questions were closed type of questions (yes/no, male/female, age group etc...) and other answers were measured using a five-point interval Likert-scale (1 - Strongly disagree; 2 – Disagree; 3 - Neither agree nor disagree; 4 – Agree; 5 - Strongly agree). The population of the study included employees in marketing agencies in Croatia, regardless of their gender, age, work experience. This study was conducted in English between May and September 2024.

1.3. STRUCTURE OF THE DISSERTATION

The dissertation is divided into six parts. In the first chapter, *Introduction*, the subject and objectives of the research are defined. First part provides general information on the background, motivations, and objectives of the research. The hypothesis for the study, key research questions and purpose are presented as well. In this chapter also methods used in research were explained. Chapter two present a *Literature review* of the research. It generates the basic knowledge of internal communication and employee engagement concept that can be found in existing literature. Chapter three, *Engagement*, explains the concept of employee engagement including outcomes of engagement and areas of overlap with another concept. The fourth part, *Business Communication*, the concept of business communication and the basic terms related to that kind of communication are defined, as well as the process and forms of it. *Empirical part of the study*, after concept of marketing agencies is explained, illustrates the summary of the survey and presents the results of the research conducted, objectives, methodology and research sample, as well as answers to the hypothesis. This chapter demonstrates the research method overview which is used in the dissertation. In this chapter, a clear outline is given of how the data was collected and handled throughout the research. A quantitative method and data collected from surveys will be applied, such as an interpretation of the results and tests if the hypotheses are supported or not. The chapter ends with a discussion of the results. It concludes and summarizes the whole research and gives some suggestions for future research. The last, sixth part of the paper is called *Conclusion*, and it presents the findings and conclusions of the research, limitations of the study and the further research propositions. The Conclusion is followed by a list of figures, tables and appendices, as well as the bibliography.

2. LITERATURE REVIEW

A literature review is a critical and comprehensive summary of existing research on a particular topic which helps to contextualize a research problem by examining what has already been studied, identifying gaps, and positioning this research within the broader academic conversation. Thorough review of existing literature, the author understood the current state of knowledge on the relationship between internal communication and employee engagement, but also identified gaps or areas that need further exploration.

Therefore, the following objectives are what this study aims to meet and fulfil:

- to analyze the relationship between internal communication and employee engagement;
- to study the key factors of employee engagement leading to better work performance;
- to identify the key factors of internal communication that drive and impact employee engagement.

Literature review has shown that past studies were primarily focused on understanding internal communication and employee engagement in general, but there were no scientific papers and research that deal with the impact of internal communication on employee engagement on the example of marketing agencies. Generally, the term of marketing agencies is not processed in literature, especially not on Croatian market. The literature review has shown that employee engagement can be interpreted in many ways. In other words, there is no single agreed definition, and engagement is defined as a multi-faceted construct characteristic of each employee. The existence of different conceptualizations makes it hard to determine what employee engagement exactly is, as each study is using various measures of employee engagement under different circumstances. Despite that, conflicts between employee engagement and other driving elements, such as job involvement and satisfaction, commitment, organizational citizenship behavior, motivation etc..., has shown that all these elements, despite the overlap, are just antecedents and consequences of employee engagement.

Literature reviews have also shown a connection between employee engagement and business results. Different research cites numerous examples of increased organizational and corporate profitability due to increased employee engagement. Employee engagement can contribute to the success of the organization or company since engagement influences the attitudes and

beliefs of the employees. Engagement enables their belief in the organization or company, strive to work actively, care for the organization and collaborate frequently to go extra miles for the organizational development. Based on the findings in literature review, the organizational structure, mostly relationship between managers and employees, determines the impact on employee engagement. The way in which employees are managed is very important for employee engagement, and further to that for the achievement of business goals. The employees want to be informed about everything that happens within the organization or company, to know where the organization or company goes and how they can help to achieve business goals. Efficient internal communication helps manage the flow of this information. Having clear and open internal communication enables trust and mutual understanding between the manager and employee.

It could also be argued that analyzed literature fails to show how internal communication affects employee engagement in marketing agencies since it is area that has not been very attractive in previous research. Therefore, the suggestion for future research is to use research methods which will show not just levels of engagement in marketing agencies, but also where the problem areas lie and what, in internal communication, should be done to eliminate the barriers to engagement. Further, results from this study will be difficult to compare with other results since the differences in measurement are to be expected between sectors, organizations, and companies. Based on results from this study, most organizations and companies will want to know how they compare with others and that's why the author suggests that future research focus on creating a standard measure of engagement which will allow organizations and companies to compare results.

Since literature review has shown that internal communication is a key driver of employee engagement, futures studies should show and explain how to train managers to communicate effectively with their employees and engage them through that communication. These are ideal areas for future research due to the growing interest organizations and companies have in improving employee engagement. Therefore, organizations and companies should focus on employees' perceptions of the support they receive from their managers. Research has shown that employees' intention to stay with their organization or company is influenced by the relationships with their managers. Management needs to pay more attention to internal communication. It is evident that giving employees the opportunity to communicate with their managers and feeling like important part of organization or company is a key driver of employee

engagement. Employee engagement needs to be viewed as a broad organizational strategy that involves all levels of the organization or company which require the contribution and involvement of organizational members as well as consistent, continuous and clear internal communication.

Still, there is a clear gap in the literature now regarding the impact of internal communication on employee engagement. With few exceptions, more research would offer a greater insight into the perspective of those experiencing engagement and a better understanding of its constituent parts. There is also a need for additional studies to demonstrate a clear link between internal communication and employee engagement and organizational performance. Any future research into employee engagement should bear in mind the practical usage of it. The importance of the manager in engaging employees has also been clearly established. As a sub-driver to engagement, they potentially have the most impact on employee's engagement levels. At the same time, it is unclear exactly how the manager does this, and what distinguishes an engaging manager from their fellows. Further research might not only identify what these differences are, but potentially reveal what training managers could undergo, beside clear and transparent internal communication, to improve their ability to engage their staff. Whilst several potentially overlapping concepts have been explored in this review, there may be scope in future research to explore the overlap of engagement with concepts such as corporate social responsibility and organizational identification.

Literature reviews have shown that impact of internal communication on employee engagement is a meaningful construction worthy of future research. Literature review also suggests that there is a gap when it comes to employee engagement in marketing, especially in marketing agencies, and that needs a real investigation. Future research could include a broader analysis of marketing agencies that are characterized with engagement since different factors affect differently on employee engagement in different roles, jobs, organizations, companies and groups. Further research should determine exactly which element of internal communication means that employees are so highly engaged in their work. Once these have been identified, managers can attempt to maintain a high level of engagement employees through effective internal communication.

3. ENGAGEMENT

Employee engagement refers to the emotional and psychological commitment of employees to their work, and then to their organization or company. Engaged employees are enthusiastic, motivated, and dedicated to their work. They are emotionally attached to their work, feel satisfied and fulfilled by it, and are willing to put in extra effort to achieve organizational success. Engaged employees feel a strong connection to their workplace, which motivates them to contribute positively and go above and beyond their basic daily tasks and job responsibilities. High levels of employee engagement lead to greater productivity, improved morale, reduced turnover, and better business outcomes. Employee engagement is critical to the success of any organization or company since engaged employees contribute to a positive work culture, perform better, and are more likely to stay with the company. By implementing strategies that foster engagement organizations and companies can create a work environment where employees feel valued and motivated to contribute their best efforts. Regularly measuring and addressing employee engagement is key to maintaining a thriving, productive workforce. This chapter analyzes the concept of employee engagement, as well as the elements that influence this engagement, but also derive from it.

3.1. CONCEPTUAL DEFINITION OF ENGAGEMENT

The term "engagement" can have different meanings depending on the context in which it is used. In this dissertation, the focus is on employee engagement. In the context of the workplace, employee engagement refers to the emotional commitment and involvement employees have towards their organization or company. Engaged employees are typically enthusiastic about their work, aligned with the company's values and goals, and willing to contribute beyond the basic requirements of their job. Engagement implies dynamic and active involvement rather than passive participation. It often suggests a level of commitment, interest, or interaction that goes beyond the basic or minimum requirements.

Even though in recent years employee engagement has become an interesting topic, there remains a small part of critical academic literature on the subject. One of the first challenges analyzing employee engagement is the lack of a universal definition of it since there is no single agreed definition of engagement. The existence of different concepts makes the state of

knowledge around employee engagement hard to determine. This section will explore definitions of engagement shedding light on similarities and differences in these definitions. In literature there exist numerous definitions of engagement, variously conceived as a psychological or affective state, a performance construct or an attitude. But all sources define engagement by its outcomes, and something given by the employee which can benefit the organization or company. Authors also agree that engaged employees feel some kind of attachment towards their workplace. In other words, these kinds of employees invest themselves not only in their work role, but in the organization or company in whole.

One of the most influential studies of employee engagement was carried out by Kahn (1990: 694), author who defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves *physically*, *cognitively*, and *emotionally* during role and work performances”. The physical aspect of employee engagement concerns the physical energies exerted by employees to accomplish their roles in the workplace. The cognitive aspect of employee engagement concerns employees’ beliefs about the organization or company, its management and working conditions. And the emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization or company and its management.

Kahn (1990) also found that the presence of three psychological conditions influenced people to personally engage in their work - *meaningfulness*, *safety* and *availability*. In other words, employees ask themselves three fundamental questions in each role situation: *How meaningful is it for me to bring myself into this performance*; *How safe is it to do so* and *How available am I to do so*. The author found that employees are more likely to engage in situations that are high on meaningfulness. This proposition is also supported by Lockwood (2007) who suggests that organizations and companies which build a culture of meaningfulness are more likely to have engaged employees since meaningfulness occurs when employees feel they are valued. According to Holbeche & Springett (2003), people’s perceptions of meaningful work are clearly linked to their levels of engagement and, ultimately, their performance. High levels of engagement can only be achieved in workplaces where employees feel that their work has meaning, which raises their aspirations.

Macey & Schneider (2008: 6) define engagement as “extra-role effort or behavior, involving innovative and adaptive performance and going beyond preserving the status quo, and instead focus on initiating or fostering change in the sense of doing something more and/or different”. According to authors (2008: 7) “an engaged employee extends themselves to meet the organization and company’s needs, cultures and values, he/she takes initiative, is proactive, shares the values of the organization or company, stays focused and believes he/she can make a difference”. This is also supported by Robinson, Perryman and Hayday (2004), who claim that “an engaged employee is aware of the business context and works to improve the performance within the job for the benefit of the organization or company”. Engaged employees believe in what they do and feel valued for doing it (Wellins, Bernthal and Phelps, 2005: 2). Referring to the authors, it can be concluded that engaged employees involve themselves more in job performance.

Gallup (2006) proposed that employees could be divided into three types regarding their level of engagement:

- **ENGAGED** - employees work with full passion and feel a profound connection to their organization or company. They drive innovation and move the organization or company forward. These kinds of employees always work above and beyond their business requirements;
- **NOT-ENGAGED** - employees are essentially ‘checked out’. They’re sleepwalking through their workday, putting just time into their work but not energy or passion. In other words, these kinds of employees only do what is asked of them. They consider work only and exclusively as work and are not emotionally attached to it;
- **ACTIVELY DISENGAGED** - employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Actively disengaged employees feel resentful toward their organization or company.

Employees’ engagement is consistently shown as something that can benefit the organization or company through commitment and dedication of the employees. Engaged employees feel a sense of attachment towards their organization or company, investing themselves not only in their business role and work tasks, but in the whole organization or company. Since engaged individuals invest themselves fully in their work, they are more likely to stay with the organization or company, but also to perform better than their colleagues. Engagement levels of employees can vary according to different characteristics since engagement is a personal

choice for each employee, dependent upon what the employee considers is worth investing in. Engagement levels vary according to experience, occupation and length of service in an organization or company. That's why this dissertation analyzes only situations in marketing agencies, to avoid different understanding of engagement depending on sector, type of business etc.

According to Saks (2006), a strong theoretical rationale for explaining employee engagement can be found in *social exchange theory* (SET). This theory argues that engagement is generated through a series of interactions between employees and organization or company who are in a state of reciprocal interdependence. In other words, when employees receive some kind of economic or socio-emotional resources from their organization or company, they feel obliged to respond in kind and repayment. That means that employees choose their engagement and, consequently to that, commitment level at work based on the support and community they receive from their management. This is consistent with Robinson et al's (2004) description of engagement as a *two-way relationship*. Employees are more likely to exchange their engagement for resources and benefits provided by their organization or company. As repayment for the resources they receive, employees feel obliged to bring themselves more deeply and intensely into their work role performances. When the organization or company fails to provide these resources, employees are more likely to withdraw and disengage themselves from their roles. Brim (2002) points out that most employees are engaged in their first year on the job and there after it is 'downhill'. The author argues that organizations and companies should continually remind employees of their shortcomings through training programs that focus on fixing an employee's weaknesses.

Engagement varies between organizations and companies. But still, there are several common drivers of engagement: the nature of the work, work that has transparent meaning and purpose, development opportunities, recognition and rewards, respectful and assertive relationships between employees, two-way communication systems and inspiring management. Yet, to date there is no one clear and agreed definition of engagement and many researchers describe the term in very different ways. Macey & Schneider (2008) split definition of engagement into three areas - on the *psychological state*, based on the behaviors, it produces *and as a disposition or attitude* towards one's work. Much of the academic research on engagement has been inspired by the definition proposed by Kahn (1990: 694), who found that engaged employees express and fully involve their sense of self in their role with no sacrifice of one for the other.

Engaged employees are prepared to invest significant personal resources, in the form of time and effort, to the successful completion of their task.

Like Kahn's definition, Maslach, Schaufeli and Leiter (2001: 417) also refer to engagement as a psychological and emotional state, and Hallberg and Schaufeli (2006: 122) define engaged employees as 'the ones who are being charged with energy and fully dedicated to work'. Organizations and companies see engagement as an outcome, something given by the employee refers to the employee's attachment, commitment and loyalty. They refer to the effort and time employees are willing to give to organization or company showing pride and support for their values and goals. Engagement is a step higher than satisfaction or motivation at work (Robertson-Smith & Markwick, 2009: 17). According to Welch (2012), there is no organization or company that can win over the long run without engaged employees who believe in the organization mission and vision and understand how to achieve organizational goals. That's why organizations and companies should invest in employee engagement, so they feel completely safe to speak their minds. Those employees who are engaged and committed give organizations or companies crucial competitive advantages which leads to higher productivity and lower employee turnover. That's why organizations and companies are investing more and more in policies and practices that foster engagement and commitment. Engaged individuals expand their work role. They are extremely hard-working and, with their behavior, role model for other employees.

Robinson et al. (2004: 4) indicate a need to create cultures that value, encourage and respect their employees and that listen to and understand their needs. The organization or company must work to develop and nurture engagement which requires a two-way relationship between manager and employee. Macey & Schneider (2008: 4) came to conclusion that there is a commonality amongst all definitions of engagement, regardless of the source, which in essence depicts employee engagement as a 'desirable condition' that has an organizational purpose and "connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioral components". All definitions of engagement continuously repeat that it is something given through commitment and dedication of the employee for the benefit of the organization or company. They also generally agree on the emphasis of engaged employees feeling a sense of attachment towards the organization or company for which they work.

Definitions of employee engagement vary greatly across organizations and companies, but it can be stated that engagement includes the degree to which employees fully occupy themselves in their work, as well as the strength of their commitment to the business role. But how do employees become more engaged in their work activities? Abrahamson (1984: 372) and Cohen (2003) claim that employees are simultaneously committed to multiple entities, such as economic, educational, familial, political and religious institutions. Some of criteria related to employee's engagement is following: job satisfaction; opportunity to perform well at challenging work; recognition and positive feedback; personal support from manager; understanding the link between employees work and organization vision and mission; prospects for future growth etc...

Employees devote time and energy to fulfilling their job responsibilities. Employees usually experience and express positive feelings toward an organization or company to whom they have made a commitment (Meyer, 1991: 65). Since commitments require an investment of time, as well as mental and emotional energy, most employees assume that in exchange for their commitment, they will get something in return. It can be a profiting type of reward, but also attention, praise etc. In the business world, in exchange for employee's commitment, organizations or companies would provide forms of value for employees, such as secure jobs and fair compensation. Onwards, Bakker and Demerouti (2007: 311) point out in their study that business resources such as performance feedback, rewards and social support from colleagues and superiors act as motivational processes that can also promote greater work engagement.

Employee engagement begins in the moment of first introduction of the employee to the job and continues through the entire of their working life. To engage employees' organization or company must invest in its human resources. But just like other investments, every organization or company needs to consider potential returns of that investment. The nature of work has evolved over the years (Humphrey, Nahrgang & Morgeson, 2006). Today's employees are often unhappy with routine, feeling dissatisfied at the workplace, and leaving workplaces in search of more meaningful employment. Traditional organizational systems disengaged employees and weakened their commitment. Employees began looking at the social characteristics of work, including feedback from their managers; interdependence of job roles, and opportunities to get advice and support from managers, but also from other co-workers (Morgeson & Humphrey, 2006). Conclusion of analysis of work-design research is that social

characteristics strongly influence employee engagement and commitment. In turn, engaged employees are more willing to take ownership of challenges that lie beyond their regular assigned tasks.

Today's organizations and companies can use several strategies if they want to engage their employees. For example, they can set up challenging tasks for employees which help employees to be engaged in their work. Creating opportunities for employees, thanks to which they can get involved in work tasks that are a little more difficult for them than usual, can also have a positive effect on them. Organizations and companies should invest in progress and learning. Since lot of employees want to develop their career and through mentoring, employees can learn a lot and at the same time get specific feedback that managers cannot always give them. When employees know exactly what they do and do not do well, they become more motivated to improve performance. Engagement in general can also be raised through very common-sense things such as occasional short breaks, team building activities etc...

Compensation can powerfully influence employee engagement. Compensation consists of financial elements but may also include nonfinancial elements, such as team buildings; employee assistance programs; various activities and discounts and so on. A well-designed compensation plan gives organization or company a competitive advantage. Incentive pay can directly influence employees' engagement, as well as their commitment to organization. Most employees are still driven by financial incentives and will make greater effort to produce more if that brings them more money. The best thing for organization or company is to combine financial incentives and recognition-based awards to foster the full range of performance. Every organization or company should recognize and celebrate progress and results of engaged employees. Engaged employees can help organization or company achieve its mission, execute its strategy and generate important business results. Employee engagement is much more complex than it seems. Organizations and companies define and measure engagement in a variety of different ways, suggesting there is no one "right" or "best" way to define or stimulate engagement in each workforce. The decision to invest in strengthening engagement depends on the organization and company strategy and the makeup of its workforce. The research, guidelines and examples provided in this dissertation can help to weigh the options and to create an investment plan that will best suit organizations and company's unique circumstances and help them to improve engagement of their employees.

In their work, Harter et al. (2002), once again pointed out that engagement is necessary for the success of any organization or company and is perceived as a strong source of competitive advantage. The term employee engagement refers to the individual's involvement in work. In other words, engagement means the extent to which employees devote themselves physically and mentally to the performance of an organizational role. Employee engagement is linked to the feeling of additional energy that an individual feels and uses when performing roles and tasks (Načinović & Kušen, 2016). Employee engagement is based on a positive, effective-psychological working condition that leads the employee to express himself actively in the work. It includes the level of enthusiasm and commitment an employee feels toward their job. Engaged employees take care of their work and performance organizations and feel that their efforts make a difference. An engaged employee does not work only for a salary and believes that his well-being is related to his own performance. Since employee engagement can be divided in four categories, personal, work and multidimensional, as well as self-engagement, it can be concluded that engagement is characterized by a high level of energy and mental endurance during work, willingness to invest effort in one's work and perseverance in the face of difficulties and commitment that is manifested as a strong involvement in work, a sense of belonging, enthusiasm, reputation and challenges.

Engagement is defined "as a positive, fulfilling work-related state of mind, characterized by energy, dedication and commitment. Instead of a momentary and specific state, engagement refers to a longer-lasting and fulfilling affective-cognitive state that is not focused on a specific object, event, individual or behavior" (Schaufeli et al. 2002). Although the success of the organization or company depends on all employees, engagement is focused on the individual. In other words, every individual contributes to the success of the organization or company and is satisfied with his role. Alignment of employee values, goals and aspirations with organizational values is the best method for achieving sustainable employee engagement needed by the organization or company to achieve its business goals. In conclusion, the following is necessary for success; full engagement represents the alignment of maximum job satisfaction with maximum contribution at work.

Robinson et al. (2004) define employee engagement as a positive attitude towards the organization or company and its values. Engaged employee is an employee aware of the business context and works with colleagues to improve work performance for the benefit of the organization or company. According to Burke et al. (2018), the definition of engagement

includes a positive attitude and feeling about a work role such as enthusiasm, resilience, pride and dedication, which helps maintain effort and motivation for everyday tasks. Onwards, Cook (2008) defines employee engagement as how positively the employee thinks about the organization or company, identifies with it, and how proactive it is in achieving organizational goals. An engaged employee is a passionate employee completely immersed in his work, energetic, dedicated and fully dedicated to his work, positive during work performance, who voluntarily contributes to intellectual effort and experiences positive emotions and connection to others. According to the above definitions, employee engagement includes a positive connection with work and implies positive emotions of employees who are fully involved in the success of the organization or company. It is a positive relationship between the employee and the organization or company and its values.

All above-mentioned definitions of employee engagement indicate a positive attitude of employees towards the organization or company, show employee satisfaction and his psychological state. Regardless of who defines employee engagement, the term engagement by all definitions refers to the attachment, passion, and emotional energy that an employee is willing to give to an organization or company. Based on all the above, it can be concluded that employee engagement affects the work environment and the organization and all participants. It is important for an organization to have engaged employees to be successful and for employees to be satisfied. Engaged employees identify with the organization and its goals, and with their energy and enthusiasm, they motivate colleagues in performing tasks in the roles entrusted to them.

And what affects the increase in employee engagement are engagement drivers which result with committed employees, who achieve better results. Engagement drivers, according to Gallup (2006) and Robinson (2004), include career development opportunities, teamwork, management practices, supportive environment and other work benefits. Authors also emphasize additional drivers of employee engagement, such as constructive feedback, employee input in decision-making, etc. Flexibility at work, benefits and harmony between private and business life are creative ways that can help organizations and companies make their employees happier and more productive. "Employees who are actively involved in the performance of tasks show up at work every day, are more committed to work and strengthen relationships in the organization, which leads to better quality of work. It also helps organizations strengthen their relationships, leading to more clients. For employees to find

meaning at work, organizations need to provide an atmosphere that stimulates employee engagement" (Radda 2015).

According to Gibbons, these are eight most common drivers of engagement:

- ***trust and integrity*** - driver of engagement that convinces individuals that management cares about them, that creates appropriate communication channels, that it's attentive to employees, that it ensures that their opinions are respected, and that it enables alignment of organizational values and goals with personal employee behavior;
- ***nature of work*** - this driver is necessary so that the daily job description and roles can be a source of psychological, physical and emotional satisfaction. An exciting and challenging job is offered where employees can take the lead and join the decision-making process;
- ***identification with individual and organizational performance*** - this driver is focused on an employee who appreciates the strategic goals of the organization or company;
- ***the possibility of advancement*** – this driver provides the possibility of available education, gives employees a sense of progress and fulfillment of career ambitions;
- ***the reputation of the organization or company*** – this driver focuses on self-esteem and connection with the organization or company;
- ***relations with colleagues / team members*** - willingness of employees to cooperate and support each other;
- ***employee development*** - the organization or company makes a special effort to provide each employee with the opportunity for development that corresponds to his personal aspirations, abilities and ambitions;
- ***relationship with the manager*** - a good working relationship with the manager is a driver that increases the level of employee engagement.

Based on all the presented drivers, it can be concluded that the drivers of engagement are important for the development and survival of the organization or company. The drivers of employee engagement give employees the opportunity for advancement and development and improvement at all organizational levels. Engagement drivers lead to success of organizations or companies, positively influence decision-making processes, provide opportunities for advancement and development. These drivers put the employees in the center because without their engagement organizational goals and visions could not be realized, but would eventually

lead to failure, or to the non-existence of the organization or company. Drivers of engagement affect organizational culture and lead to success.

Engaged employees are animated, dedicated and strongly involved in their work. They are also fully focused and concentrate on their work activities. According to Kirin and Šimić (2020), the goal of every organization or company is employee satisfaction and profit making. Satisfied employees are the foundation of success because they contribute to the competitive advantage of organizations and companies, and the quality of work. The authors believe that job satisfaction depends on the individual attitudes of employees and their attitude towards work. In other words, if their wishes are satisfied and fulfilled at work, employees feel happy. "Engagement refers to the level of commitment, passion, innovation and emotional energy a person is willing to give at work. Engaged employees give their discretionary effort and in addition show what could be subjectively called happiness. Engaged employees do not rely on the situation to find satisfaction but find it in their work role" (Carbonara 2013). Engagement is attachment, passion, enthusiasm, energy, innovation, orientation towards the organization or company. Employee engagement is thinking and functioning in accordance with organizational goals.

Organizations and companies that take proactive steps in engaging employees result in improved organizational outcomes such as increased productivity, less absenteeism and a healthier workforce. When the circle is closed, the conditions for a positive perpetual relationship between the organization and the individual are created. Any organization or company that encourages the work engagement of its employees will be a place of happy and productive people. Engaged individuals more often experience positive emotions at work, which is why they are more energetic, more open to new ideas and more easily create resources that they need for success in business. High level of engagement has many advantages for both the employees and the organization or company. Highly engaged employees experience much more positive emotions in the workplace, they are more open to innovative ways of thinking and working, they are more proactive in their work and perform work tasks better. Finally, engaged employees more often experience positive emotions at work, which is why they are more enthusiastic and open to new ideas.

Numerous functions lead to engaged employees. These include challenging work, autonomy in decision-making and a career with the possibility of advancement. Saks (2006) argues that

employees must be given the appropriate resources to do their jobs well. Organizational functions that can be related to engagement include human resources, policy, values, culture, technology, communication etc. Ludwig and Frazier (2012) argue that the key variable that drives all organizational outcomes is human behavior: If management is not designed in that way, no organization or company can expect to create a workplace where all employees consistently give their best. Authors claim that engaged employees achieve higher work performance, and thus the overall performance of the organization or company. Work engagement according to Schaufeli et al. (2004) implies a positive state of mind, a feeling of connected fulfillment. Rašan et al (2022) conclude that employees who are highly engaged in their work roles activate their physical efforts to achieve work goals. Employee engagement is considered one of the better predictors of work performance.

Organizational engagement began to be studied in the sixties of the last centuries and for a long time it was viewed as a unique attitude about attachment to the organization or company, and there were different theories and definitions. Engagement was divided into moral, calculative, alienated commitment and continuous, cohesive and controlling commitment. Engagement was measured by the time spent in the office, and today his actual contribution to work is more important. Therefore, work engagement is one of the key topics of organizations and companies, it directly affects performance and business results, as well as the employees themselves. Work engagement refers to the positive, fulfilling mental state of the employee related to work, characterized by energy, dedication to work and immersion in work tasks. Engaged employees show innovative behavior, have initiative, seek opportunities to express themselves and do more than is expected of them. To conclude, work engagement represents a benefit for the organization and company, and therefore for the employees, because they work stress-free with great satisfaction.

Živković (2020) explains that the easiest way of measuring engagement in organization or company is the regular measurement of the organizational climate related to the organization's values and culture. Qualitative goals such as teamwork, synergistic approach, constructive internal communication, ensure a successful organization or company, resistant to shocks. When thinking about leaving or staying in the organization or company, organizational engagement turned out to be a dominant attitude of employees (Živković 2020). Employees' engagement, according to Meyer and Allen's definition, is a feeling of connection and identification with the organization or company, but also feeling of obligation to stay in the

organization or company. Engagement develops when employees realize that they would lose their accumulated investment if they left the organization or company. Employees feel a moral obligation to stay with the organization or company because of what has been invested in them. According to author, employees stay in the organization or company because they want to, because they need to and because they must. Even though employees will stay in the organization or company to which they are committed, their engagement also involves an active relationship with the organization or company. This is why employee engagement is closely related to behavior and not only to attitude, opinion or statement (Živković 2020). Robbins and Judge emphasize that by involving employees in the organization or company, decision-making processes and increasing their autonomy, their engagement increases. Agušaj (2016) confirmed that an increased level of employee engagement increases the level of organizational loyalty.

Employees are the most authentic advocates-promoters. Sharing information about where they work and what they do is more important and more authentic than when the organization or company shares it through information channels. Employees can become promoters of the organization or company and at the same time attract new quality candidates on the market, because the positive determination of employees towards the organization or company will have a positive effect on potential candidates when applying for employment (Agušaj 2016). If the employer has a large percentage of critics, it means that the employees are extremely dissatisfied with the organization or company. This information points to problems with employee engagement. One of the drivers of employee engagement is as a promoter, brand of the organization or company. An employer brand is a term used to describe an organization's reputation and its values. It enables employees to connect with employers, which contributes to their engagement in work and retention in the organization or company. In recent times, employer branding is a link to the success of the organization or company. It is based on the organization's values, corporate culture and attitude towards employees. When hiring, new employees are concerned about the employer's reputation. It is important for organizations and companies to have engaged employees who are satisfied with their assigned roles because they are the main promoters of them.

Employee engagement answers the question of how to achieve the organization's strategic goals by creating favorable work conditions. The main goal of organizations or companies should be to enable every employee, manager and executive director to fully engage and dedicate themselves to their work to achieve the best results and thereby improve business. The main

goal of managers should be fully involving employees in their work to ensure their engagement since being an engaged employee means being fully involved and interested in work. For the last two decades, great importance has been attached to the concept of employee engagement - how productive the employees are at the workplace, committed to their job, and whether they feel a sense of belonging to the organization or company. The key to the success of any organization or company lies in dedicated, motivated and engaged employees. When motivation is encouraged, employee engagement in the workplace will also be encouraged. There is a direct connection between business results and employee engagement. Employees' engagement is focused on the emotional commitment of employees to the organization or company and its goals. Engagement ensures that all employees are uniform. The human mind is seen as the main creator of value in which the quality of people and their engagement are key factors in corporate vitality and survival.

It is possible to conclude that employee engagement and organizational success are interdependent. Engaged employees are focused on the well-being of the organization or company. This is precisely why engaged employees equally participate in the achievement of their individual and organizational goals. When engaged employees are driven by their own internal motivation, they look for a solution to the problem themselves. They do not run away from them but look for the best solution. They have a positive attitude towards work and believe in the organization or company they work for, which is why they achieve the best work results. They follow trends in the industry and attend training related to their profession. It is in the interest of employers to have engaged employees in their team because they are reliable and solve problems without expecting a reward for their efforts.

3.2. OUTCOMES OF ENGAGEMENT

Employees have a significant impact on the development of the organization or company (Markwich & Robertson-Smith, 2009: 16). Based on that, the optimal scenario for every organization or company is to increase the number of highly engaged employees and maximize the benefits of employee engagement as much as possible. According to authors (2009), the best direction of employee engagement is so called two-way direction in which benefits for the organization and benefits for the employee are presented. These benefits are coherently dependent on one another. Robinson, Perryman & Hayday (2004: 6) claim that employee engagement helps organization or company develop better in the performance field, from the process to the outcome. The actions and performance of the engaged employees can affect the organization or company in a positive way. Engaged employees are the ones who believe in the organization or company, keep developing themselves to make things better, they identify themselves with the organization. MacPherson (2013: 3) came to conclusion that employee engagement not only helps the organization or company in achieving the best outcomes in business, but also retains the best place to work affecting employee productivity in positive way. According to Markwich & Robertson- Smith (2009: 16), “engaged employees work hard, and are more loyal to organization or company”.

These outcomes clearly illustrate why organizations and companies invest in creating a work environment that fosters employee engagement. Still, it's important to note that the outcomes of engagement can vary based on the specific context and the nature of the engagement. Organizations, companies and individuals that actively promote and cultivate engagement are likely to experience numerous positive benefits across different aspects of their operations. Outcomes of employee engagement demonstrate why investing in employee engagement is critical to the long-term success of organizations and companies. Here are some common outcomes associated with employee engagement:

- engaged employees tend to be more focused, motivated, and committed to their work, resulting in higher productivity levels;
- engaged employees typically experience higher levels of job satisfaction because they find their work meaningful and fulfilling;
- organizations and companies with high levels of employee engagement often experience lower turnover rates as engaged employees are more likely to stay with the organization or company;

- engaged employees are more likely to contribute ideas, be creative, and actively participate in problem-solving, leading to increased innovation within the organization or company;
- engaged employees are more likely to provide excellent customer service, leading to higher levels of customer satisfaction and loyalty.
- engaged employees contribute to improved organizational performance, which can positively impact the company's financial outcomes and profitability.
- organizations and companies with high levels of engagement often foster a positive and inclusive organizational culture, creating a conducive work environment for all employees.
- engaged employees are more adaptable to change, making it easier for organizations and companies to implement and navigate through periods of change and transformation.
- engaged employees are more likely to be present and committed to their work, leading to lower absenteeism rates within the organization.
- positive engagement with customers, whether through quality products, excellent service, or interactive communication, can enhance the company's reputation in the market.
- engaged employees are more likely to speak positively about their organization or company;
- positive work environments with high levels of engagement can contribute to better physical and mental health outcomes for employees.
- engaged team members tend to collaborate more effectively, leading to improved teamwork and the achievement of shared goals.
- engaged employees are more loyal to organization or company, leading to repeat business and positive word-of-mouth referrals.
- engaged organizations are often more agile and responsive to changes in the market, enabling them to adapt quickly to evolving business conditions.
- engaged relationships, regardless of whether it is between employees or with customers, are built on trust and mutual understanding, contributing to positive and enduring connections.

According to Saks (2006), the outcomes of employee engagement are generally positive. Also, there is a strong connection between employee engagement and business results. Harter et al (2002: 272) also concluded that, “employee engagement is related to meaningful business outcomes”. However, engagement is primarily an individual-level construct. If employee engagement does lead to business success, it needs to first impact individual-level outcomes. Kahn (1992) also agrees with the above and proposes that high levels of engagement lead to both positive outcomes, for individuals, as well as for organization or company. Onwards, the International Survey Research (ISR 2004) team found that organizations and companies can only reach their full potential through engaging employees and Ott (2007) found that higher workplace engagement predicts higher earnings per share (EPS). Even though this research does not show exactly what organizations and companies are doing on a day-to-day basis to develop engagement within their employees, the findings do demonstrate differences in overall performance and analysis presents strong evidence that employee engagement always correlates to crucial business outcomes.

In last few decades perception of employee engagement has changed. Employees want to take part in the organizational process by developing their own value, goal and career development (MacPherson, 2013: 5). During last two decades, there has been seen a significant shift in work environment. Expectations of employees differ from those of the past. Bates (2004: 46) points out that employees seek short-term careers in different organizations or companies for the short-term and move on from jobs that are not satisfying. The ability to engage employees, to make them work is one of the greatest organizational battles in today’s business. Markos & Sridevi (2010: 92) claim three behaviors which are typical for engaged employees and which help improve organizational performance: *say* – employees can express their state of mind; *stay* – engaged employees are more likely to be a part of the organization or company despite opportunities to change job; *strive* – engaged employees spend more time, effort and initiative to contribute organizational goals and see the success of the organization or company as their own success. According to Baumruk (2006), organizations and companies with higher engagement levels tend to have lower employee turnover, higher productivity, higher total shareholder returns and better financial performance. Perrin (2007), on other side, claims that organizations and companies with the highest percentage of engaged employees increased their operating income and their earnings per share. Highly engaging organizational cultures may benefit from employees who are willing to go the extra mile and achieve better financial performance (Baumruk, 2006).

Levinson (2007) suggests that employees who are happy in their work are more likely to stay in the organization or company. They also, according to Lockwood (2007: 3), “work harder, are more loyal and are more likely to go the ‘extra mile’ for the corporation”. This is also supported by Sonnentag’s (2003: 525), who came to conclusion that high levels of engagement at work support employees in taking initiative and pursuing learning goals. Employees who are highly engaged are more likely to be top performers than other employees. Author (p. 526) also found out that engaged employees are more likely to advocate the organization or company as a place to work and actively promote its products and services. Research by Luthans & Peterson (2002: 378) found that engaged employees are more likely to respond positively to their managers, demonstrate good performance and achieve success. Employees with higher self-efficacy are more likely to be proactive and show sustained effort and determination in their pursuit to achieve the task. Authors (2002: 385) also suggest that engaged employees bring about the psychological arousal of the manager, who feel good and efficacious about being able to build an engaged work team. Based on that, it can be concluded that increasing employee engagement and building an environment to support can significantly increase the likelihood of business success since engaged employees are more productive and contribute to the organization or company if they feel involved in it.

Numerous research has also shown that profit increases because of improved employee engagement levels (Macey & Schneider, 2008). Organizations and companies with growth and profit increases bring about a very engaged workforce, not the other way around. As profits go up, the potential for pay or bonuses also increases, which is likely to elicit a positive feeling in employees and may thus increase their feeling of attachment to the organization or company. But, to determine does engagement increases profit, it is necessary to measure an organization’s engagement and profit over a period and compare the changes during this period. If engagement is the cause of increased profit, then an increase in engagement levels should precede an increase in profit. It is also very important to highlight that the rapidly changing environments in today’s workplaces have brought more transactional approach to the relationship between managers and employees (Cartwright and Holmes, 2006). Once, job was for lifetime and today, employees tend to offer higher salaries and increased ‘employability’ in exchange for their efforts. Today’s employees have different expectations, and many are now questioning the meaning of work and seeking greater fulfilment from their employment. Managers play the most important and direct role in motivating employees, and through motivation key role in the

growth of employee engagement. Motivated employees represent engaged employees ready to learn, do more and give their maximum for the organization or company.

Organizations and companies need to realize that they are not managing the same business environment as they were five, ten years ago. Technology, people, and the overall work environment have moved on, and today's organizations and companies need to be more flexible (Johnson, 2004). Salary is no longer decisive thing in job. Employees want other things, such as free time, personal development, development of the skills, flexibility etc... Today's employees define themselves not by the work they do but by their lifestyles. Engagement now begins with what they consider is worth investing in. Engagement, then, may offer a solution for the individual, providing them with the opportunity to invest themselves in their work. Today, still, engagement results in positive feelings towards work and the organization or company (Mauno et al., 2007: 154). Engaged employees are more likely to view the organization as a healthy environment and therefore more likely to support it. Today, it is still possible to confirm Kahn (1990) statement that engagement increases effort and involvement and overall, a more productive and happier employee.

The experience of engagement at work can vary between individuals since some people are more likely to engage at work than others. Besides that, employee's engagement is also affected by job characteristics. The impact of personal characteristics on engagement was identified in Robinson et al.'s (2007), who came to conclusion that women appeared slightly more engaged than men; ethnic minority groups reported slightly higher engagement levels than their white counterparts; those who cared for children had the highest engagement, etc. Similarly, Balain and Sparrow (2009) agree that engagement levels co-vary with biographical factors, such as age and gender, as well as more work-related factors such as working hours, pay etc. Blessing White's survey suggests that the older the employee, the more engaged they are (BlessingWhite, 2008). Like those findings, Roffey Park Institute's survey revealed that younger managers are not as positive about their organizations or companies as their older counterparts (Sinclair et al., 2008). BlessingWhite (2008) suggests that the lack of experience may also bring younger employees a lack of clarity over what they want from their workplace. The younger generations seek jobs that they love and do not 'live to work'. They know exactly what they want: they seek work-life balance, personal development, exciting jobs and motivating managers, and have an overwhelming desire to be fulfilled in their jobs. If these demands are not met, they are likely to leave their organization or company in search of them

elsewhere. However, Robinson et al. (2004, 2007) found that the youngest employees' apparently low engagement compared to their older colleagues. These may be a result of their different values, attitudes towards work and demands they have in their work and their employers. If the organization or company does not respond to these, then non- engagement or even disengagement may be almost inevitable.

The range of job roles an organization or company has may well make a big difference to the level of engagement of its employees. Perrin (2003) suggests that, generally, the more senior an individual's role within an organization or company, the greater the chance of being engaged. Robinson et al. (2007) highlighted that there are associations between role and engagement levels, whereby senior managers, managers and operational hands-on employees have the highest engagement levels, whilst professionals and 'back-room staff' are less likely to be highly engaged. Author (2007) found a tendency for professionals and support staff to report below average engagement. He also found that level of engagement can vary between organizations or companies. These include the company's leadership style, work culture, management practices, industry type, employee benefits, and communication strategies. Because engagement is influenced by both intrinsic factors and external factors, it is not a one-size-fits-all concept. Engagement levels can vary not only between companies but also between teams within the same organization or company, based on how these factors are managed. That's why for scope of this dissertation, the level of engagement was analyzed only among marketing agencies. To avoid misunderstanding and different results because of different types of organization or company. This is also because there can be differences in engagement levels between public and private sector.

Even though most literature focuses on the drivers of engagement, there are also lot of factors that can be defined as barriers to employee engagement. Lockwood (2007) claims several barriers to employee engagement, such as being worked and increasing susceptibility to stress. These findings are supported by his claims that low level of employee engagement is always supported with poor management and poor internal communication. Purcell (2003) suggests six key factors that limit employee engagement: job insecurity; unfairness; repetitive work; highly stressful jobs with very little flexibility or autonomy; poor management; working for long periods of time without a break. Other research (Pech & Slade, 2006: 21-25) found that a lack of trust may be a precursor to disengagement in organizations and companies, particularly a lack of trust in management.

It can be concluded that levels of employee engagement and its drivers and barriers vary according to the organization, company, employee group, the individual and the job itself. There is no 'one size that fits all' approach, as levels of engagement vary to the organization, company, employee group, the individual and the job itself. For that reason, there is no definitive purpose list of engagement drivers and engagement is influenced by many interrelated factors. Lockwood (2007: 6) suggests that engagement is influenced by the organizational culture, management, the quality of internal communication, the styles of management, levels of trust and respect, and the organization's reputation. Author suggests that a key lever for engagement is an employee's emotional commitment to the organization and the job. Cleland et al. (2008: 5) found out that employees feel most engaged when they have good internal communication with their manager, when they can be professional and have autonomy to make decisions. According to him, effective internal communication is vital for employees' engagement, within which the attitudes of managers have an impact upon the development of that communication.

3.3. AREAS OF OVERLAP WITH OTHER CONCEPTS

Even though there are many definitions of engagement, it is important to show that concept of engagement distinct from other similar constructs with which it may be confused. Employee engagement overlaps with several other concepts. These areas of overlap reflect how engagement is interconnected with various aspects of workplace behavior, motivation, and well-being. These overlapping concepts show that while employee engagement is a distinct construct, it is deeply interconnected with various elements that affect an employee's experience at work. Understanding these overlaps helps organizations and companies create strategies that not only foster engagement but also improve overall organizational health and performance. This section will explain areas of overlap between engagement and employee's commitment, involvement, satisfaction and motivation, to understand the difference.

- ***Employee commitment***

Employee engagement and employee commitment are closely related concepts, often used interchangeably, but they capture slightly different aspects. Still, both are critical for organizational success and a positive workplace environment. Koscec (2003) suggests that employee engagement may be an expression of employee commitment, but, according to Saks (2006: 607) these two elements differ regarding attachment towards organization or company. According to him, employee commitment is seen to be one of the contributing factors to employee engagement. One of the reasons that many studies mistakenly confuse employee commitment with engagement is that both engaged and unengaged employees stay in the organization or company for many reasons, such as money, career opportunities, stability, etc. But, on other hand, being unengaged does not bring the lack of commitment (Rice, Marlow & Masarech, 2012). Commitment is crucial in shaping the concept of employee engagement but cannot replace it (Markos & Sridevi, 2010: 91).

Employee engagement, on the one hand, refers to the connection employees have with their work, colleagues, and the organization or company. Engaged employees are not just physically present at work; they are enthusiastic, committed, and willing to invest discretionary effort to contribute to the success of the organization or company. Their behavior includes emotional and behavioral components, such as enthusiasm, commitment, and extra effort. They align with the organization's goals and actively work towards achieving them. Engaged employees are usually highly involved in their work, they identify with their work and see it as central to their

lives. Employees' commitment, on the other hand, reflects a desire to stay with the organization or company because of a positive emotional connection. This is based on an employee's feelings of obligation to stay with the organization or company and a sense of moral obligation to remain loyal to the employer. While employee engagement is more focused on the day-to-day experiences and emotional connection employees have with their work, employee commitment looks at the overall attachment and dedication an employee has to the organization or company over time.

- ***Employee involvement***

One other element that might affect employee engagement is job involvement, which is result of the employees being deeply engaged in their job (Markwich & Robertson-Smith, 2009: 51). In other words, job involvement is a specific aspect of employee engagement that focuses on the extent to which an employee is cognitively and emotionally involved in their job. Employee involvement focuses on participation in decision-making and contributing ideas, which closely relates to engagement. Job involvement is defined as 'a cognitive or belief state of psychological identification' (Kanungo 1982: 342). This differs from engagement in that job involvement is concerned more with how the individual employs himself/herself during the performance of his/her job. It emphasizes the degree to which employees identify with and care about their work tasks. This includes the degree to which employees think about and are absorbed in their work responsibilities. Job involvement also includes the emotional connection employees have with their jobs. This emotional attachment can contribute to a sense of fulfillment and satisfaction derived from the work itself. Employees with high job involvement see their job as an integral part of their identity. They find meaning and personal satisfaction in their work.

Furthermore, May et al. (2004) suggest that employee involvement is conceptually different to engagement, as job involvement is a purely cognitive act, whereas engagement is a more encompassing emotional and psychological connection to the job. While employee engagement encompasses a broader range of factors related to the overall employee experience and connection with the organization or company, job involvement specifically emphasizes the cognitive and emotional aspects of an employee's connection with their specific job tasks. However, authors (2004) suggest that job involvement may result from employees being deeply engaged in their work. Robinson et al (2004) found that employee engagement was closely linked to feelings and perceptions of being valued and involved. Employee involvement can

develop the positive beliefs and attitudes associated with employee engagement (Guthrie 2001: 181). For a high involvement of employees, it must be given power to them. This approach will lead to employees having the ability to make decisions that are important and engage them more. Still, both concepts, employee's engagement and involvement, are important for understanding and improving the employee experience, job satisfaction, and overall organizational performance.

- ***Employee satisfaction***

Some definitions also equate engagement with employee satisfaction, a measure of contentment and happiness employees derive from their work and overall work environment. It reflects the extent to which employees are pleased with various aspects of their job, such as compensation, working conditions, and relationships with colleagues. Satisfied employees feel content with their job and the conditions under which they work. According to Koscec (2003), the more satisfied employees are, the more engaged they will be. Same author argues that satisfaction is often not directly related to performance and business outcomes, whilst engagement can predict satisfaction and other business outcomes. In other words, highly engaged employees tend to be satisfied with their roles, but job satisfaction doesn't always imply employee engagement. An employee may be satisfied with their job without being fully engaged in terms of productivity or discretionary effort, as satisfaction can stem from factors like pay or work conditions without the emotional connection that engagement entails. Even though employees that are satisfied at work will often be happy with their pay and benefits, these things are not directly related to engagement (Blizzard, 2004). These findings are supported by Young (2007), who claims that employees can also be satisfied with organizations or companies that perform poorly, suggesting no relationship exists between satisfaction and performance. Young suggests that engagement and not satisfaction is a strong predictor of organizational performance. While both employee engagement and employee satisfaction are crucial for a positive workplace, engagement goes beyond satisfaction by capturing the depth of the employee's connection and commitment to the organization's mission and goals.

Koscec (2003) suggests that a difference exists in relation to the measurement of both concepts, and claims that satisfaction is a passive employee state, whilst engagement is an active state. In other words, an employee that is not engaged at work can still indicate a high level of satisfaction. Perelman (2007) claims that the difference lies in the effort, suggesting that a satisfied employee will not go the extra mile to get the job done, whilst an engaged employee

will. Macey & Schneider (2008) similarly indicate that although employees may be satisfied with their job, this does not necessarily mean they are engaged. Herzberg (1987) claims that there are different work characteristics which lead to employee satisfaction while others contribute to creating employee dissatisfaction. Author's findings suggest that "the factors involved in producing job satisfaction are separate and distinct from the factors that lead to job dissatisfaction". Positive factors are important to increase engagement, while the negative could lead to job dissatisfaction and lower engagement level.

- ***Employee motivation***

Macey & Schneider (2008) suggest that engagement equates to a state of high motivation, the internal (personal satisfaction and a sense of accomplishment) and external (rewards and recognition) factors that drive individuals to initiate and sustain certain behaviors, such as performance, effort, and goal achievement. In contrast, Sharpley (2006) suggests that a distinction exists and that it is possible to be motivated in job without necessarily feeling an attachment to the organization or company. In other words, motivated employees are not always engaged, but engaged employees are intrinsically motivated, finding meaning and excitement in their work. The success of the organization directly depends on the employees and motivation is one of the most important factors. If the employees are properly motivated and possess the necessary human capital, the exploitation of their skills and knowledge will reflect on the successful operation of the organization or company. By increasing the motivation and interest of employees in the job, numerous advantages are realized, and the execution of the job becomes easier.

Motivation can be explained as encouraging employees to achieve organization or company goals (Richard, 2000: 15) because their work is meaningful, and they see a direct connection between their efforts and the organization's success. Motivation, as a driving force, can be positive or negative. However, although essentially different, both forces, engagement and motivation, drive and support certain behavior in humans (Krech, Crutchfield&Ballachey, 1972: 72). Negative ones occur when employees are influenced through threats or fear, so they are willing to perform required tasks to avoid unwanted consequences. In contrast, positive reinforcement occurs when employees are motivated by positive feedback and the expectation of extrinsic rewards, such as money, recognition, and other rewards and benefits (Buble, 2010). According to Smiljković Stojanović (2015: 88), the best form of motivation is one that, in addition to financial stimulation, also provides the possibility of personal improvement. That's

why the most successful organizations and companies are those that function like big families. In such work environment, employees feel true belonging and pride in being part of the collective (Pool, 1997: 273).

In summary, employee engagement and motivation form a feedback loop. Engaged employees are motivated, and motivated employees contribute to higher levels of engagement. Organizations and companies can enhance this loop by recognizing and rewarding employees for their contributions, fostering a positive and motivating work environment. Both engagement and motivation are closely tied to the alignment of individual and organizational goals. Engaged employees are motivated to contribute to the achievement of organizational objectives. Effective management plays a crucial role in both employee engagement and motivation. Managers who communicate a compelling vision, provide support, recognize and reward performance contribute to higher levels of engagement and motivation. Both concepts are essential for creating a high-performing and positive workplace culture. Organizations and companies that prioritize both engagement and motivation are likely to experience improved employee satisfaction, retention, and overall business success.

At the end of this section, it can be concluded that engagement represents a blend of job satisfaction, commitment, involvement and motivation. To increase level of employee engagement, several factors need to be present in organization or company to complement each other and ultimately lead to business results, while not ignoring employee satisfaction in the workplace.

3.4. ENGAGEMENT AND INDIVIDUAL DIFFERENCES

Employee engagement and individual differences of the employees refers to the ways in which personal traits, abilities, motivations, and other unique characteristics influence an individual's level of engagement in various contexts, such as work, education, or social interactions. When it comes to work environment, employees' engagement generally includes emotional, cognitive, and behavioral involvement in a job activity, while individual differences account for the unique ways people experience and respond to situations and challenges. By recognizing the role of individual differences, managers can understand and promote work environments that maximize employee's engagement. Work performance is defined by three domains: success in performing work tasks, responsible organizational behavior, and undesirable organizational behavior (Rotundo and Sackett, 2002) and it is the personality of each employee that greatly influences his behavior, as well as their success in business. Everyone is characterized by traits that define their behavior.

According to Larsen and Buss (2005), personality is a set of organized and relatively permanent psychological traits and mechanisms within an individual that influence his interactions with the environment and adaptation to the environment. Therefore, personality is what people really are, what determines them and makes them unique and different from others. Everyone is characterized by light and dark traits that define their behavior. Every person can at one moment be caring, gentle, warm, gentle, kind and sincere; and in the second selfish, manipulative, cold and dishonest (Zeigler-Hill & Marcus, 2016: 3).

The relationship between engagement and individual differences is an important aspect to consider, as people vary in their preferences, motivations, and responses to various factors. Understanding how individual differences influence engagement can help organizations and companies tailor their strategies to accommodate diverse needs and enhance overall effectiveness. Individuals vary in personality traits, such as extraversion, conscientiousness, openness to experience, and emotional stability. These traits can influence how people engage with their work, colleagues, and organizational goals. For example, extraverts may thrive in social and collaborative environments, while introverts may prefer more independent work. Different individuals are motivated by different factors. Some may be motivated by financial rewards, while others value recognition, opportunities for growth, or a sense of purpose.

Understanding these motivational differences is crucial for creating engagement strategies that resonate with diverse employee preferences.

Cultural differences can significantly impact on how individuals engage with their work and colleagues. For example, communication styles, attitudes toward authority, and expectations about work-life balance can vary across cultures. Some individuals may prefer a structured and routine work environment, while others thrive in more dynamic and flexible settings. Individual preferences for work-life balance can also vary. Some employees may prioritize a flexible work schedule, while others may value more structured and predictable hours. Organizations and companies that respect and accommodate these preferences contribute to employee satisfaction and engagement. The way individuals prefer to receive and communicate information can differ. Some may prefer face-to-face communication, while others may favor digital communication channels. Understanding and respecting these preferences can improve the effectiveness of internal communication efforts. In summary, acknowledging and addressing individual differences is essential for designing effective engagement strategies. Organizations and companies that appreciate the diversity of their workforce and tailor their approaches accordingly are more likely to foster a positive and inclusive environment that promotes high levels of engagement.

There are various conflicting definitions of employee engagement. Some definitions claim that employee engagement is something that is produced by aspects in the workplace, while others assert that it is something that the individual brings to the workplace. That's why extraneous variables, such as individual differences, can have significant effects. Kahn (1990: 718) argued that psychological differences may impact on employee ability to engage or disengage at work, but also on their willingness to be involved or committed at work. Moreover, it is argued that individual differences play a vital role in determining employee engagement (Robinson 2006). According to author, individuals' categories and make sense of events and situations according to their own unique and personal frame of reference, which reflects their personality, past experiences, knowledge, expectations and current needs, priorities and interests. Personality is a key influence on the process of perception (Bowditch & Buono, 2001: 46), since personal perception of social and physical environment directs employee engagement. Individuals differ in their level of engagement in the same way that they differ in personality traits or temperament. However, work engagement is not a completely stable characteristic of an

individual, so it can fluctuate depending on business requirements and resources related to the organization or company.

May et al (2004) claim that employee engagement is also related to emotional experiences. Emotions and feelings affect not only individuals' personal lives but also their behavior at work. Wilson (2004: 99-100) argues that "feelings connect us with our realities and provide internal feedback on how we are doing, what we want and what we might do next". When the employees are treated good, this implies desirable conditions in the working environment that favor pleasant emotions (Weiss et al., 1999). On other hand, unfair treatment can be perceived as a threat to the achievement of desired goals in the work context, which arouses unpleasant emotions and loss of engagement (Barclay, Skarlicki, & Pugh, 2005). The Towers Perrin (2003) study found that emotional factors are linked to an employee's personal satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organization or company. According to this study, building engagement is a process that never ends, and it is not about making employees happy, or even paying more, but attracting them and retaining them.

It is worth considering that employee engagement levels vary across occupations and industries. It is important to consider whether the same engagement techniques work for employees in different countries, sectors, occupation and industries. In other words, one size does not fit all when it comes to motivating employees to engage. Previous research (Hofstede 1997) already has shown that organizations and companies must adapt to different cultural values and norms when it comes to attracting, motivating and retaining employees. A useful comparison between a range of demographic segments, from job level to industry category, was carried out by researchers at Towers Perrin (2003), who found a pattern across the segments. He found out that senior executives are more highly engaged than any other group and were less likely to be disengaged. When it comes to role characteristics, the lowest levels of engagement have been found among hourly workers, who arguably have the least control or influence over their jobs and work experience. Across industries, engagement is substantially higher in the non-profit sector than in every other sector. This would appear logical, given the fact that employees tend to be drawn to this sector through a sense of mission, rather than from any prospect of high pay or wealth accumulation. In another study comparing the public and private sectors, Truss et al (2006) found that groups in the public sector had a more negative experience of work and were less satisfied with the opportunities they had to use their abilities.

Employee engagement is state of mind, in which employees feel valued and trusted. It is not something clearly defined, and it depends on employee to employee, from sector to sector, from industry to industry, from gender to gender etc. Engaged employees enjoy doing their jobs in correlation with the organization's goals, mission and values. An individual's intention to leave organization or company is also an important measure of how employees feel about their work. According to Schaufeli & Bakker (2004: 301), engaged employees are likely to have a greater attachment to their organization or company and leave the organization or company less often. Onwards, there is much that organizations and companies can do to raise levels of engagement, and all employees, regardless of demographic factors, have the potential to be engaged in their work. On other side, one size does not fit all due to differences in culture, values, politics, management styles and the economy. Organizations and companies should be aware of this border and be fully aware of what leads to engagement in different sectors.

4. BUSINESS COMMUNICATION

Business communication refers to the process of sharing information within and outside an organization or company to ensure the smooth functioning of business operations. Effective business communication is crucial for achieving organizational objectives, enhancing employee performance, and building strong relationships with stakeholders. It encompasses various forms of communication—verbal, written, and non-verbal—across different channels, and is vital for driving collaboration, decision-making, and customer satisfaction. The primary purpose of business communication is to facilitate the flow of information that supports organizational goals. It facilitates the smooth flow of information, builds strong relationships, enhances decision-making, and drives employee engagement. In today's fast-paced and increasing digital business environment, mastering effective communication practices is essential for achieving organizational goals and maintaining a competitive edge.

4.1. THE CONCEPT OF BUSINESS COMMUNICATION

Business communication refers to the exchange of information within an organization or company, but also between different entities to facilitate the functioning of the business. Effective business communication is crucial for the smooth operation of any business, as it ensures that everyone involved has a clear understanding of goals, expectations, and procedures. Business communication can be internal, within organization or company, and external, with entities outside the organization or company, such as customers, suppliers, government agencies, and the public. Even though this dissertation will analyze only formal communication, it should be pointed out that business communication can be formal and follow established channels - memos, reports, emails, and official meetings, but also informal that takes place without following formal channels. This can include casual conversations, social interactions, and informal gatherings. Business communication can be in written form, such as emails, reports, letters, and documentation, and verbal, that includes face-to-face conversations, phone calls, video conferences, and meetings. Other very important types of communication is nonverbal, communication through body language, facial expressions, gestures, and other visual cues. Nonverbal communication is very important since it can significantly impact the interpretation of messages. How something is said is sometimes more important of what is said. Feedback is important part of business communication. The process of providing and receiving

feedback is crucial for improvement and constructive feedback helps individuals and teams understand their strengths and areas for development.

For organizations and companies in today's business environment, choosing the right communication strategy is essential. Even though business environment becomes more technical, making e-mails and other online platforms the most common information channel, according to Stafford et al. (2010), the most effective information is still face-to-face, which helps organizations and companies to speed up the response time. According to Dolphin (2005), employees are one of the most important assets of every organization or company and when they are well informed, that helps employees to be more engaged and to work more efficiently, which creates a positive attitude within the organization or company. For every organization or company, to be successful, efficient communication must become an important factor (Kitchen & Daly, 2002; Welch, 2012) and management and employees must be connected to the daily information flow.

Communication represents the process of sharing information between two or more people, through the transmission channels. The word communication comes from the Latin word *communicatio, communicare*, which means to communicate. Communication is the exchange of information, ideas and feelings by verbal means, by using speech, writing; visually, by using symbols, maps, charts, or non-verbally, using body language, gestures, tone of voice (Bovee & Thill, 2012: 5). According to Rouse (2005: 40), communication is the process of transmitting a message from one person to another. In the communication process, we distinguish two types of participants => *sender* and *receiver*. The sender sends his thought, idea, argument, position, data, news, information to other interlocutors and wait for a response (feedback), while receiver, on the other side, actively listen, receive the message and send feedback (Lamza Maronić, 2008: 10). For the message to be received successfully, it is important that the sender knows exactly what he wants to achieve with the message. It is the sender who determines the importance of the message. However, the success of the communication process directly depends on the recipient's way of understanding, interpreting and understanding of the message. In other words, communication is considered successful if the information is accurately received in terms of content and meaning determined by the sender (Rouse, 2005: 40).

The factors that determine the flow of communication are (Rouse, 2005: 40):

- “content of the message (complaint, advice, information);
- characteristics of the situation in which communication takes place (place, purpose);
- the way of listening (superficially or attentively);
- personal characteristics of the participants in communication (gender, age);
- conversation technique (spontaneous conversation, instructions, notifications);
- perception and interpretation of the characteristics of the situation (argument, friendly)”.

Communication is the process of exchanging thoughts, feelings and messages that necessarily takes place whenever there is some kind of interaction. When two people are in relative proximity, interaction takes place. But also, when people are not in physical proximity, they can still interact and communicate, for example, using a telephone, computer, etc (Lučanin, Despot Lučanin, 2010). Reardon (1998: 14) lists six basic features of all communication:

- people communicate for many different reasons;
- communication results by intended and unintended effects;
- communication is usually mutual;
- communication involves at least two people who influence each other equally;
- communication happens even when it was not successful;
- communication includes the use of symbols.

When it comes to business communication, according to Fox (2006: 15), communication is a vital part of every business, organization, company and management. The term ***business communication*** is used for all messages that are sent and received for official purposes. Business communication is a specific type of communication, which is related to the business segment, and it is characterized by formality. Communication is an important factor which can represent the boundary between success and failure. Clear, transparent and consistent communication contributes to a positive experience, while a messy, unclear or incorrect communication affect negative impression. Business communication is a central component of any organization or company and successful communication is very important for organizational success. If done carefully, communication can promote business interests, otherwise, it will show the company in a bad light and can negatively affect the business interest and its image. Communication happens all the time, at all levels and in all forms of business.

The success of any business largely depends on efficient and effective communication within organization or company. It takes place among economic entities on the market, within the company and between different groups of employees, owners and employees, buyers and sellers, providers and users of services, as well as between people within the company and representatives of the public. All that communication affects business. There are several types of business communication (Dobrijević, 2008): *formal communication* which takes place through official channels, and *informal communication*, which is transmitted mainly orally among interested colleagues, which they received from various sources. In this dissertation the focus will be on formal communication, which is a pre-planned, systematic, official process of information transfer aligned with the needs of the organization.

According to Fox (2006: 41-42), formal communication is a pre-planned, systematic, official process of transmitting information in spoken and written form, aligned with the needs of the organization or company. Formal communication is created and encouraged by the organization or company itself, more specifically by management, because it is necessary for the performance of work. The structure of formal communication should be harmonized with the structure and way of functioning of the organization or company. For formal communication to flow successfully throughout the entire organization, it is necessary to ensure its uninterrupted flow, which requires the necessary knowledge and skills of the management.

Informal communication, on the other hand, is a secondary and very complex communication network that rests on personal touches and which, unlike the formal communication system, does not follow a predetermined line. The complexity of informal communication is contributed by the fact that the participants in this process belong to different groups and that the nature of the connections between them is constantly changing (Jurković, 2012: 393). Existence of informal communication can create additional problems for management because it cannot fully control the flow and amount of informal communication within the organization or company, but also because the informal channels can easily spread rumors or gossip. Still, informal communication can serve as an auxiliary medium through which management can get closer to employees and thus contribute to the improvement of the quality of interpersonal relations. The main advantages of informal communication are its frequency and ease. Mutual communication between employees can stimulate the creativity and innovation of individuals and encourage them to present ideas to management and thus influence the quality of work.

Regarding formal business communication, it is very important to understand in which directions information can go inside organization or company. According to Thill (2012: 5-6), the flow of information goes in three directions:

- **downward communication** - from the director to the employees. This type of communication is characteristic of organizations with an authoritative leadership style. This type of communication is used by managers to inform, direct, coordinate and control employees (Sikavica, Bahtijarević & Pološki Vokić, 2008: 581).
- **upward communication** is directed towards a higher level, from employees to directors. This type of communication enables managers to get information what employees think about their work, their colleagues, but also about the organization or company in which they work (Robbins & Judge, 2009: 371).
- **horizontal communication** - takes place between members of the same work group to help employees share information, coordinate tasks and solve complex problems (Robbins & Judge, 2009: 371).

Business communication is an important part of any business, and it is used to promote products, services or organizations. Communication, contacts with business partners and the public, transmission of messages, exchange and processing of information represent the basic elements of the communication system without which the organization would not be able to operate. Business communication is not only the transfer of ideas, but a two-way process, dialogue between the company and its interest groups with which it develops a long-term relationship and trust (Laketa, Laketa & Kolev, 2017: 133). According to Jakovčević (2000: 36), the communication process inside and outside the organization or company is a big and responsible task that must be solved positively if organization or company wants to be successful. Organizations and companies that actively manage their corporate identity throughout successful communication obtain satisfying perception of different groups. Successful communication increase organization competitiveness by creating loyalty, trust and building a strong corporate brand.

Communication in the company between employees is essential. An organization or company without communication does not exist (Mikić, 2010: 118). Poor communication leads to lower success when performing work tasks and bad relationships with co-workers. Such communication can hinder an employee in his work in the organization, which can lead to rejection, withdrawal, and permanently damaged relationships in the organization. Some of the

obstacles in communication arise at the level of the individual, and some are mainly caused by the organizational structure. Transmission of messages, exchange, and processing of information, receiving orders between structures in the organization or company - all this constitutes a communication system, without which the organization or company would not be able to operate. Only with good communication can an organization or company succeed in achieving its goals. Effective teams have members who constantly talk to each other, increasing commitment and connection.

The characteristics of business communication are accuracy, professionalism, neatness and quality. Business communication requires a large amount of knowledge, skills and self-confidence. The very fact that a lot of knowledge and skills are needed for successful communication shows how complex a process communication is. The problem of inadequate business communication is present at all levels in companies. It has a negative effect on the company's results, slows down projects, makes cooperation in teams difficult, and hinders or interrupts negotiations. Employees, and especially managers, who do not correct their communication style when interacting with different people, make their work more difficult. It is very important, when it comes to business communication, to take into account the reciprocal and dynamic character of communication, and not only the fact that communication begins at point A and ends at point B. The communication system in the organization implies a methodical and planned network of information that connects employees. Communication system in the organization or company consists of several systems that are interconnected (Jurković, 2012: 391). The role of communication in the organization is not only to ensure the exchange of information within the organization, but also to enable the exchange of information between the organization and its environment.

Business communication has four basic functions within an organization - **controlling**, **motivating**, **emotional expression** and **informing**. None of the four functions of communication is more or less important. For the organization or company to operate successfully, it needs to maintain control over its employees, stimulate their work, enable them to express their feelings and facilitate decision-making. Each communication interaction that takes place within the organization performs one or more communication functions (Robbins & Judge, 2009: 361). Business communication can be realized in two ways: within the organization and outside the organization (Fox, 2006: 16). When communication takes place between people within the organization, it is called *internal communication*, and when it takes

place between the organization and external parties, it is called *external communication* (Bovee, 2012).

Communication involves at least two people, who influence each other to an unequal extent. Communicating is what people do when we express our thoughts and feelings to others (verbally or non-verbally). People communicate with each other, not to each other and communication happens even when it was not successful, that is, regardless of whether the communicators achieve their goals or not. The type of communication depends on the types of reasons. People often engage in communication with others for fun, sometimes to get some information, then to convince someone of something. Every communication has result and it is not always possible to predict what effects it will have. Regardless of how someone say something and what does mean by it, information does not always have to be understood the way they are expected.

The basic elements of communication include the sender, receiver, and message. When it comes to business communication, it is a conscious, organized, planned and designed process of transmitting business messages from the sender to the recipient. Even though communicating might seem simple, it is not because it refers to behavior, interaction, reaction etc. (Reardon, 1998: 13-14).

Sender => Message => Recipient

The sender of the message is the person who sends the message to another person. It can be an individual, a group, an organization or a company that sends message to a target audience (Rouse & Rouse, 2005: 40). The simplest model of communication is where the sender transmits a message to the receiver, which represents one-way communication and is also the first element of the communication process. Unlike the one-way communication model, the complete communication model includes everything other elements of communication (Rouse & Rouse, 2005: 42) - encoding and decoding of the message, channel or medium of message transmission, feedback, interference of message transmission.

The recipient must encode sent messages. In other words, the sender must know whether the recipients of the message understand these symbols and only then can he transmit the message through symbols. The sender and the receiver must be in the same symbolic level and must be able to exchange messages using the same symbols. A message between sender and receiver, can be transmitted by different media. The message must be well-designed, comprehensible, persuasive, accurate, clear and up to date in terms of its meaning and meaning for recipient of such a message.

There are different ways of behavior of the recipient after receiving the message. The behavior can vary based on several factors, including the content of the message, the medium through which it was delivered, the relationship between the sender and the recipient, and the recipient's individual characteristics. The recipient can look at messages or listen to them, but not see and not hear her. His reaction will often not be in accordance with the message sent to him, but a reflection of his experience, needs, attitudes, expectations, interests and several different known and unknown factors. Understanding these various behaviors helps in anticipating how different messages might be received and how best to communicate based on the context and the recipient's tendencies.

Feedback is very important in communication process. Every sender of a message expects a clear response from the recipient of the message. This response may or may not arrive or, alternatively, may arrive with a delay. There are too many messages, the senders never receive a reply, since many messages never reach the expected recipients, or the recipients of these messages do not want or have no interest in sending their replies. There is a lot of discrepancy between the intended and the received message. Many messages stop or get lost somewhere in the process between sending and receiving. Many are distorted during transmission so that the receiver decodes them quite differently. Disturbances in communication are so pronounced today that they represent one of the fundamental aspects that many deal with in the study of business communications. These distractions are the cause of many failed business contacts, bad or missing agreements. They are often the cause of various stressful and conflict situations in the organization. They are the result of poor and unproductive business communication.

For the information to be useful for business communication, it should be:

- ***thoughtfully conceived***. Information without appropriate and substantive meaning is not useful for communication. They must be designed for business purposes.
- ***useful***. If the information does not solve a specific, clear, recognizable and actualized need, it is not effective in communication;
- ***correct***. This implies that such information is reliable and indisputable. Much information in business communication is disputed and doubtful as to its accuracy or comes from sources that are not reliable;
- ***timely***. Usually, this does not mean that some information necessarily has to arrive at an exact time, but that it should arrive when it is really needed to arrive;
- ***complete***. There is almost no complete information in the true sense of completeness, but the information should be complete enough that appropriate business decisions can be made based on it;
- ***important***. But this depends at the specific situation, because some information may be important in one situation and unimportant in another. Or some information is important to one person, and the same information is not important to another. Time also plays a significant role. One and the same information may be important today, but this does not mean while this same information will be equally important or even important tomorrow.

Business communications can also be classified into several groups:

- ***individual or group communications***, according to the number of participants in communication;
- ***one-time and multiple communication***, according to the duration. One-time communications take place continuously without interruption, and multiple communications last in several stages with interruptions and continuations;
- ***spoken, non-verbal, written, visual***, according to the form of presentation. In practice, people rarely encounter only one form of presenting communication. Most often, several forms appear in the same communication;
- ***direct and mass communication***, according to the character of the message carrier;
- ***strategic and operational communication***, according to the character of importance. Strategic communication takes place at the corporate level of the organization or company, and its purpose is to make appropriate strategic decisions. Operational

communication, on the other hand, takes place at all levels and within all structures of the organization or company with the aim of implementing appropriate operational decisions and realizing current business activity;

- ***corporate and functional (divisional) communication***, according to the hierarchical pyramidal level of organization management. Corporate communication is located at the corporate level of the organization or company, and functional communication is contained within functional organizational units: procurement, sales, finance, production, etc;
- ***ongoing and appropriate communication***, according to the occasion. Occasional communication is of a specific character, meaning and contains appropriate content that differs from everyday ongoing communication;
- ***internal and external communication***, according to the location;
- ***vertical and horizontal communication***, according to hierarchical flows;
- ***formative and informative communication***, according to the content of communications, and
- ***communications in normal business conditions*** and ***communications in a crisis***, according to the conditions and characteristics of business.

The purpose of business communication within the organization or company is the realization of the business plan and achievement of business goals. Since an individual cannot achieve business goals related to the organization or company by himself, employees should work together and communicate with each other. For business communication to be successful, management needs to plan communication strategy, organize communication process, take care of employees, lead, motivate, control, collect information, share information and knowledge through daily communication. Effective business communication is essential for success in any organization. It fosters collaboration, builds relationships, and ensures that all parties are informed and aligned. Effective business communication can significantly enhance the efficiency and productivity of a business.

4.2. INTERNAL COMMUNICATION

Internal communication, as one of types of business communication, refers to the exchange of information, messages, and ideas within an organization or company. It plays a crucial role in facilitating smooth operations, aligning employees with organizational and business goals, and fostering a positive workplace culture. Effective internal communication ensures that all members of an organization or company are well-informed, included, engaged, and that they all work toward common objectives. Effective internal communication strengthens relationships between members of the organization or company and ensures that all employees feel connected to the larger mission. A well-structured internal communication strategy contributes to a more informed, engaged, and productive workforce. Organizations and companies that prioritize effective internal communication often experience improved employee morale, reduced misunderstandings, and increased overall organizational performance. Internal communication serves to improve the relations between employees, managers and management. It is continuous process that starts before a person is employed and after he/she leaves the organization or company (Tkalac Verčić, 2015: 285).

Communication is an indispensable part of every work process. Namely, in the workplace, various formal and informal interactions between employees inevitably occur, and it is almost impossible not to communicate. For communication to contribute to better interpersonal relations and increase the motivation of employees, it must be planned, systematic and efficient. Internal communication is defined as "the planned use of communication actions with the aim of systematically influencing the knowledge, attitudes and behavior of current employees". Yeomans (2006) claims that from this definition the emphasis is on management relationships with the employee. Internal communication includes all communication and information procedures between members of organizations or companies. It is an integrated part of the overall management communications, and it is oriented towards the organizational and business goals and success (Milas, 2011: 114).

According to Smiljković Stojanović (2015: 87), internal communication implies communication between all individuals who make up the organization or company. That means that internal communication refers to communication between higher and lower management, between management and employees, as well as between employees themselves, at all levels (Tench&Yeomans, 2009: 362). Its effectiveness is considered one of the most important

elements of modern management of organizations and companies, according to Ćorić & Musa (2015: 149), and key to organizational and business success. According to the authors, internal communication is planned use of communication to systematically influence the attitudes and behavior of employees. They believe that employees must be informed about all internal processes inside organization or company, and know the organization's business strategy, policies, as well as all possible organizational changes and progress. At the level of attitude, they claim that an employee who is satisfied with his job and identifies with the organization or company, is user-oriented and understands the decisions of his superiors. Job satisfaction and identification with the organization or company presuppose satisfaction with internal communication.

Welch and Jackson (2007: 183) treat internal communication as the strategic management of interactions and relationships among stakeholders at all organizational levels. The authors state that every successful internal communication should encourage open symmetrical two-way communication and mutual understanding that always include feedback. According to the authors, the purpose of internal communication is to build two-way, inclusive relationships with internal audiences, with the aim of improving organizational effectiveness. Communication should be two-way so that all employees, and not just high management, can participate in the exchange of information (Tkalac Verčić, 2015: 285). Quality internal communication increases the probability of organizational success and efficiency, increased engagement and productivity of employees, increased level of innovation and reduction of total costs (Tkalac Verčić, 2015: 12). Internal communication in the organization or company represents the entry of information into the institution and the transmission of information by departments, but also exchange of information and ideas within the organization. The flow of information and planned communication give employees clear messages about work tasks and work results and are crucial for decision-making, which will contribute to a better understanding of the company's position in the wider environment. It is necessary that employees are informed about all initiatives or problems within the organization or company.

The outcomes of successful internal communication can be treated at an individual and organizational level. At the individual level, the outcomes may include increased employees' motivation and engagement, job satisfaction, organizational identification, commitment, better performance at work, etc. At the organizational level internal communication directly correlates with corporate identity, image, reputation, customer loyalty, better performance, corporate

social responsibility, increased financial parameters of business, etc (Ćorić & Musa, 2015: 151). Still, not every organization or company realizes that communication is the key to success. Most of them base their communication on external one, dedicated to clients and stakeholders and not to their employees. Even though every organization or company, especially those with large number of employees, should implement some form of internal communication strategy, still many of them see the importance of internal communication only in a crisis. Yes, internal communication is especially important in times of crisis and reorganization, but the internal communication strategy should encourage employees during both good and bad times to express objections, comments and notifications about important matters that could harm the organization or company.

Although internal communication is very important component of managing an organization or company, still very few of them have a clear strategy for managing relations with employees. Communication planning today takes place in an environment that is more complex and more challenging than ever before: the explosive growth in communication channels, the growing diversity of the employee base and the enormous amount of information create a so-called storm for communication participants. Never has there been such a need for attention and engagement of employees. However, while participants in communication and processes must be more agile, the very core of communication planning has not changed that much. Internal communication is neglected compared to external and organizations or companies often deal with it ad hoc, or only after recognizing a problem that would not have arisen if internal communication had been planned. Good internal communication leads to successful external communication. Due to the direct connection with the organization goals and development, internal communication is the basis of every good strategy. Internal communication is also a story about management which main role is to achieve business goals, and this includes building valid relationships among employees. Successful organizations or companies are those with good planning, cooperation and united efforts. Those organizations or companies achieve excellent business results.

Quality internal communication contributes to general job satisfaction, and accordingly higher commitment to the organization or company (Bartels, Pruyn, De Jong & Joustra, 2006). Employees who are satisfied with the communication climate show a lower tendency to voluntarily leave the company, which is explained by their pleasant feeling at the workplace, opportunities for self-realization through the work they do, and a sense of support that they have

in the environment where they work (Smidts et al., 2001). A positive communication climate favors the identification of employees with the organization or company where they work, which positively reflects on employee engagement. The success of the company over a long period of time is directly related to the quality of business communication. Clear, efficient and professional communication with colleagues and superiors often indirectly reflects on how the company will be presented to the public. The organization or company can successfully communicate with the environment only if there is good internal communication and coordination (Dobrijević, 2008: 3). It is very important to encourage two-way communication, to establish good and long-term relations. Successful communication is important to avoid insecurity, gossip and lack of motivation among employees, and it has become one of the main factors of the company's comparative advantage.

Organizations and companies depend on their employees and the way they operate. That is why employees are the most important interest group of every organization or company. To harmonize the needs of employees with the business goals and organizational policy, it is necessary to establish such an employee information system through good planning, cross-sector cooperation and united efforts that will ensure that the company's values are reflected through the organization's relationship with employees. Employees communicate with each other to function as a team and achieve common goals. For employees, satisfaction means individual status and maximum engagement, and effective communication precisely contributes to a better understanding of the company's goals, with consideration and satisfaction of personal contribution, because then it is clear to everyone where the company is going and what it is striving for (Laketa, Laketa & Kolev, 2017: 139). In that case, business communication is not only a set of tools and means, but also the way in which organization or company communicate. Successful internal communication inside every organization or company should identify what employees do, think and want and harmonize the needs and expectations of the organization or company and its employees, to be the key to obtaining support for the company's goals and a generator of satisfaction.

When information doesn't flow efficiently within an organization or company, it can lead to a series of problems that can threaten business success. One of the biggest problems with poor internal communication is that it breaks the connection between employees and management. Employees don't get all important news, decisions or changes, which leads to confusion, misalignment and loss of cohesion. This kind of communication slows down processes and

leads to resentment and mistrust as employees feel left out. Another major challenge is that poor communication can lead to a breakdown in cooperation and teamwork. When employees are not on the same wavelength or do not have clearly defined roles, responsibilities and expectations, it becomes difficult to collaborate effectively. This can result in duplication of effort, missed deadlines and lack of coordination, and significantly affect productivity and quality of work. Furthermore, poor internal communication can have a detrimental effect on employee engagement. When employees feel disconnected from the business goals, values and vision of the organization or company, they can become disengaged and demotivated. This can lead to higher turnover rates as well as a negative impact on overall performance. Solving internal communication problems should be a top priority for any organization or company that wants to thrive. By fostering an environment of open, transparent and frequent internal communication, organizations and companies can foster a culture of trust, which creates cooperation and alignment, which ultimately leads to better results and a more engaged, motivated workforce.

Cutlip, Center & Broom (2005) states that business communication within employees has three main purposes:

- ***articulate employees*** - this means introducing the new employee to the organizational culture and its most significant values and characteristics. Organizational culture is often articulated in vision statements, mission statements, policy documents, ethics statements, and teaching manuals. Organizational culture is a set of values, beliefs and behaviors that organization or company encourages and supports in their employees. It is precisely organizational culture what makes an organization or company unique and helps to form its reputation.
- ***inform employees about organizational developments***, events and news. Informing employees is crucial. It is done using direct communication and mediated communication.
- ***listening to the employees*** - when the organizational culture is not authoritarian, but participative, employees are given the opportunity to express their ideas, concerns and difficulties. This can be requested at live meetings, through internal publications or electronic mail. The difficulties regarding this feedback loop are in the fact that employees do not want to ask questions for fear of being called "troublemakers" or that they will draw attention to themselves and be inconvenienced because of that (Tomić, 2008: 377). Employees should have a clear picture of the organizational and company's

main direction and ambitions and a sense of how they fit in to contribute to the company's goals.

The role and purpose of internal communication can be summarized as concern for building two-way, inclusive relations with internal publics - its employees with the task of improving organizational effectiveness. The goal of management relations with employees and communication with them is to communicate the right thing in the right way. Taking this statement into account, it is up to the manager to create an environment where communication is effective because communication that exists by itself rarely achieves measurable and important results. Even though every organization or company has internal communication, difference is in its level of quality. How is situation in marketing agencies will be analyzed in this dissertation.

4.3. EMPLOYEE ENGAGEMENT AND INTERNAL COMMUNICATION

Employee engagement and internal communication are deeply interconnected areas critical to business success of every organization or company. The relationship between engagement and internal communication is significant, as effective communication is a key driver of employee engagement. Without consistent, meaningful internal communication, employees may feel disconnected and less invested in their work. Conversely, an engaged workforce can become an asset in promoting a strong internal communication culture, as engaged employees are more likely to participate in and champion communication efforts. Investing in both employee engagement and internal communication can foster a positive, high-performance culture, leading to improved productivity, retention, and organizational growth. Organizations and companies that prioritize clear, timely, and transparent internal communication can create an environment that fosters engagement among employees and contributes to a positive workplace culture, where employees feel informed, involved, and valued, leading to higher levels of engagement.

Purcell et al's (2003) found several factors to be strongly associated with high levels of employee engagement and one of them is successful internal communication. Successful and effective internal communication is defined by the amount of information employees receive about organization or company. Also, that amount of information includes information on how was performing of organization or company and how they contributed to achieving those business goals. Through successful internal communication managers include employees in the goal-setting process. Internal communication helps to ensure that employees understand the organizational goals. It also promotes acceptance of challenging objectives, because employees feel more committed to goals they have helped define. Managers through internal communication provide the best ongoing opportunities to foster employee engagement. Management is key to ensuring the efficient and effective flow of information within the organization or company. It helps coordinate company goals and objectives with employees. In addition, transparent, trustworthy and exemplary management promotes productivity in the workplace, which ultimately increases employee engagement (Herman, 2023).

Through internal communication managers can learn which aspects of the job hold the most interest for each employee and which tasks are most challenging. Thanks to internal communication, managers can define what “going above and beyond the call of duty” looks like and generate ideas for rewarding such contributions. It is very important for managers to treat good organization’s most experienced employees because they, in many cases, understand the intricacies of a job better than managers do. By virtue of long identification with organization or company, these employees are deeply committed to organizational goals. Of course, managers also identify employees who do not meet expectations. Many organizations use workforce surveys to gauge the intensity of employee engagement and its relations with important business results. Findings from such surveys can help managers to see if employees are satisfied. Survey questions or statements explicitly link employee engagement to business objectives.

As already pointed out earlier, internal communication has an impact on the level of employee engagement. The organizational structure, mostly relationship between managers and employees, also determines the impact on the engagement. The employees want to know where the organization or company goes and how they can help to achieve goals. A flat and lean hierarchy between managers and employees increases flexibility and openness inside the organization or company, which creates a comfortable environment for working and promoting new ideas. Efficient internal communication helps manage the information flow. Having clear and open communication enables trust and mutual understanding between the manager and employee. The level of employee engagement influences the organization or company in several ways and is influenced not only by the organization or company itself but also by the level of motivation and participation of the employee. The culture and the people inside the organization determine the level of engagement as well. Other important factors which motivate employees are training, development and career and appraisal. Pay and benefits are important, but rewards are the thing that increase level of employee engagement.

Internal communication is crucial to the success of every organization or company and its performance in general. In addition, internal communication is key to fostering productive teamwork and collaboration within the organization or company. Collaboration and communication among employees are enabled, which improves achievement company goals. Employees can collaborate to solve problems, share ideas and receive feedback using effective internal communication. This constant exchange of information fosters a sense of

interconnectedness among employees and helps align individual efforts toward a common goal (Moseley, 2019) and build the engagement. Employee engagement is increased by transparent communication that enables employees to understand the vision, mission and goals of the organization or company. It ensures that employees can make own decisions and feel valued as members of the organization or company. A clear system of internal communication also reduces misinformation and misunderstandings, promoting a productive and reliable work environment.

Internal communication is essential for increasing employee engagement. Employees who are motivated at work are more likely to be satisfied, efficient and dedicated to their work. Employees can share their ideas and concerns, have a voice within the organization or company and feel that their opinion is appreciated when there is effective internal communication. Increased job engagement, higher production levels and better staff retention rates can result from this involvement and engagement (Novakovic, 2022). In conclusion, it can be said that the importance of internal communication in organizations and companies should be emphasized and given special attention. This is because it enables effective teamwork, promotes transparency and increases employee motivation. Organizations and companies can create a productive work atmosphere where employees feel engaged, inspired and motivated to do their best to achieve shared goals by having open lines of internal communication.

4.4. ROLE OF THE MANAGEMENT

Certain characteristics of managers can be key to engagement, especially having good communication systems. Management is also one of the important prerequisites for employee engagement. Effective managers must know how to convey information about their work tasks to employees in an appropriate way, and in that way influence their enthusiasm and encourage interest in doing work. Multiple research projects have confirmed the influence of managers on achieving employee engagement (Xu and Thomas, 2011; Anitha, 2014: 311). Managers are usually responsible for communicating with employees which means that their efforts in the organization or company have a significant impact on the overall interest. When employees feel that their work is important and that it is appreciated, it greatly affects their engagement in business tasks. The "employee voice" also acts as a powerful driver of engagement. If the employee feels that he is included in the decisions made within the organization or company (Kular et al., 2008: 15) and that his potential is used, then he will be more active in his workplace. Another element that affects employee engagement is trust (Tudor et al., 2010:218), that is, the existence of a sincere, honest, consistent, loyal and open relationship between employees and their superiors.

The role of management in an organization or company is multifaceted and involves a variety of responsibilities aimed at achieving organizational goals, ensuring efficiency, and creating a positive and proactive work environment. The key functions and roles of management in organization or company include planning, setting business goals and defining strategies. Managers also organize the workforce, allocate resources, and establish the structure of the organization or company to ensure that goals are met efficiently. Managers serve as leaders, providing vision, inspiration, and guidance to employees. They are responsible for fostering a positive work culture and ensuring that employees are motivated and aligned with organizational objectives. Managers coordinate different departments, teams, and functions to ensure that everyone is working towards common goals. This involves resolving conflicts, facilitating communication, and promoting collaboration. Managers are responsible for making decisions at various levels of the organization or company including strategic decisions that impact the overall direction of the organization or company and operational decisions that affect day-to-day activities.

When it comes to communication, managers play a crucial role. They communicate organizational goals, provide feedback, and ensure that information flows effectively across all levels of the organization or company. They are responsible for recruiting, training, and managing employees. They also address issues related to employee performance, motivation, and career development. They need to create cultures that encourage creativity and risk-taking. They also lead change initiatives, ensuring that the organization or company can adapt to evolving conditions. In summary, the role of management in an organization or company can be diverse and dynamic, requiring a combination of skills, including planning, organizing, leading, controlling, and communication. Effective management contributes to organizational success by aligning resources, motivating employees, and navigating the organization or company through change and challenges.

Nurturing employee engagement requires a two-way relationship and commitment between manager and employee. Organizations and companies need to build cultures where employees are not afraid to give upwards feedback and have honest and open internal communication at all levels, especially with their superiors. Managers need to understand the needs and expectations of employees. This has significant implications for job design. Organizations and companies can design jobs that promote employee engagement by creating jobs where employees will be challenged and stimulated, be given authority and autonomy, and have access to information and resources as well as growth and development opportunities. All that can just increase level of employee engagement. Role of management is one of the main conditions affecting employee engagement (May et al 2004). Deci and Ryan (1987: 580) suggest that managers who want engaged employees need to build a supportive work environment, providing feedback and encourage employees to voice their concerns. Authors claim that where management is supportive of an employee's self-determination, the trust between the two parties is enhanced.

While some authors argue that employees are engaged when they have a positive attitude towards work, others, such as Purcell et al (2003), suggest that employee engagement is only meaningful if there is a more genuine sharing of responsibility between management and employees. Truss et al (2006) suggests that strengthening employee voice, the ability for employees to have an input into decisions that are made in organizations and companies (Lucas et al 2006), can make a difference to organizational performance. One of the main drivers of employee engagement is, according to Truss et. Al (2006), ability to feed their view upwards.

Robinson (2006) claims that many employees are under-utilized in the workplace through the lack of involvement in work-based decisions. But employee involvement is affecting employee engagement thus demonstrating it is an important driver (Purcell et al's, 2003). Employees who feel they are involved are more likely to stay focused and less likely to make preventable mistakes at work. Also important is internal communication and a sense of sharing experiences with managers. Feeling able to express oneself without fear of negative consequences to self-image, is one of the key determinants of engagement (Kahn, 1990). Safety is largely promoted by the quality of relationships with colleagues and managers, which need to be open, trusting and supportive at all levels.

Internal communication focuses on information and knowledge sharing activities within organizations or companies, which are led by managers that have the responsibility to distribute information to employees (Jimenez-Castillo&Sanchez-Perez, 2013). Management emphasizes the importance of sharing information with others, seeking feedback, participating in proposals and making various decisions (Seitel, 2011). Information exchange, no matter in what form, is the key to successful management. Internal communications show the capacity of management to clearly share information with employees. Dolphin (2005) claims that it is important for management to set a communication strategy for the organization or company because it helps organization to make the right decisions and strategies (Pop&Dumitrascu, 2013). Internal communication can be defined as a link between top management and employees. According to Stafford et al. (2010), organizations and companies with a strong internal communication strategy reach higher employee engagement and performance. Dolphin (2005), in addition, explains that the management needs to harmonize internal and external communication to reach the best communication strategy.

To have an effective internal communication strategy, management needs to know which is the ideal level of accurate information he transmits to employees (Stafford et al., 2012). Problem is that sometimes managers turn more into an authoritative style, simply communicating decisions to employees, instead of involving them in the decision-making process. According to Pop & Dumitrascu (2013), every member of an organization or company belongs to a group, by which internal communication helps to solve problems within those groups. Those employees who do not feel part of a group will lack motivation and engagement (Fletcher, 1999) and it is the manager's responsibility to increase it. Managers are significant to have efficient teamwork. Manager makes the communication flow productively and delegate

teamwork to avoid unnecessary conflicts (Agrawal, 2012; Pop & Dumitrascu, 2013). Manager must be an effective and efficient communicator so team members could know their assignment and company goals (Kitchen & Daly, 2002; Pop & Dumitrascu, 2013). A manager is more than just the head of the group, he is the person handling the information flow between internal and external sources.

Management is the process of shaping and maintaining the business environment effectively to achieve business goals. According to Sikavica, Bahtijarević-Šiber, Pološki-Vokić, (2008), “management is a process through which inputs are transformed into outputs”. The manager directs and coordinates employees, develops teamwork, cooperation, and partnership with employees to create an ideal business environment in which employees will be engaged to work harder and achieve business goals. Management deals with the employees to make their strengths effective and their weaknesses unimportant (Drucker, 2005). According to him, business achievement, but also engagement of employees are the main criteria that show the success and completeness of management.

All the mentioned definitions of management have in common that management is a process in which the activities of other people are coordinated by which the goals of the organization or company are achieved with the efficient and effective use of all available resources. This points to the complexity of management as a process that is done permanently. Without coordinating the activities of employees, there is no management. Today, human potential is the dominant preoccupation of contemporary managers and organizations or companies. Ensure quality employees, to motivate, educate and develop them so that they achieve high results and give contribution to the achievement of organizational goals becomes a key managerial task and function. Without that, even the best plans and organizations have no effect. A modern organization and companies could hardly survive without management because humanity is exposed to many challenges.

Modern management emphasizes the importance of the so-called soft variables, such as employees, their knowledge and abilities and leadership styles, in contrast to previous stages in management development that focused on the so-called hard variables, such as strategy, structure, size, technology, planning, control, etc. Robertson-Smith and Markwick (2009) emphasize the importance of managers because they enable their employees to feel included and valued in their work, providing them with freedom and support, which has a very important

role in nurturing engagement. The ability to engage employees will be, for sure, one of the biggest organizational battles of the next years. Since organizations and companies in all industries struggle to survive and rise above the fierce competition, physical and the mental well-being of employees will be one of the important aspects that managers should focus on (Madhura & Deepika 2014).

It is not easy to deal with turbulent changes to which management needs to adapt, since they strongly affect every individual who is affected by them. Macey & Schneider (2008) point out that the nature of organizational leadership and management can have an indirect effect on employee engagement behavior through building leaders' trust. Among the key tools that management have at their disposal to encourage engagement are material compensation in the form of salary and benefits, as well as numerous non-material rewards. The existence of a statistically significant difference in employee engagement depending on their perceptions of the benefits employees receive. Benefits truly play a role in encouraging employee engagement, and it is in the interest of management to familiarize employees with benefits that the organization or company offers (Načinović & Kušen 2016). Employees will be highly engaged in organizations and companies where management cares about satisfaction and benefits that appreciate the value of employees, including them in the achievement of organizational goals and respect their knowledge and opinion.

Engaging employees is a key part of a manager's job. To influence engagement of the employees, it is necessary to constantly analyze and monitor the needs, aspirations and preferences of employees. In other words, engagement depends on how much managers understand employees, their needs and desires. Therefore, it is necessary to gather knowledge about what kind of rewards employees want for successful work and work contribution (Brnad et al. 2016). Employees who are engaged in their organization or company and their work are more likely to respond positively to their managers, show good performance and achieve success. Employee engagement helps their manager to be more efficient and successful. They are more likely to be proactive in initiating work and to strive and be determined in their efforts to achieve tasks, even when problems arise (Robertson Smith and Markwick 2009).

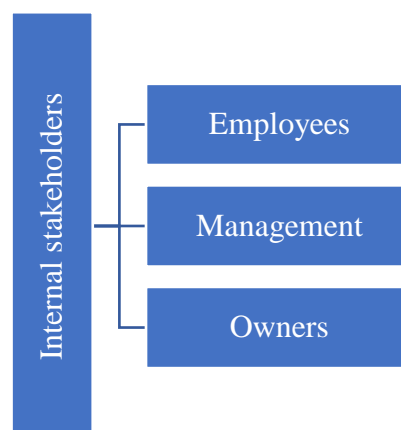
Luthans & Peterson (2002) state that engaged employees lead to psychological excitement for managers. Manager becomes enthusiastic about his employees, which increases their efficiency, and thus he feels good and efficient when he can build an engaged work team.

Manager effectiveness can lead to increased employee engagement and have a mutually positive effect (Robertson Smith and Markwick 2009). An organizational culture in which there is a collaborative leadership style encourages engagement. Employee engagement is driven by opportunities for feedback, effective consultation and communication systems, and a manager who is honest and visibly committed to the organization. Managers have the most important direct role in motivating, and through motivation an indirect but key role in the growth of employee engagement.

Very often, people stay in the same workplace only because they have been working there for years. This does not mean that they are necessarily the best in it. Recognizing the skills, abilities and talents of each employee and assigning them to the workplace where they will contribute the most is achieved through the conviction of personal success, but also the success of the entire organization or company. It can be concluded that the right person in the role of manager is important for creating satisfaction, and thus employee engagement. Each new challenge, if it is presented in a reasonable way, gives employees an incentive for their engagement. This alone gives them a sense of satisfaction and creates greater employee engagement, as well as a desire for better success for themselves and the entire organization or company.

Managers are crucial for every organization or company since they are one of primary stakeholders. Besides them, primary stakeholders are owners and employees. Stakeholders are factors that make business environment and influence organizational decision-making and directly affect influential groups and their behavior (Pfeifer, 2016: 117).

Picture 1. *Internal structure of the organization or company*



Source: *Author*

Due to the direct connection with the company's goals, business communication is the basis of every good organizational communication strategic, and the most important role is played by the management (Pirić & Milaš, 2014). The contemporary paradigm of business communication is most often defined as „the central management of the company's overall communication with numerous interested stakeholders in order to increase the business reputation to the highest possible level“ (Pirić & Milaš, 2014: 359). It is the management's responsibility to ensure the realization of good business communication at the internal level. In addition, it is necessary to adopt an inclusive approach, in which employees provide interpretations of key management decisions (allocation of time, tasks and stress). Many initiatives related to internal communication are often misinterpreted, so they are counterproductive in practice. The process of internal communication is essential for value creation and one of the most important tools in running a company.

The most important relations in the organizations or companies are those between managers and employees at all levels. For corporate communications, there are two factors that can change internal communication with employees:

- The value of managers understanding teamwork and commitment of employees in achieving essential results; those positive aspects of employee behavior are greatly influenced by efficient, interactive communication as a way of life in the organization or company.
- The need to build a strong management-employees communication network, which makes every manager at any level responsible for effective internal communication with all employees. Approaches like that require more than information related to current business and must cover all key business and public issues affecting the entire organization or company.

Lot of organizations and companies lose a significant part of their human potential because they do not prioritize effective two-way communications as a basis for management-employee relations and overall work performance. Internal communication is important for management in terms of information, motivation, control and interpersonal relations. Valid information gives employees clear messages about work tasks and results, and it is crucial for the decision-making process. Information should be daily and precise, in accordance with organizational and cultural principles. Internal communication can be formal and informal, depending on the situation, goal and strategy. According to Mihalović & Kovačević (2008: 238), the manager is there to remove

all kinds of obstacles in communication and to choose an adequate way of communication, to provide feedback mechanisms and to support a clear definition of the organization's structure as a prerequisite for successful communication. Successful business is a consequence of successful business communication. To avoid possible interruptions and obstacles, business communication must be constantly improved. If there is no communication in the organization or company, that means that management is very bad or non-existent. Insufficient business communication brings a rift in business.

According to Levinson (2007), collaborative manager style drives engagement within organization or company. Collaborative manager style means that all employees participate in all aspects of the business. This proposition is supported by Lloyd Morgan (2004) who found that certain characteristics of managers can be critical for engagement – specifically having good internal communication systems. Macey & Schneider (2008) suggest that the nature of an organization's management has an impact on engagement behaviors demonstrated by employees. There is a high correlation between engagement and the extent to which the manager clearly articulates to their staff the business goals. Similarly, Melcrum (2007) found that organizations and companies rated the actions of managers as the most important drivers of employee engagement. According to Robinson (2007: 37), managers have a crucial role in employees' engagement. Most important drivers which increase level of engagement are, according to Melcrum's (2007), internal communication, involvement and consultation on company decisions.

Quality relationship between a manager and employee can be a crucial driver of engagement and satisfaction with the organization or company (Judge et al., 2001). May et al. (2004) also found a strong link between employees' engagement and supportive management. Employees feel confident when their management enabling them to engage with organization. If managers can enable their employees to feel involved and valued in their work, with freedom and support, then they play a very important role in nurturing engagement. This is explored further in the work of Saks (2006), who proposed that when job demands are low, and job resources are present employees are more engaged with their work. Report by Kenexa Research Institute (2008) suggest that employees are engaged by managers 'who inspire confidence in the future; managers who respect and appreciate their employees; exciting work that employees know how to do; and employers who display a genuine responsibility to employees and communities'.

Therefore, aspects such as autonomy, support from managers and co-workers and constructive feedback promote engagement, whereas bad managerial practices that lead to work overload, job insecurity and role ambiguity act as barriers to engagement. The organization or company must work to develop and nurture employee engagement, which requires a two-way relationship between management and employees that includes effective two-way internal communication. Saks (2006: 602) states that engagement is the process of how employees make their best effort at work. Consequently, this process is a two-way relationship. Employees will work hard and contribute to the success of the organization or company if they feel the managers value them and vice versa, the managers will provide nice working environment when they feel that the employees are truly engaged in the workplace.

Management must be able to develop a sense of community and ensure favorable behaviors. Management needs to pay more attention to internal communication since research points to a link between successful internal communication and levels of engagement. It is evident that giving employees the opportunity to communicate with their superiors and feeling like important part of organization or company is a key driver of employee engagement. Employees want to know what is happening in their organization. Employees want a sense of involvement. Managers can increase employee engagement by going beyond downward communication and making sure that employees are not just treated as employees, but instead they should be treated as valued individuals. Employee engagement needs to be viewed as a broad organizational strategy that involves all levels of the organization which require the contribution and involvement of organizational members as well as consistent, continuous and clear internal communications.

It can be concluded that employee engagement is the two-way relationship between the manager and employee. It is unwritten and led by trust. However, it is quite easy to break if it is not nurtured and developed over time. Still, besides the driving factors that have a positive influence on employee engagement, there are various factors that draw engagement back. Factors that damage the level of engagement are work insecurity, unfairness, stressful jobs, poor management, poor internal communication (Markwich & Robertson-Smith, 2009: 39). Other factors which are worth mentioning are lack of job security and mobbing and these challenges might have a negative impact on the employee (Robinson, 2007b). Poor management results in a bad impact on employee engagement as employees are assumed to leave their managers when they do not feel valued. Engagement is built from the foundation of

the organization or company. In other words, the higher level of employee engagement, the more successful the organization or company becomes. It is important for this relationship to be based on the two-way relationship between the manager and employees. Manager's primary role is in supporting employees. In those conditions, the environment becomes 'highly engaged'. To create a highly engaged environment, also managers must be engaged. Whereby employees do not have good working relationships with their managers and are denied the opportunity to communicate and have some power in decision-making, they are not engaged. Employees need managers who care.

The main functions and roles of management within every organization or company are following;

- **Organizer** – manager has to know which organizational model should be chosen, so that through it the employees achieve the best business results with as little effort and energy loss as possible;
- **Controller** – manager has to control employee's behavior according to the business results;
- **Rationalizer** – manager has to convey to employees the contents, models and aspects of the rationalization of the management of human and capital resources of the organization or company;
- **Innovator** – manager has to create and develop a climate of innovative and stimulating and entrepreneurial business concept;
- **Motivator** – manager has to motivate employees to show their abilities to the best of their ability and to be maximally oriented through the achievement of organizational goals;
- **Teacher** – manager should be that person who transfer to the employee's knowledge, abilities and skills;
- **Evaluator** - manager should evaluate the work, performance and individual effects of his employees;
- **Leader** – manager is the main role who leads the employees;
- **Decision maker** – manager must be able to make quality business decisions.

Finally, it is possible to conclude that managers, as leaders, will achieve their goals through numerous interpersonal roles. Manager leads a group of people who direct and coordinate activities and resources in organizations or companies (Sikavica, 2011). According to Saks (2006), managers can enable their employees to feel included and valued in their work with freedom and support. Based on that Robertson-Smith and Markwick (2009) claim that managers play a very important role in fostering employees' engagement. Sikavica (2011) defines management as a special group of people whose task is to direct their efforts towards common goals through the activity of other people. Kreitner believes similarly and defines management as the process of working with and using others in achieving the goals of the organization or company in a changing environment, with efficient and effective use of limited resources.

5. EMPIRICAL PART OF THE STUDY

The empirical framework gives an overview of the findings obtained through research. The empirical part of the doctoral dissertation seeks an appropriate methodological and research approach, whereby the author used research methods that are professionally and scientifically based. After the research conducted, the interpretation of the data followed in such a way as to prove the hypotheses set in the introduction as correct or to reject them. This chapter presents research approaches, data collection and analysis of the research conducted. The results are presented to support the theory and contribute to the outcomes of the dissertation. The findings also aim to explore the actions undertaken by the marketing agencies, to improve the level of engagement inside them and how internal communication impacts that level. The empirical results of this research provided new insight into the analysis of the relationship between internal communication and employee engagement.

This dissertation analyzes the terms of employee engagement and the impact that internal communication has on it. In other words, the author came to conclusion does internal communication strength employee engagement in marketing agencies. Since different organizations and companies define engagement differently, this dissertation is limited on engagement in marketing agencies, since the same work system is applied among them. Employee engagement includes employees' satisfaction with their work and the fact that their management values what they bring to the table. The greater an employee's engagement is, the more likely the employee will deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organization or company. This research helps understand the term of employee engagement, but also to implement effective engagement initiatives.

Before the analysis of the research conducted, a brief insight into the concept of marketing agencies is given to introduce the structure and relationships within them and thus understand the concept of the research itself.

5.1. MARKETING AGENCIES

Marketing agencies are organizations that provide a range of services to help businesses promote their products or services, build brand awareness, and reach their target audiences. These agencies typically consist of experts in various marketing disciplines, allowing them to offer a comprehensive suite of services to their clients. With the development of the market, business, production and the increase of the number of producers in industrialized countries, the need for a factor that will deal with connecting producers with consumers began to arise. That referred to the creation of a business and sales strategy, studying the market and competition, working on product profiling according to characteristics, appearance, price, better connection with distributors, etc. Marketing agencies plan and coordinate, and in cooperation with more specialized agencies, implement all types of marketing activities. However, there are few agencies that can provide clients with a complete range of services.

Jenkins (2000) identifies the following types of marketing agencies:

- ***development agencies*** often work as ad hoc workshops because they are formed according to the needs of projects or for an indefinite period. They deal with various tasks such as product launch, packaging redesign, corporate image creation, organization of conferences and fair performances. They also provide consulting services when it comes to large campaigns or various marketing activities.
- ***creative agencies***, as their name suggests, deal with creating campaigns for different types of media or copywriting platforms. These agencies design logos, make jingles and music for television ads-TV spots, etc.
- ***agencies for the development of new products*** usually base their activities on marketing mix and often start in the initial stages of new product. They can influence the original concept of the product, and they certainly deal with its name, packaging design, price, marketing segmentation and distribution, as well as the main campaign aimed at consumers.
- ***direct marketing agencies*** run promotional campaigns. They are usually carried out entirely by direct advertising through different direct media, such as letters, catalogs and promotional materials.
- ***agencies for stimulating productivity and consumption*** - which have two lines of activity. The first deals with the purchase of gifts, products and services for loyal

customers or employees of a certain company. Gifts are usually chosen from a catalog and the value is determined in relation to the value of the purchase, while rewards for workers vary from weekend trips to more valuable gifts. Encouraging consumption is done through various bonus/discount coupons and services that are obtained through the purchase of certain products/services (as well as their quantities) or through specialized magazines.

- ***sponsorship agencies*** that act as a catalyst between companies that they want to sponsor (mainly for tax exemption and strengthening of corporate image) and those who need sponsorships. The best example is represented by sponsoring culture or sports. Agencies, in addition to joining the two parties, organize events initiated by sponsorship and broadcast them on TV/radio/Internet.

Clients often use multiple agencies or multiple types of agencies to do job. The activity of marketing agencies consists of creating and implementing strategies that will help the advertiser or producer to reach the audience or consumers in conditions of (strong) market competition (Sakan, 1996: 89). According to Lorimer (1998: 282), advertising is embedded in the very foundation of commercial mass media, as it enables the production and distribution of information and entertainment for a wide segment of the population, at a very low cost per consumer. Advertising as a phenomenon practically arises with the emergence of the market and the economy.

The first records of advertising date back to ancient Rome: people who shouted to advertise other people's products or carried large boards with inscriptions, which can be characterized as the forerunner of colporteurs. Further throughout history, wooden boards with signs were in use, which were placed at the entrance to taverns or large wheels in front of the shops of craftsmen who repaired carriages, The industrial age brought new media, such as posters and leaflets. However, until the mid-nineteenth century, few examples of organized advertising were recorded. The first advertising agencies were founded at the beginning of the nineteenth century. "White's", the first British agency, was founded around the year 1800 in London (Jefkins, 2000). The business began by advertising government lotteries, then the Ministry of War, the Admiralty, the administration of the colonies, and finally the representatives of the crown.

At the very beginning, marketing agencies represented a sales agent for print media. As newspaper production and preparation improved in terms of increasing the number of formats and illustration design, marketing agencies began to provide design and copywriting services - writing campaign slogans as well as advertising messages (Cappo, 2004: 23). In the early stages of advertising, print media generated most of their income from subscriptions and individual sales. With time, the media began to realize that advertising represents significant income, so they determined a commission system according to which they would charge advertising agencies 15 percent less for the rental of advertising space than the advertisers themselves. Over time, especially with the development of the media, marketing agencies expanded the spectrum of their services to experience the final stage in the form of a "full service" agency, which can fully research, plan, creatively design and finally implement all kinds of propaganda activities and large advertising campaigns.

Here are some common services and functions provided by marketing agencies:

- **advertising** - creation and placement of advertisements across various media channels, including print, television, radio, online platforms, and social media;
- **digital marketing** – offering services such as search engine optimization (seo), pay-per-click (ppc) advertising, social media marketing, email marketing, and content marketing to enhance online visibility and engagement;
- **public relations** – helps building and maintaining positive relationships between the organization and its target audience through media relations, press releases, events, and other communication strategies;
- **content marketing** - developing content for various purposes, including website copy, blog posts, social media content, videos, and other materials to engage and inform the target audience;
- **market research** - analyzing data to understand market trends, consumer behavior, and the competitive landscape. that information is used to inform marketing strategies and decision-making;
- **social media management** - creating and executing social media strategies to increase brand visibility, engage with the audience, and drive traffic to the company's digital assets;
- **event marketing** - planning and executing events to promote products or services, build brand awareness, and connect with target audiences;

- *creative services* - providing graphic design, web design, and other creative services to ensure that marketing materials are visually appealing and aligned with the brand.

As mentioned above, clients often choose to work with marketing agencies to leverage the expertise of professionals who specialize in various aspects of marketing. This allows organizations and companies to focus on their core competencies while entrusting their marketing efforts to experienced professionals who stay abreast of industry trends and best practices.

Marketing agencies offer complete marketing strategy which includes advertising, promotional propaganda, consulting and strategic services. Therefore, the "human factor" is one of the most important parts of marketing agencies, especially the service (accounts) department. Although the agencies are organized differently and certain functions have different names, the team members are almost always the same: CEO, media director, creative director, account manager and media planner. An account manager is a person who needs to understand the client's needs while harmonizing them in relation to the director and agency's real possibilities. In marketing agencies all sectors are united and participate in all stages of work. Account Manager deals with the development and planning of the agency itself, all campaigns and actions, coordination, control of the media etc. The aim of this dissertation is the analysis of internal communication between (account) managers and employees, starting from the assumption that internal communication is essential for the engagement of employees.

5.2. RESEARCH DESIGN

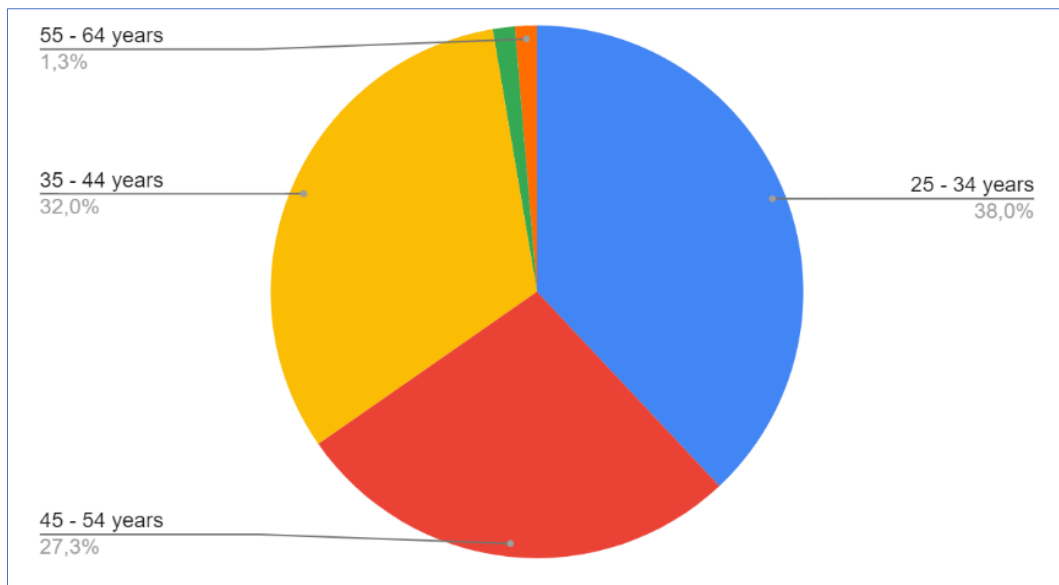
According to Kothari (2004: 31), "the research design is the conceptual structure within which research is conducted". There are two main research design techniques that are usually used for different purposes. These two techniques are inductive and deductive technique. Inductive technique starts from observations, continues with formulating hypotheses and finalizes with development of general theories. Deductive technique, on the other side, begins with a theory, then narrows it down collecting the observations to finally test the hypotheses and confirm the original assumption (Sachdeva, 2008: 24). In this dissertation, the theory is identified in the beginning and all the data analyzed and observations are used to test and confirm the theory. To better understand the main scope of the research as well as to develop objective viewpoints, surveys were conducted. After the theory is generated in the theoretical framework, in this empirical part, overview of the findings will be presented. Based on the previous literature, the results are presented to support the theory and contribute to the outcomes of the dissertation. The findings also try to explore the actions undertaken by the case of marketing agencies to improve the level of engagement inside them and how internal communication impacts that level.

According to Saunders, Lewis & Thornhill (2009: 151), there are two common methods for collecting data regularly in dissertations and research papers - quantitative and qualitative methods. The difference between these two methods is that quantitative method focuses on numerical data and statistics, while qualitative method utilizes analysis to generate non-numerical data, words and meanings. To answer the research questions and confirm or deny hypothesis in this dissertation, the quantitative method was used. The quantitative method was used to collect data from the research conducted through surveys, analyze it and to generate conclusions and findings, which measure the theory and answer the research questions. Data is collected from the surveys which were conducted in marketing agencies, mostly via google and e-mail. A detailed list of questions of the surveys can be found in the Appendices.

5.3. ANALYSIS AND RESULTS

The main research method used in this research was a quantitative case study in marketing agencies, where 150 employees answered the questionnaire. Below will be presented the results of the conducted research, which was conducted from May until September 2024. Before conducting the research itself, all respondents were informed that their answers would be used only and exclusively for the purpose of this dissertation, and that their answers would be analyzed together, at the level of the total sample. In this way, it is impossible to connect the collected results of the conducted research with the identity of an individual respondent. The research was conducted in the territory of the Republic of Croatia. All questionnaires were sent via the respondents' email addresses and were created with the help of Google Forms, for easier data analysis and processing. The questions are formed in such a way as to ensure obtaining answers that will confirm or refute the set hypotheses. The collected data was processed with Microsoft Excel and Google Forms, with which the answers were also visualized in the form of graphs (charts). The first two charts show demographic variables, such as age and gender, followed by questions related to internal communication and employee engagement.

Chart 1. Age

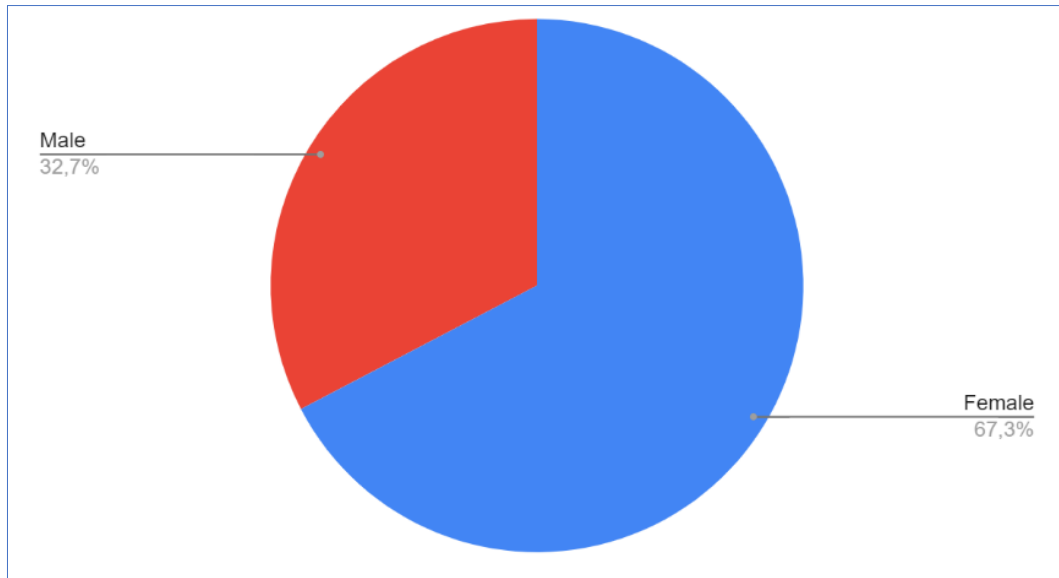


Source: *Author*

Chart 1. shows the distribution of respondents by age. It shows that respondents between 25 and 34 years were in the majority (38 percent) followed by respondents between 35 and 44

years (32 percent); between 45 and 54 (27,3 percent); and between 55 and 64 (1,3 percent) respectively.

Chart 2. Gender

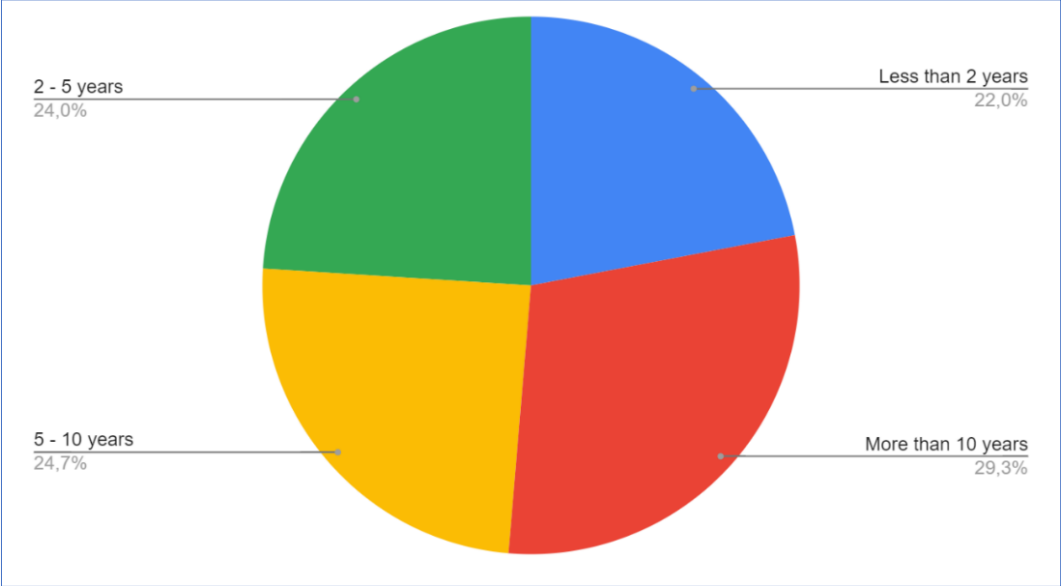


Source: *Author*

Chart 2. shows the gender of the respondents. It shows that most respondents were female, 67,3 percent of them, while there were 32,7 percent of men.

Although the correlation between age and gender with employee engagement was not part of the analysis, it is always interesting to see which gender and age group prevails in the research. Thus, it can be concluded, from the two charts above, that more women than men participated in the survey, while while the announced number of respondents is between the ages of 25 and 44. Although different research has analyzed relation between gender and age on employee's engagement in different sectors, this dissertation analyzes correlation between internal communication and employee engagement in marketing agencies regardless of gender and age group.

Chart 3. How long do you work in the agency?

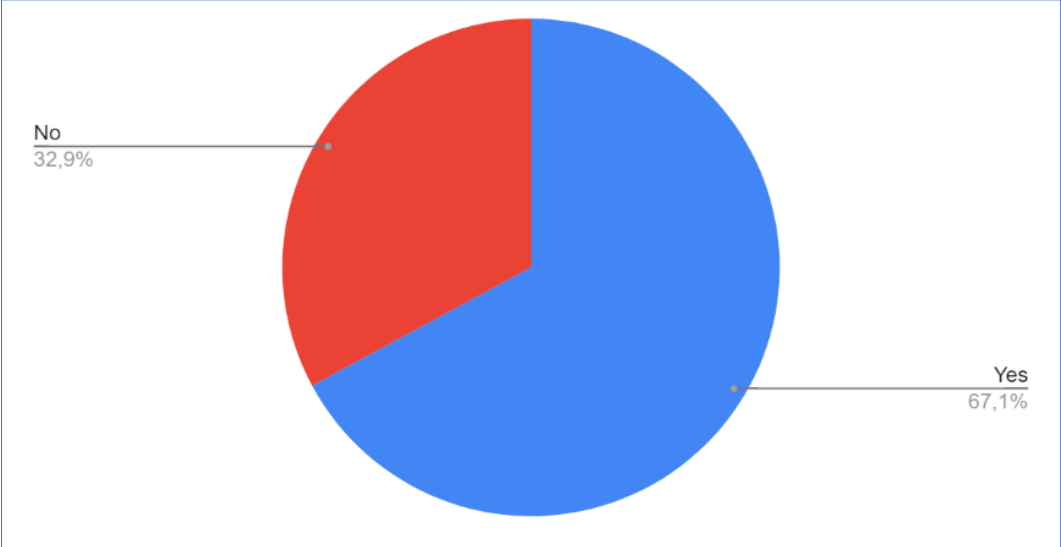


Source: *Author*

When it comes to length of service in the current marketing agency, there were no large differences between the categories. Still, respondents who worked for more than 10 years in current marketing agency were in the majority (29,3 percent) followed by respondents who worked between 5 and 10 years (24,7 percent); between 2 and 5 years (24 percent); and less than 2 years (22 percent).

This result is quite surprising considering the great fluctuation in the labor market in the last ten years, especially when it comes to marketing agencies. Considering that there is a trend that in the last ten years, employees change their workplace on average every two years, it is possible to conclude that those who have been working in marketing agencies for more than ten years may be older employees, who, unlike younger ones, are no longer ready to change jobs and work environment.

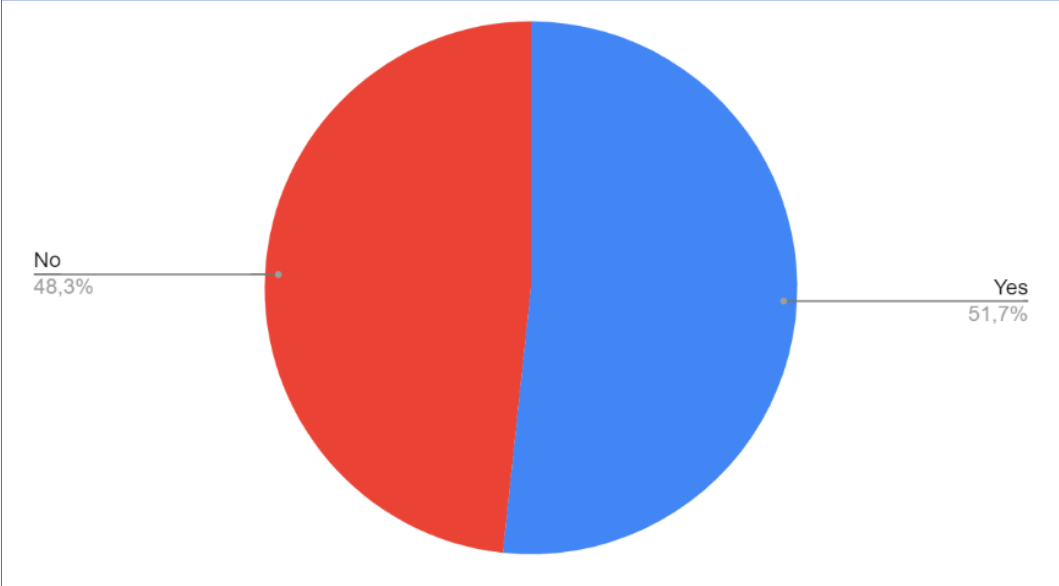
Chart 4. Do you find your current work environment interesting and stimulating?



Source: *Author*

Working environment has strong impact on employee engagement. In other words, a healthy and motivating work environment is the key to creating a high-performing marketing agency where employees are satisfied and consequently engaged in it. Chart 4. shows the result of how respondents feel in the work environment in marketing agencies. Onwards, chart shows that 67,1 percent of respondents find their work environment interesting and stimulating, while 32,9 percent of them don't. It is possible to conclude that the dynamic business environment, which characterizes marketing agencies, suits the employees and they consider it interesting and stimulating.

Chart 5. Does your current job bring out the best in you?

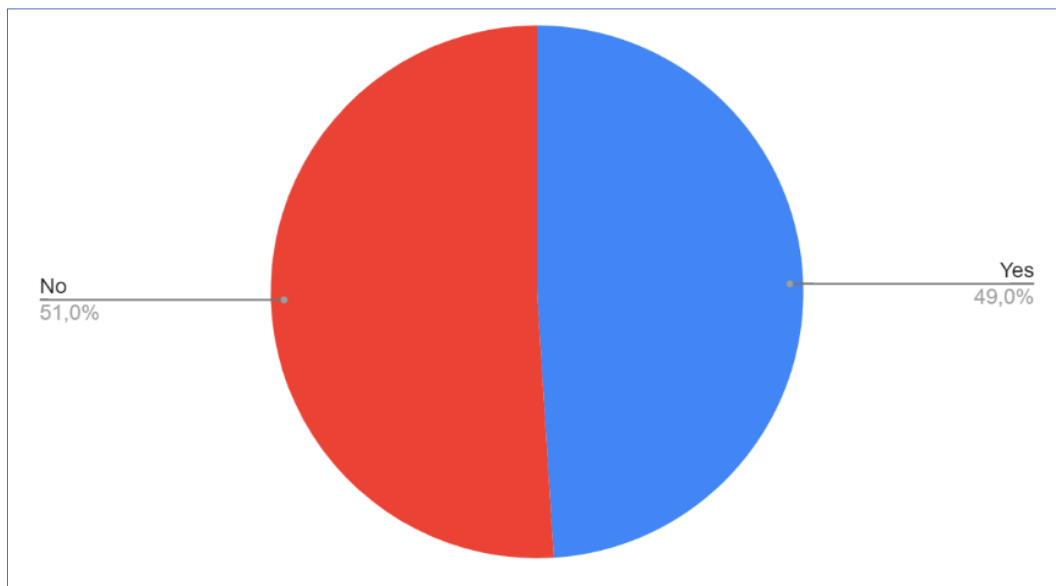


Source: *Author*

Even though 51,7 percent of respondents find that their work environment brings the best of them, still 48,3 percent of them consider that their current job doesn't bring out the best in them. From this result, it appears that employees in marketing agencies are not completely satisfied with their work. Such an attitude towards their current job undoubtedly affects their engagement at work, which can be positively and negatively influenced. If employees are not satisfied at work and do not think that it brings out the best in them, such employees will be less engaged in performing business tasks. Employees do their work much better and harder when they are encouraged than when they are criticized. Encouragement brings out the best among employees. That's why managers should treat employees with a vision if they want to get the best out of them. Encouragement and support will bring the best of employees.

The above also applies to the following chart and question ***Does your manager bring the best in you?***. It is manager who should encourage and support the employees. Criticism can hurt employees and destroy their self-confidence and self-esteem. Therefore, manager shouldn't criticize their team members, but tell him what he did specifically well, what he did best, then what he could do better and what he needs to work on, and finally what they like about him.

Chart 6. Does your manager bring the best in you?



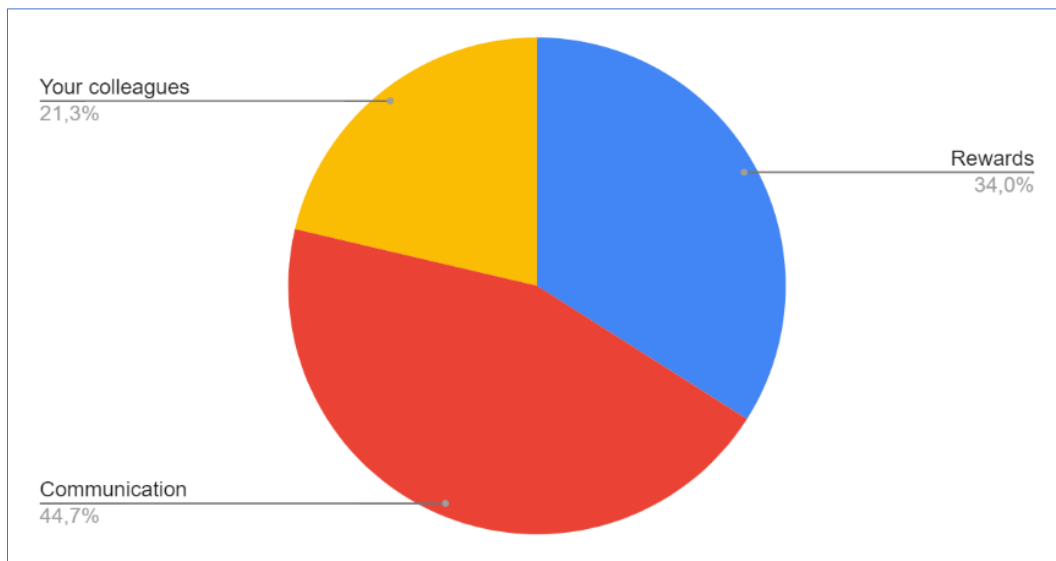
Source: *Author*

The main question in this dissertation is internal communication between employees and their management, but it is also very important to analyze their relations in general. Chart 6. shows that the situation in marketing agencies is not very positive. In other words, more respondents (51 percent) think that their manager doesn't bring the best to them. This undoubtedly affects their communication and engagement as well. When the manager does not encourage employees, communication weakens, and therefore the employee does not get the desired feedback and automatically becomes less engaged.

Chart 7. What are the limiting factors that prevent you from performing your daily tasks?

This question was open-ended, and respondents could write their own answer (answers were not offered). Respondents cite lack of time and poor communication as the biggest limiting factors that prevent them from performing their daily tasks. It is possible to find a connection between these two answers. Namely, due to poor and unclear communication, employees do not receive clear, precise and timely information and they automatically need much more time to perform some business tasks. As a result, they have too much work and too little time. All the above affects their engagement since too much pressure will automatically result in lower engagement.

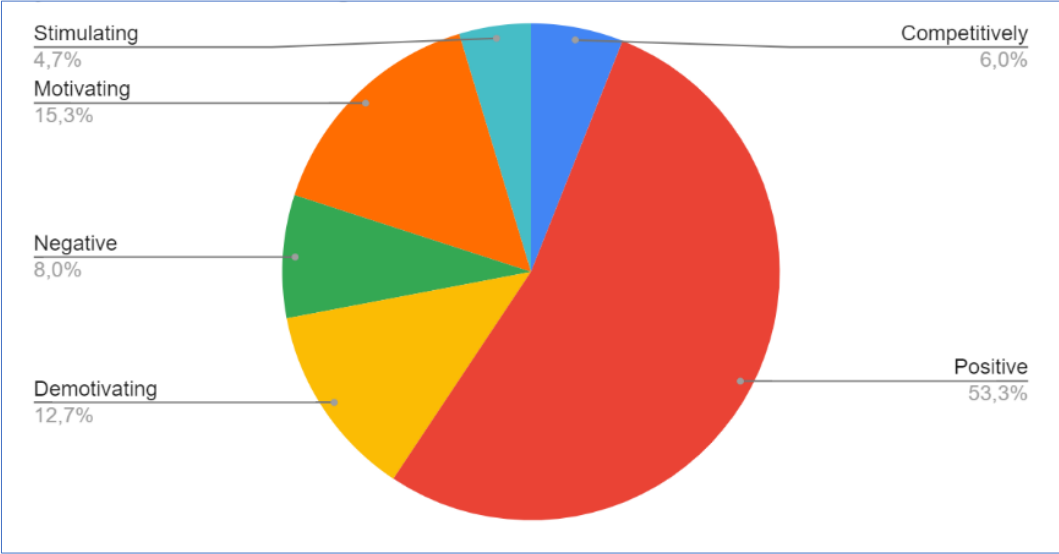
Chart 8. What factors most impact on your level of engagement at work?



Source: *Author*

Still, communication is the factor that most impacts on respondents' level of engagement at work (44,7 percent), followed by reward (34 percent) and colleagues (21,3 percent). According to these results, it is evident that communication has an extremely important place in the working environment. It is communication that, according to the respondents' answers, has the greatest influence on their engagement at work. Term *communication* here does not refer only to communication between managers and employees, but to communication within the marketing agency in general. It is possible to conclude that, in addition to clear and precise communication with the manager, which greatly facilitates the work tasks, internal communication with colleagues is also very important to the respondents, which can also facilitate the performance of daily tasks and consequently increase their engagement.

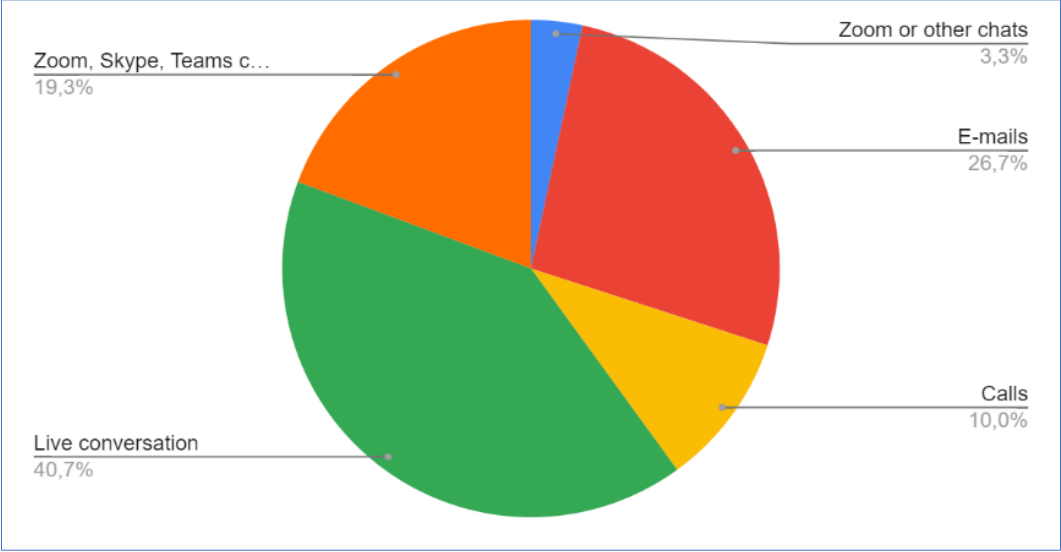
Chart 9. How would you describe the social environment within your team/whole marketing agency?



Source: *Author*

According to results presented in chart 9. it can be concluded that respondents mostly consider their social environment at workplace as positive (53,3 percent) and motivating (15,3 percent). Still, some respondents consider it demotivating (12,7 percent) and negative (8 percent) although there is a smaller percentage of them. A positive work environment promotes employee well-being, productivity and growth. To achieve this, it is necessary to create good work practices, organizational values with which employees can identify, an atmosphere that provides support and a work culture of mutual trust. A positive work environment implies that employees feel safe at work, that their knowledge, effort and progress are valued, and that everyone strives to achieve a common business goal, while respecting all the rules of the profession. Only under such conditions will people work at their best. If a positive and stimulating work environment prevails in the workplace, then it directly affects employee engagement. The responsibility for creating a positive environment lies primarily in the hands of management.

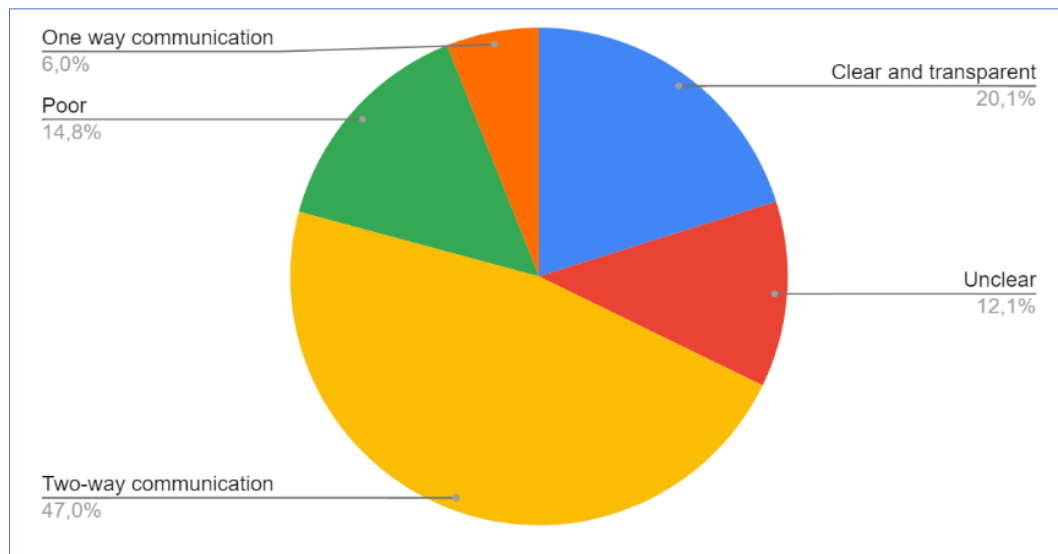
Chart 10. The most used tools of communication in your agency?



Source: *Author*

Chart 10. shows the most used tools of communication in marketing agencies. Although communication methods have changed and modernized, especially after the corona virus epidemic, still the largest number of agencies (40,7 percent) use live conversation as main tool of communication, followed by e-mails (26,7 percent) which is expected as an official way of communication, and different platform for calls and video - zoom/skype/teams (19,3 percent). Calls use 10 percent of respondents and the smallest number of respondents (3,3 percent) use chats for communication inside agencies.

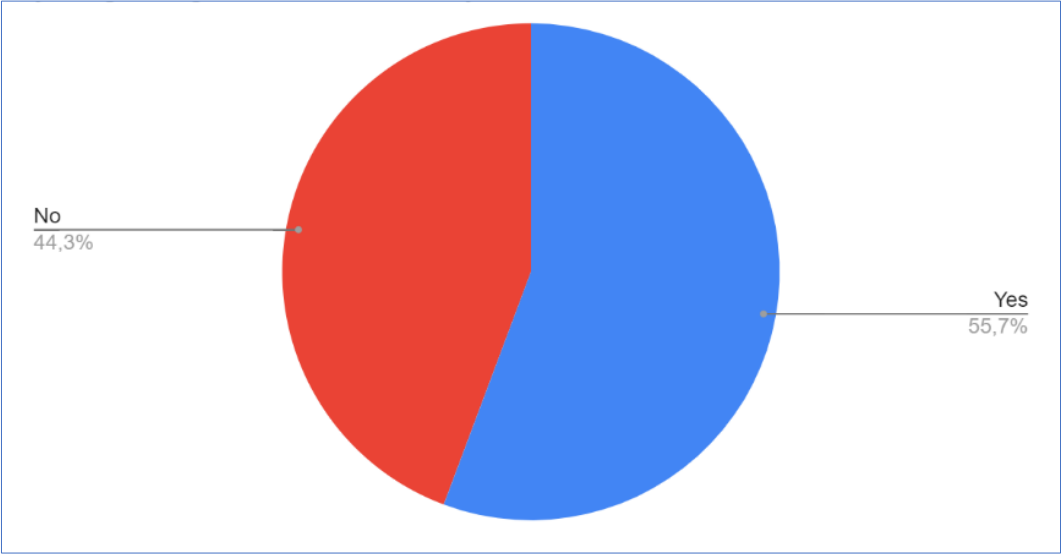
Chart 11. How would you describe communication in your marketing agency?



Source: *Author*

Chart 11. and chart 12. are focused on internal communication in marketing agencies. While chart 11. represent general communication inside agency (with all members), chart 12. is focused only on communication between employees and management. Based on results presented in chart 11. it can be concluded that marketing agencies mostly use two-way communications (47 percent). Also, 20,1 percent of respondents consider communication in their marketing agency as clear and transparent. Still, some respondents consider that their marketing agency has poor (14,8 percent) and unclear (12,1 percent) communication. Only 6 percent of respondents consider that communication in their marketing agency is one-way oriented. Although communication, by definition, should always be two-way, because there is always an interaction between the one who sends the message and the one who receives it, sometimes this kind of indirect interaction is declared as one-way communication. This is often case within organizations or companies where various given instructions and orders for which feedback is not expected. It is only expected to follow them.

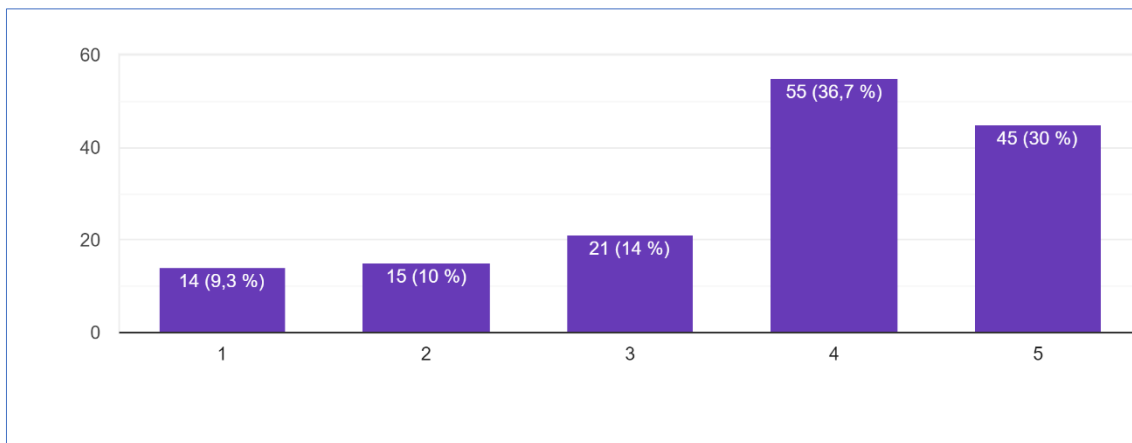
Chart 12. Is communication with your manager clear and transparent? Are you getting all the necessary information?



Source: *Author*

When it comes to communication of employees with their leader, results presented in chart 12. show that 55,7 percent of respondents consider their communication with managers clear and transparent and that they are getting all the necessary information. Still, there is a high percentage (44,3 percent) of respondents that consider that they are not getting all the information, and that communication is not good. Such a development in the situation is certainly not good for the employee-manager relationship, and consequently the engagement of the employee as well as the performance of work. Employees who do not receive all relevant information from their managers spend more time performing tasks, and often are not even in the mood to perform their work.

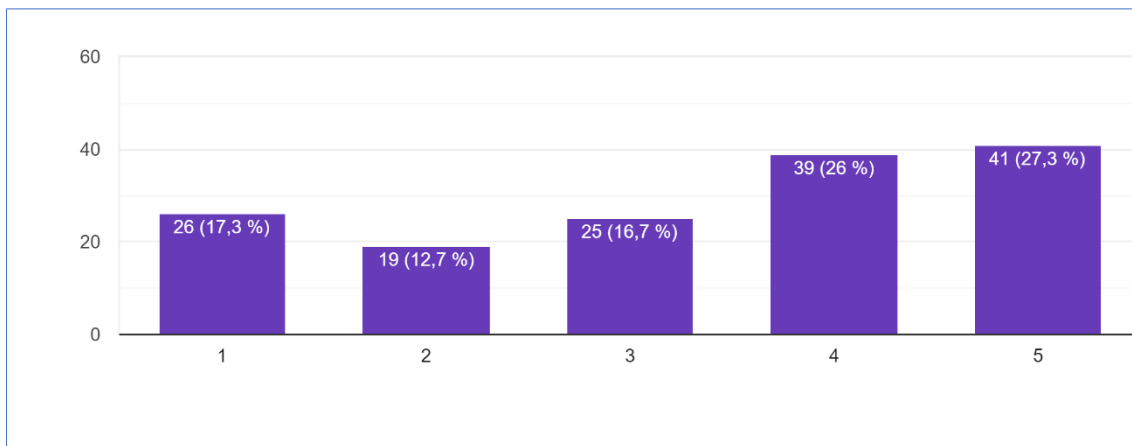
Chart 13. How satisfied are you with the communication between your team members?



Source: *Author*

On chart 13. results on communication between team members are presented. Results on chart 11. has shown that most respondents use two-way communication in their marketing agencies. But that were results overall, with all the members. Here they are presented only between team members (and not managers). Based on results presented, it can be concluded that most respondents consider that communication is very good (66,7 percent in total). Communication within team members is called horizontal communication. It is type of communication that takes place between employees, between departments and colleagues in the organization or company to help them share information, coordinate tasks and solve problems. Unlike communication between management and employees, this type of communication is in most examples two-way communication since all employees participate equally in communication progress and have equal power to influence problem solving or decision making.

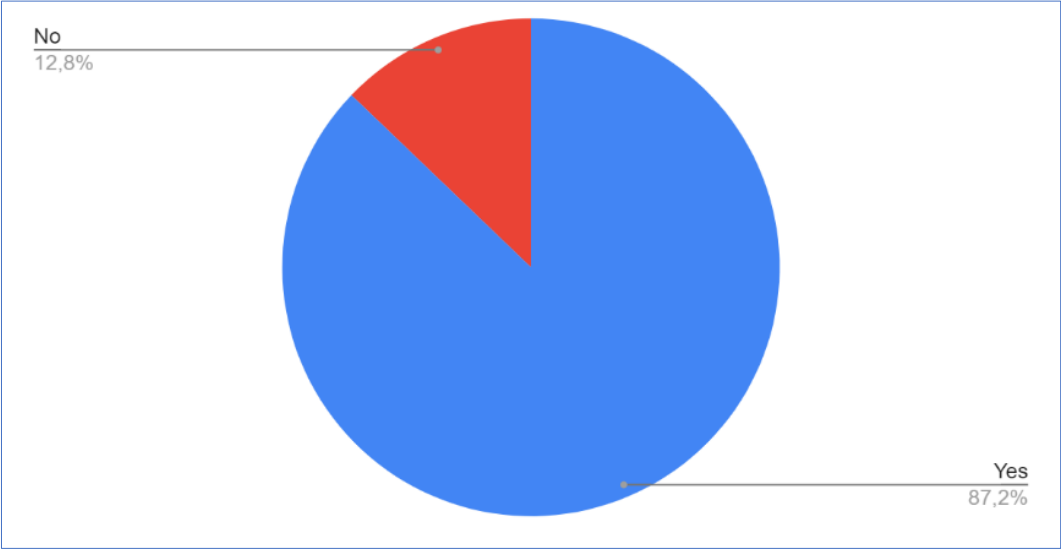
Chart 14. How satisfied are you with the communication with your leader?



Source: *Author*

On other hand, chart 14. shows results on how satisfied employees are with communication with their leader (manager). Here the situation is a little bit different. Even though most respondents consider their communication with their leader very good (53,3 percent), 17,3 percent of them consider it very bad (grade 1). This can be related to chart 12. which has shown that 55,7 percent of respondents believe that they have good communication with the manager, and they are getting all the relevant information. In marketing agencies, whose respondents answered with the lowest rating, downward communication is probably used between management and employees. It is kind of communication that goes directly from the management to the employees, tasks are transferred to employees, but no feedback is expected in return. In this case, it is one-way communication, where messages go only in one direction and leave no opportunity for the recipient to react.

Chart 15. Does clean and transparent communication with your manager affect your engagement at work?

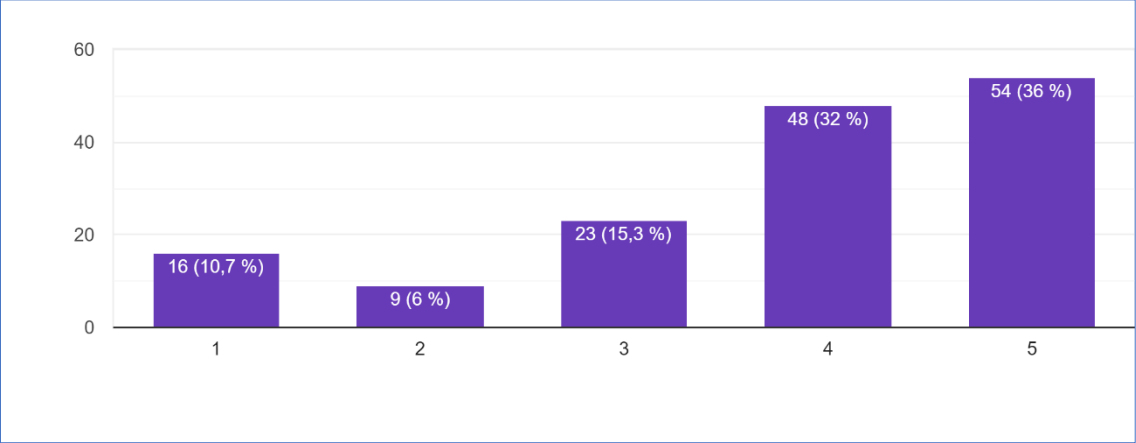


Source: *Author*

Chart 15. answers the main question of this doctoral dissertation: *Does clean and transparent communication with your manager affect your engagement at work?* Even 87,2 percent of respondents answer that communication with their manager affects their engagement at work. It has already been mentioned several times, and this chart confirms that internal communication significantly affects the quality of the performance of work tasks. It is important that internal communication is as successful as possible because it improves employee’s efficiency and engagement. Successful internal communication serves to ensure that all important information about business, organization or company comes to employees directly and on time through the manager-employee line. It is important that all employees are familiar with situations related to their work and the organization or company in which they work. Clear and precise internal communication increases the work efficiency and engagement of employees. On the other hand, with clear internal communication the chances of misinformation circulating among employees are reduced.

How information travels within the agency will be analyzed in the next few charts.

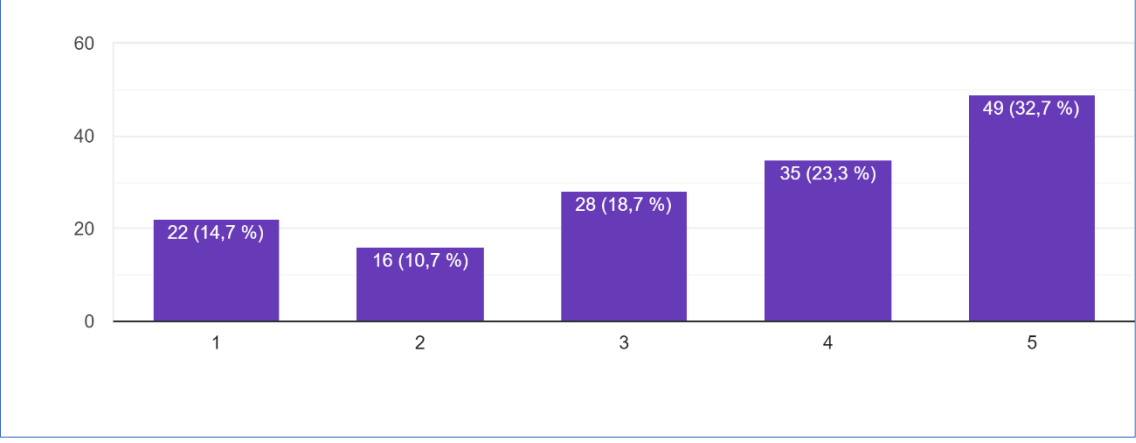
Chart 16. How satisfied are you with the media used for communication?



Source: *Author*

The earlier chart 10. showed which media are most used for communication in marketing agencies. Based on those results, the chart shows how satisfied respondents are with the media that they use in agencies for communication. Based on presented results, it can be concluded that 68 percent in total (grades 4 and 5) are very satisfied with the media used, while 10,7 percent of them are not at all satisfied.

Chart 17. Rate the usefulness of the information you receive from the manager.

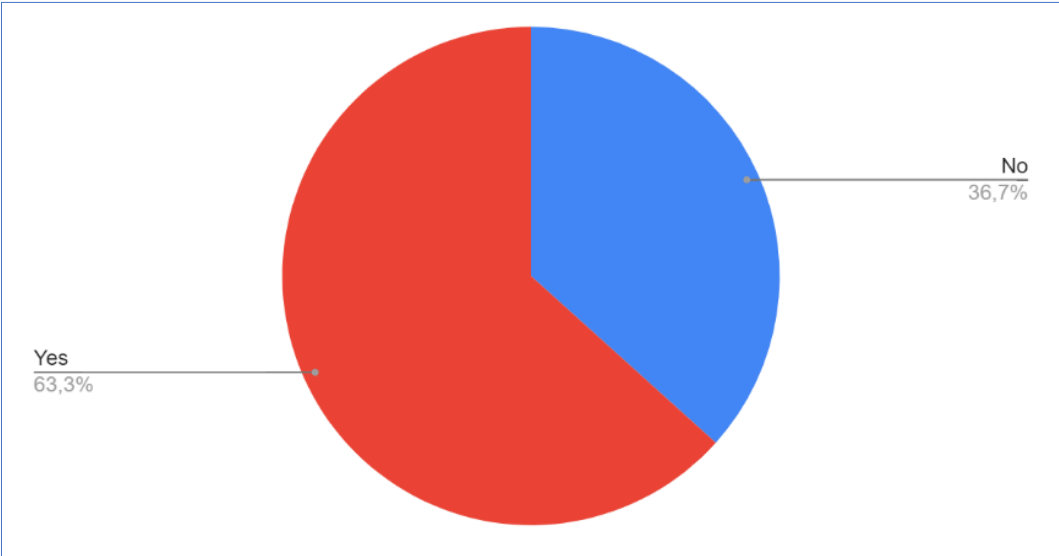


Source: *Author*

Situation is a little bit different when it comes to communication with the manager. There are still more respondents that are satisfied (23,3 percent) and very satisfied (32,7 percent) with the usefulness of the information they receive from the manager and 25,4 percent of those who are not satisfied. This can be attributed to the fact that those respondents who are not satisfied with the usefulness of the information they receive from the manager are also employees who are

less engaged at work since poor and unclear communication with the manager affects their engagement. When a manager fails to communicate effectively, employees feel confused, uninformed or neglected. Bad internal communication is one of the biggest problems in the workplace. Failure to recognize employee requirements, inability to give clear instructions and failure to find time to talk with employees are characteristics of poor internal communication that ends in reduced employee engagement at the workplace.

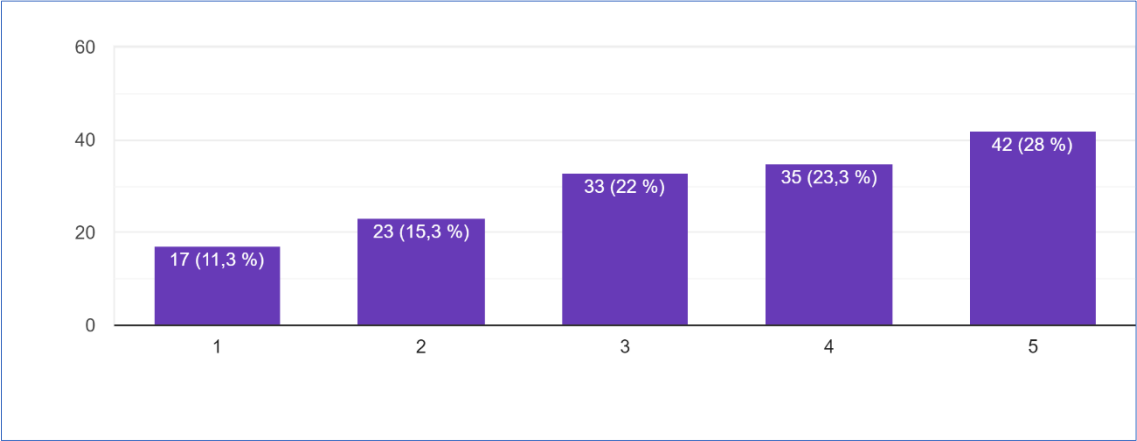
Chart 18. Are you satisfied with the amount of time you spend on formal communication?



Source: *Author*

Results presented in Chart 18. show that respondents are generally satisfied with the amount of time they spend on formal communication at work, 63,3 percent of them, while 36,7 percent answered that they are not satisfied with the amount of time you spend on formal communication. It is possible to assume that respondents who are not satisfied are employees who do not get all the useful information from their manager. However, regardless of the results, here it is impossible to draw a concrete conclusion about internal communication between management and employees, given that formal communication refers to communication among all employees in marketing agencies and not only with managers.

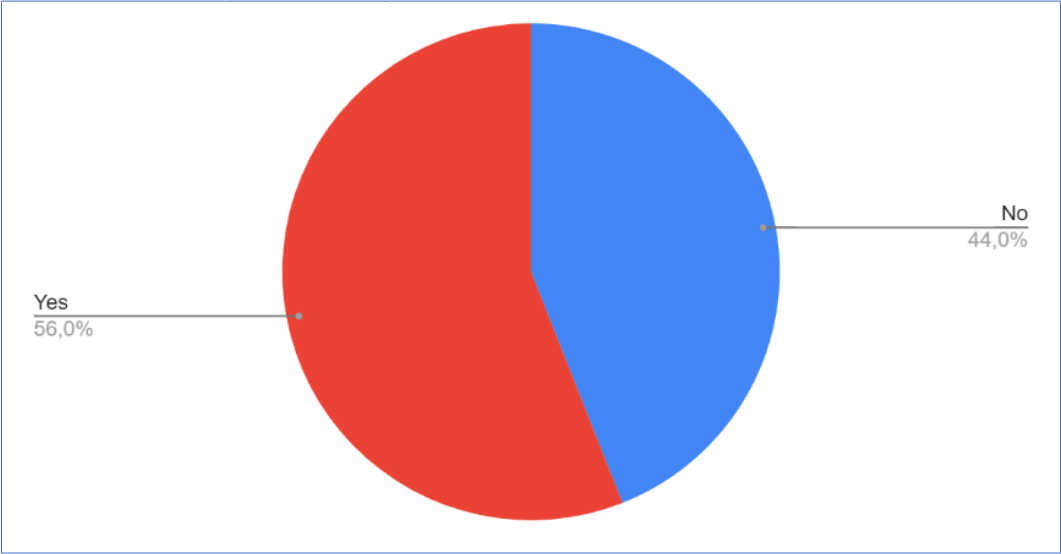
Chart 19. Rate your satisfaction with the information received important for performing work on time.



Source: *Author*

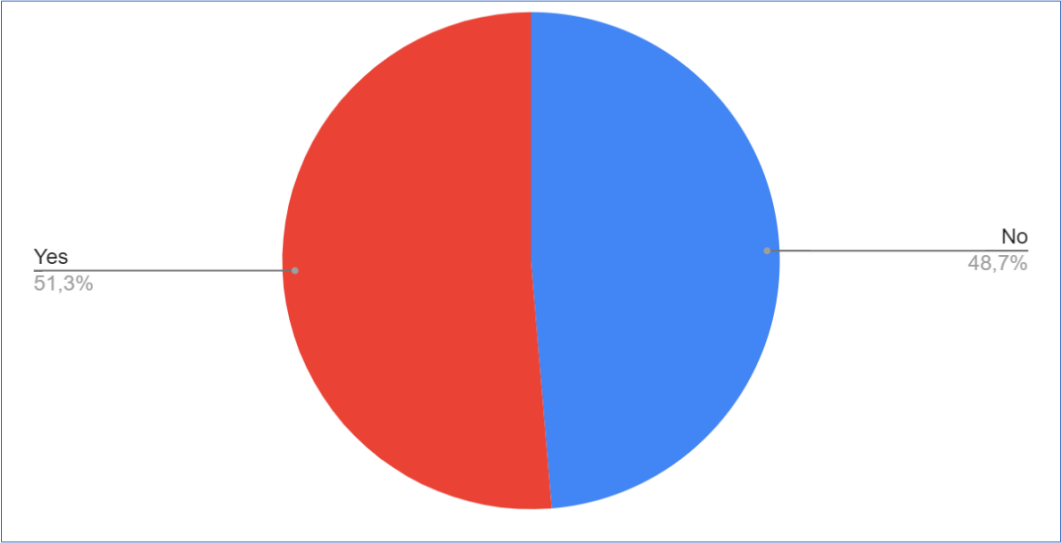
Unlike question in Chart 17., this chart analyzed satisfaction of the respondents with the received information important for performing their work on time. This does not apply only to managers, but to the marketing agency. It can be concluded that respondents are generally satisfied with the information they receive, which is important for performing work on time. Still, 22 percent of them are neutral and 26,6 percent of them think they are not getting all the relevant information.

Chart 20. Are you satisfied with how FAMILIAR your superiors are with the problems you face at work?



Source: *Author*

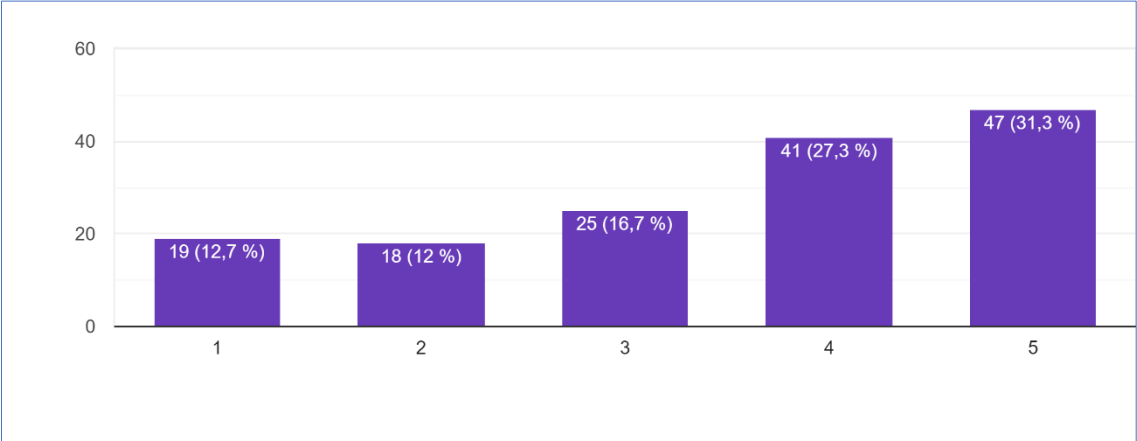
Chart 21. Are you satisfied with how much your superiors UNDERSTAND your problems?



Source: *Author*

Chart 20. and 21. show that more respondents consider that their managers are familiar with the problems they face at work (56 percent) and understand their problems (51,3 percent) than those who do not consider it. These results can be related to the results on chart 12. which has shown that there are more respondents that consider that they have clear and transparent communication with their managers and are getting all the necessary information. Based on clear and transparent communication, their managers are familiar with their problems and understand them. When the relationship is like that, full of understanding, the internal communication between the manager and the employee is automatically better, and thus engagement at work also increases.

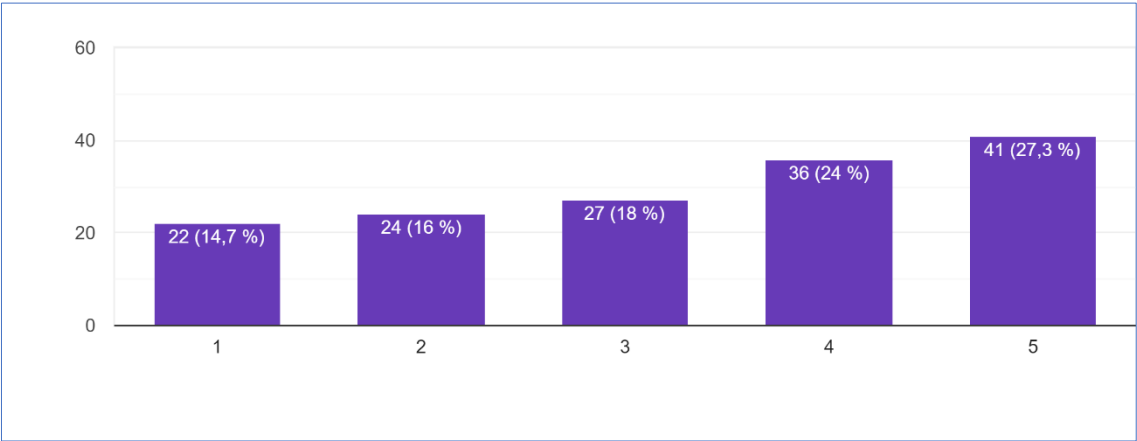
Chart 22. How satisfied are you with the information about the achievements of your marketing agency?



Source: *Author*

Chart 22. shows that the respondents are generally satisfied with the information about the achievements of their marketing agencies (58,6 percent). For the respondents who are not satisfied, we can assume that they maybe work in the departments that are more isolated, so the information reaches them harder. As an example of the above-mentioned, it is possible to cite the IT department. Quality internal communication is very important for employees to know the bigger picture or organization or company, the purpose of why something is done in a certain way, as well as who does it. Exchange of opinions and respect for different points of view is what stands out in the corporate climate of organizations or companies that embrace such a way of internal communication. In this way, employees know that their work contributes to the company's success, which also affects their engagement. When employees know that their work contributes to the company's success, they are more engaged, motivated and dedicated to their work.

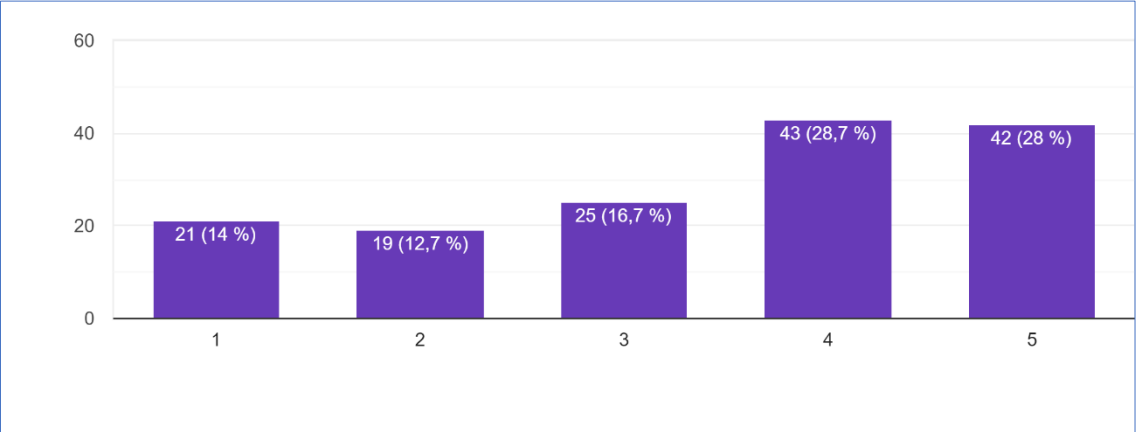
Chart 23. How satisfied are you with the way communication in the marketing agency encourages you to achieve organizational goals?



Source: *Author*

Based on results presented in Chart 23., it can be concluded that respondents are not very satisfied with the way communication in their marketing agency encourages them to achieve organizational goals. Yes, 51,3 percent of them answered that they are satisfied and very satisfied, but still there is high percentage of those who are not satisfied. For this reason, marketing agencies would have to develop a communication strategy in which they clearly communicate business goals to the employees. Namely, for communication strategies to be successful, organizational goals should be clearly defined and communicated, but also measurable and achievable within the desired time frame. The role of management is, in addition to planning organizational strategy and goals according to the needs of the marketing agency and the best way to achieve them, timely and clearly communicate these goals to employees. In this way, employees will be aware of their role and importance in the marketing agency, which will consequently have a positive effect on their engagement.

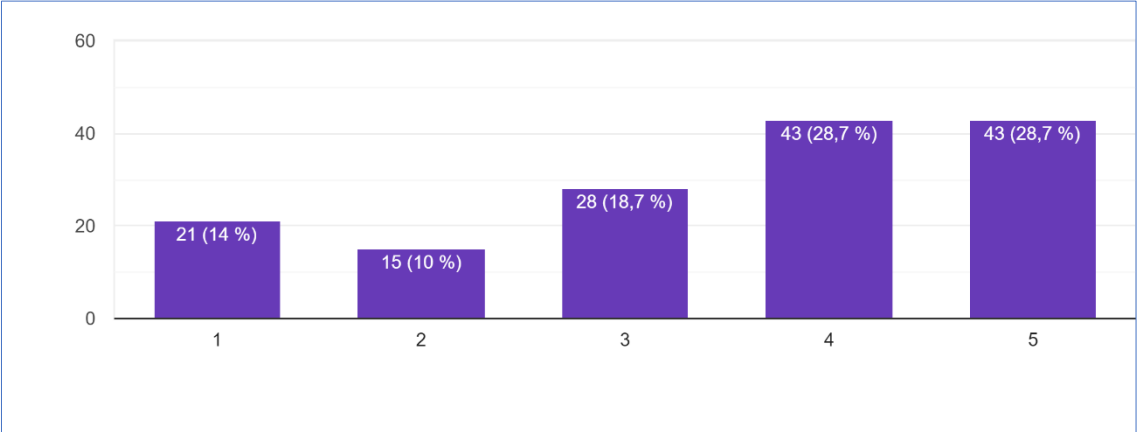
Chart 24. Rate your satisfaction with how much communication in the marketing agency promotes organizational values.



Source: *Author*

Chart 24. shows that respondents are generally satisfied with how much communication in their marketing agency promotes organizational values (56,7 percent). It is already mentioned that successful internal communication is crucial for every organization or company, or in this case marketing agency, because good internal communication is the point of better relations within the business environment. When it comes to organizational values, promotion of them should be one of the main jobs of management. Managers’ constant effort should be focused on acceptance of these organizational values by all members of the organization or company. To achieve this, it is necessary that communication is at a high level and organizational values clearly and timely communicated to the employees.

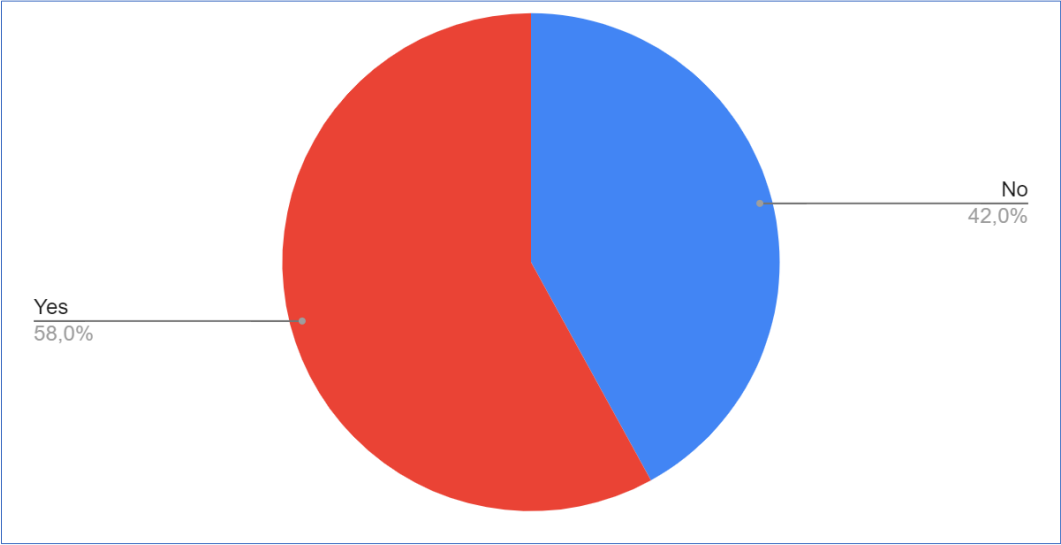
Chart 25. How satisfied are you with the information you received about the work regulations?



Source: *Author*

Results presented in Chart 25. show that respondents are generally satisfied with the information they received about the work regulations (57,4 percent of them). Today, employees are more aware of their rights and opportunities, so in addition to salary, the possibility of advancement, working environment and days off play a big role for them. This undoubtedly affects their engagement at work. If they don't know work regulations and if these rights are not respected, employees will be less engaged. In other words, if marketing agency does not give them everything they deserve, they will be less ready to help the marketing agency in achieving its business goals. The importance of a transparent relationship is key to the success of any organization or company, as well as marketing agencies.

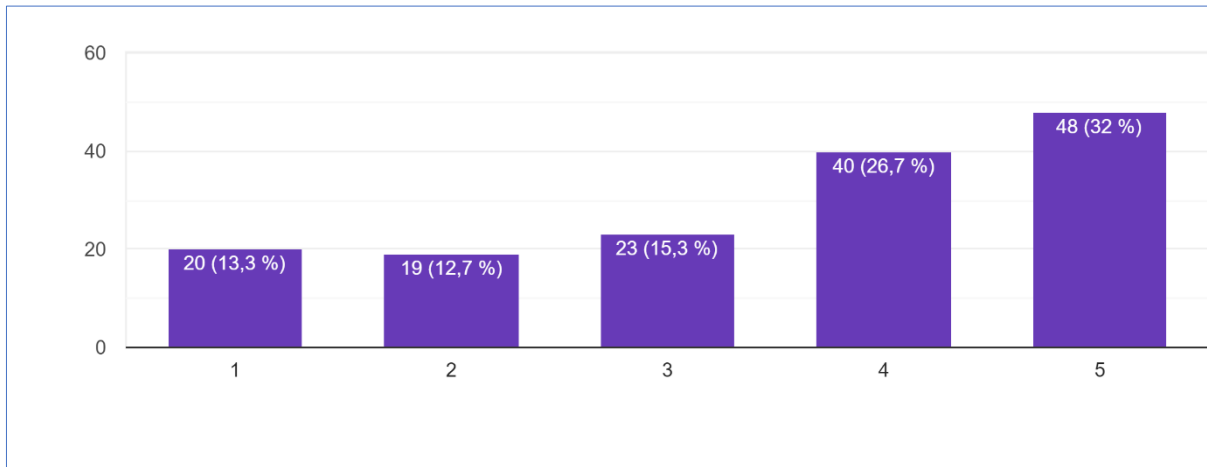
Chart 26. Are you satisfied with the way communication in the marketing agency helps you feel an important part of it?



Source: *Author*

Based on results presented in Chart 26., it can be concluded that more than half respondents (58 percent) are satisfied with the way communication in their marketing agency helps them feel an important part of it. Still, the percentage of respondents who answer yes is only slightly higher than those who answered no. That’s why, based on these results, it is impossible to evaluate and conclude the way communication in the marketing agencies helps their employees to feel an important part of it. It can only be assumed, based on the results, that they are generally satisfied, but there is still room for improvement. Employees want to get feedback of their work, otherwise they feel unimportant. The feeling of unimportance leads to confusion and a kind of disengagement, which is not management goal.

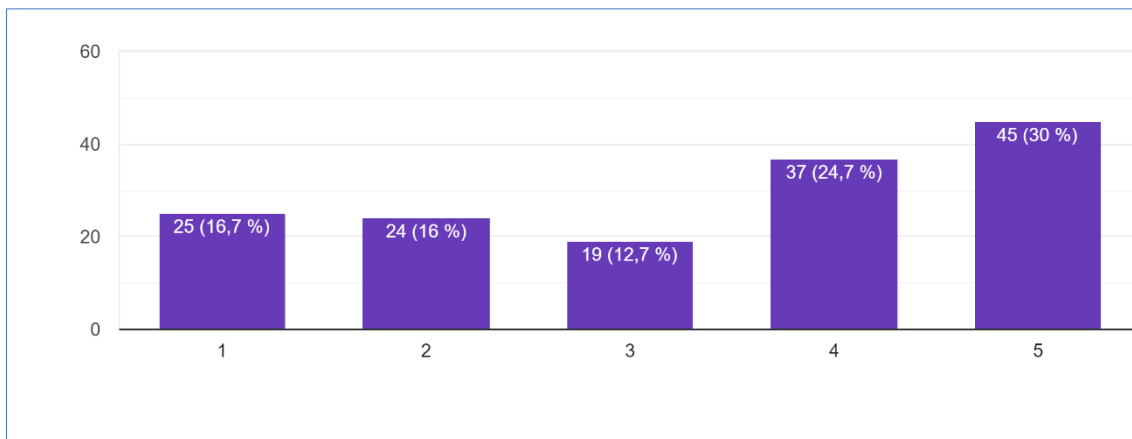
Chart 27. Rate your satisfaction with the information about how much you contribute to joint success.



Source: *Author*

Chart 27. shows that 58,7 percent of respondents are satisfied with the information about how much they contribute to joint success of their marketing agency. This is very important, given that satisfied and engaged employees show a higher level of work efficiency, which through various factors has a positive impact on the entire organization and in this case marketing agencies. Employees' satisfaction and engagement are an indicator of the organizations or company in which quality work largely depends on the employees who perform that work. When employees know that they contribute to joint success, they will be more engaged because that confirms their success and primarily satisfies their needs for achievement, status, professional and personal development. Focusing on the benefit of the organization, and not just on their own benefit, makes employees equally dedicated to the achievement of their individual as well as organizational goals.

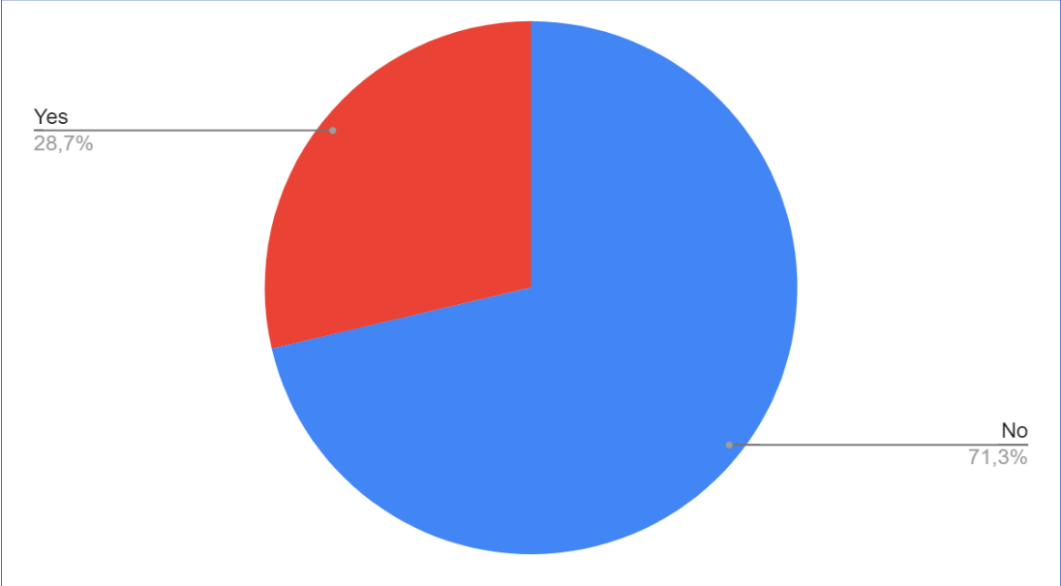
Chart 28. How satisfied are you with the feedback on how you do your job?



Source: *Author*

Chart 28. shows that even though 54,7 percent of respondents are satisfied with the feedback on how they do their job, there are still lot of employees who rate the concept of feedback very poorly. Giving feedback on a regular basis is very important for the engagement of employees. It can be positive or negative. Giving positive feedback is extremely important to keep a person doing what they do well. It is important to be honest and give praise only when it is deserved. Along with the positives, it's always good to list areas of potential growth and progress. On other hand, giving negative feedback can be an unpleasant experience for both the giver and receiver of the information. When providing this type of feedback, it is important for managers to show empathy. Also, it is necessary to redirect the focus on behaviors that can be changed, to clarify unwanted behaviors and the potential negative consequences they can cause. Giving feedback, if given properly, makes internal communication richer, with added value between manager and employees. Good feedback is crucial for successful business and maintaining good relations.

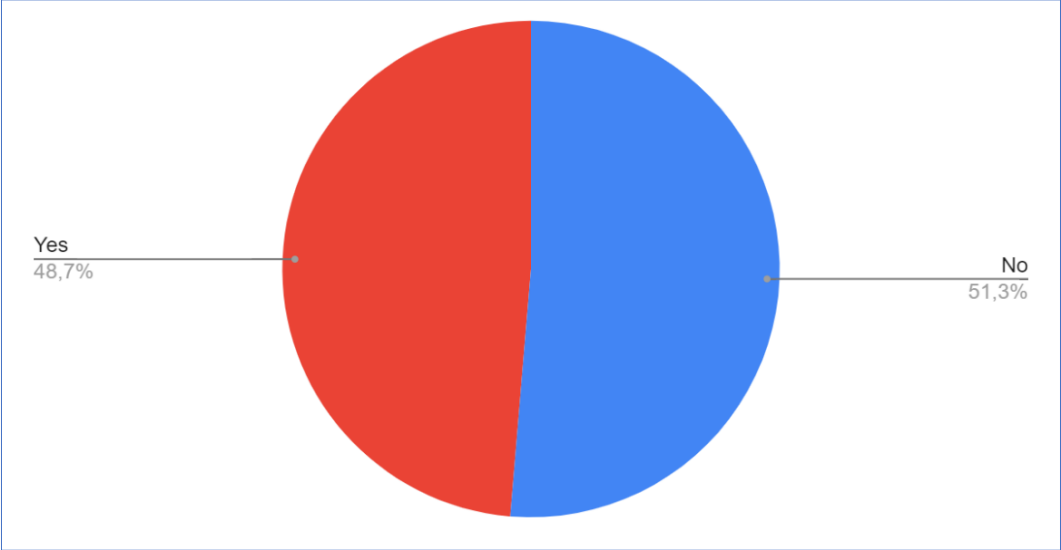
Chart 29. Are there rewards/incentives for collaborating?



Source: *Author*

Results presented in Chart 29. show that only in some marketing agencies are there rewards or/and incentives for collaborating. In other words, collaboration is part of everyday work and there are no special conditions for it. Still, it is possible to assume that the absence of rewards also negatively affects employee engagement. Perhaps in the opposite case, it would lead to stronger employee engagement but, based on these results, it is just an assumption, and it is impossible to draw a concrete conclusion.

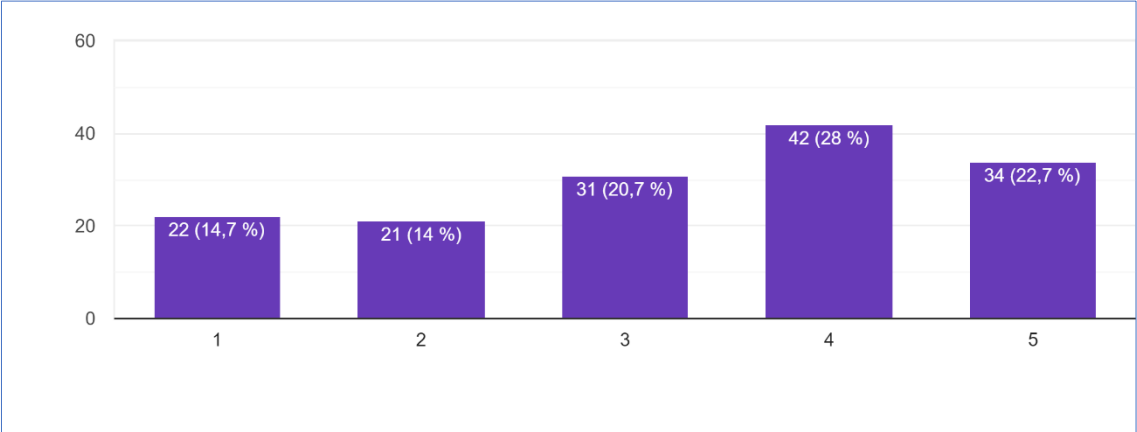
Chart 30. Do you get all the relevant information about your performance?



Source: *Author*

Chart 30. shows that 51,3 percent of respondents don't get all the relevant information about their performance. The stated results lead to the conclusion that there is still a lack of feedback in marketing agencies. Although it has already been emphasized how important feedback is for employee engagement, it is, unfortunately, still more an exception than the rule in marketing agencies. If employees do not receive clear and timely information about their work, they will not be engaged to perform better. Employees will have the feeling that their work is not appreciated enough what is not good for employees' engagement or for the overall business of the marketing agencies.

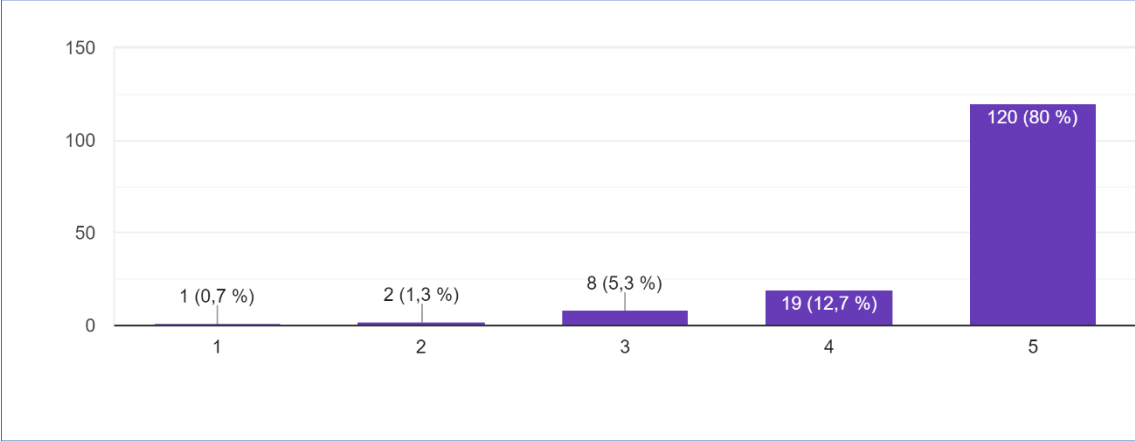
Chart 31. How satisfied are you in general with the overall flow of information within the company?



Source: *Author*

To the question *How satisfied are you in general with the overall flow of information within the company?* it is impossible to give a unique answer. Namely, the respondents are split in half on this question. Half of them think that information circulates well within their agencies, while the other half does not think so. Based on such answers, it is possible to conclude that it depends on agency to agency and is not applicable to all marketing agencies in total.

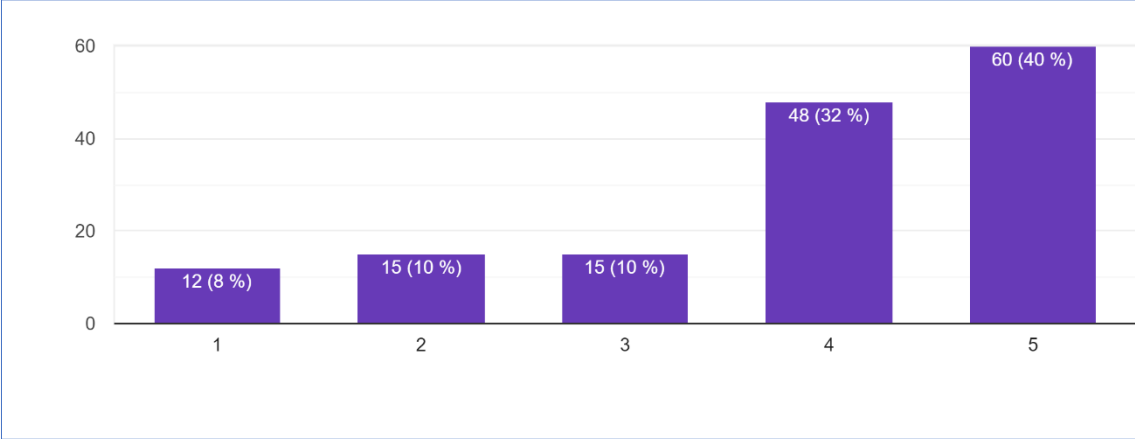
Chart 32. Effective feedback is an important element of (two-way) communication.



Source: *Author*

Chart 32. convincingly shows that 80 percent (92,7 percent) of respondents consider that effective feedback is an important element of (two-way) communication. In the communication process feedback represents a certain effect that kind of information can have. Feedback represents the connection between managers and employees, which is the most important assumption to achieve organizational goals. Effective feedback, also, is a very important factor for an employee’s engagement because it involves them in the business process, giving him a sense of participation and acceptance.

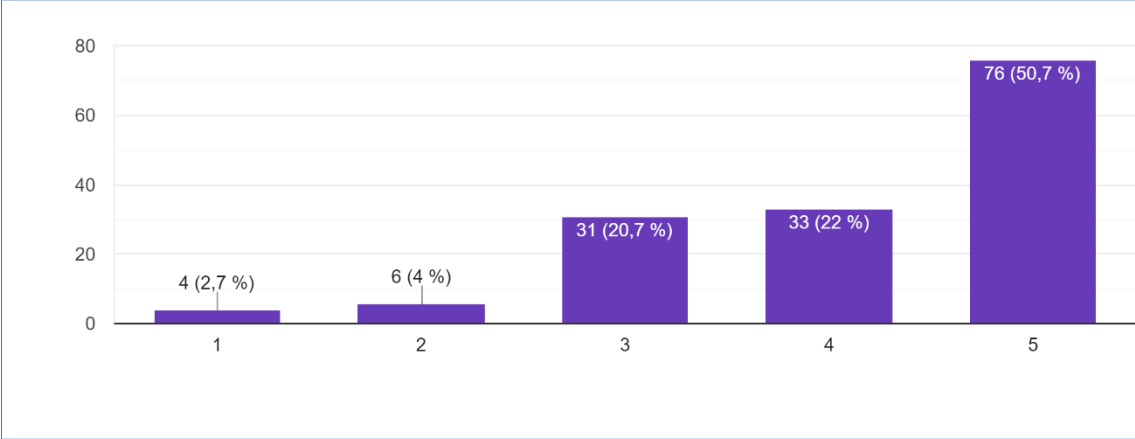
Chart 33. I am engaged in the work in which I am currently employed.



Source: *Author*

Chart 33. shows that 72 percent of respondents are engaged in the marketing agencies in which they are currently employed. Although some elements, such as poor and unclear internal communication, may negatively affect employees’ engagement, respondents who participated in the research are mostly engaged employees.

Chart 34. The loss of my engagement is affected by untimely and unclear presentation of work tasks.

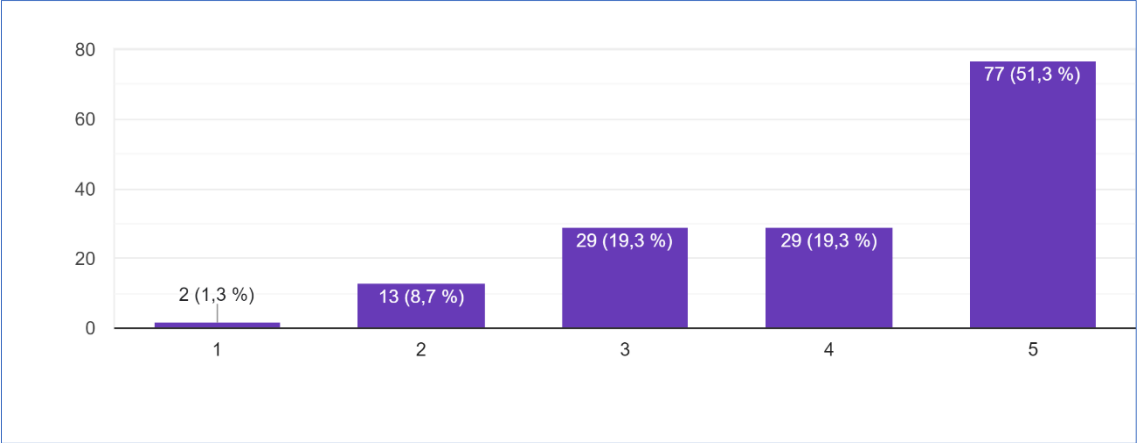


Source: *Author*

Chart 34. shows that 72,7 percent of respondents consider that the loss of their engagement is affected by untimely and unclear presentation of work tasks. This was the main question of this dissertation. This chart once again shows that when employees are not getting clear and transparent information about their work and tasks, the result is loss of engagement. With clear

communication, when employees know what their job is, they are automatically more engaged and more willing to work well and achieve business goals.

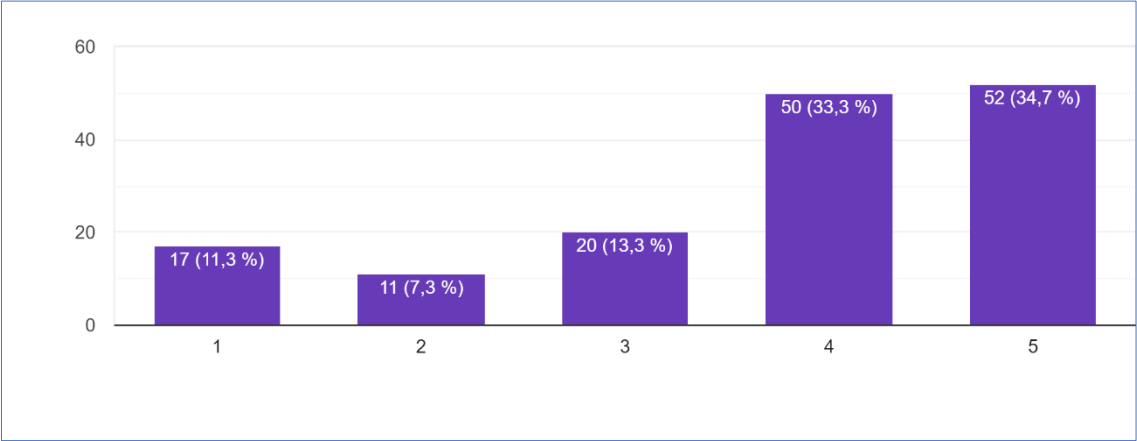
Chart 35. My engagement is significantly reduced by low-quality internal communication



Source: *Author*

Results presented in Chart 35. show that 70,6 percent of respondents confirmed that their engagement is significantly reduced by low-quality internal communication. Although the research previously showed that the respondents answered quite heterogeneously with questions about internal communication within the marketing agency, about the information they receive about changes in the agencies, about the consequences of poor work performance, about feedback they receive, etc. But it is certain that all of them cause poor internal communication which results in low engagement.

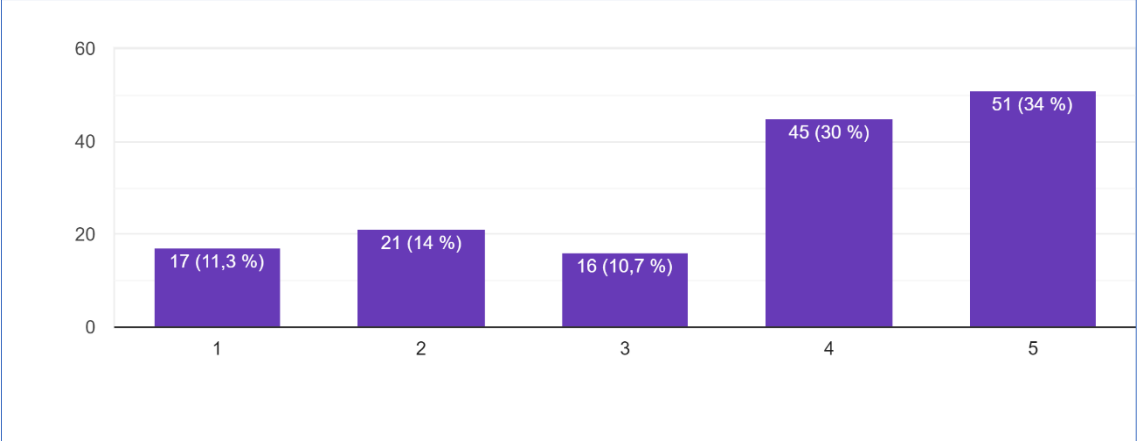
Chart 36. I am clear about the meaning of the work I perform and why the work tasks I perform should be completed.



Source: *Author*

Chart 36. show that respondents (68 percent) are clear about the meaning of the work they perform and why the work tasks they perform should be completed. It should be noted that this is not the result of the employees’ relationship only and exclusively with their managers, but the fact is that they are generally aware of their work role. Good internal communication with their superiors can additionally help them to get jobs done more accurately and quickly, but the fact that they are aware of meaning of the work and the work tasks should not be attributed only to the relationship with managers, but to their job description in general.

Chart 37. I can openly express my opinion, suggestions and ideas to my superiors.

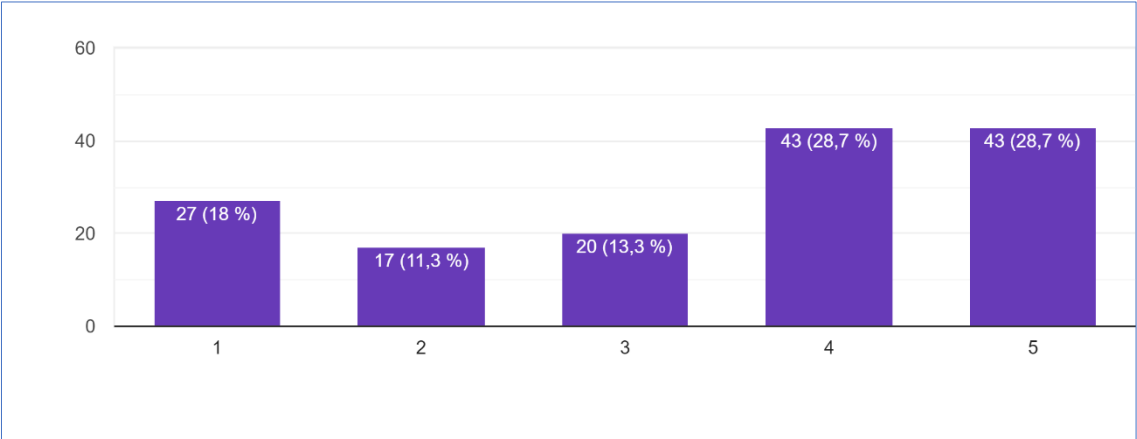


Source: *Author*

Based on results presented in Chart 37. It can be concluded that 64 percent of respondents consider that they can openly express their opinion, suggestions and ideas to their superiors.

But, on other side, results in following Chart 38. Show that, although employees can express their opinion, suggestions and ideas, 57,4 percent of them think that their superiors consider that opinions, suggestions and ideas. The number of those who do not think that their superiors consider their ideas has also increased (29,3 percent).

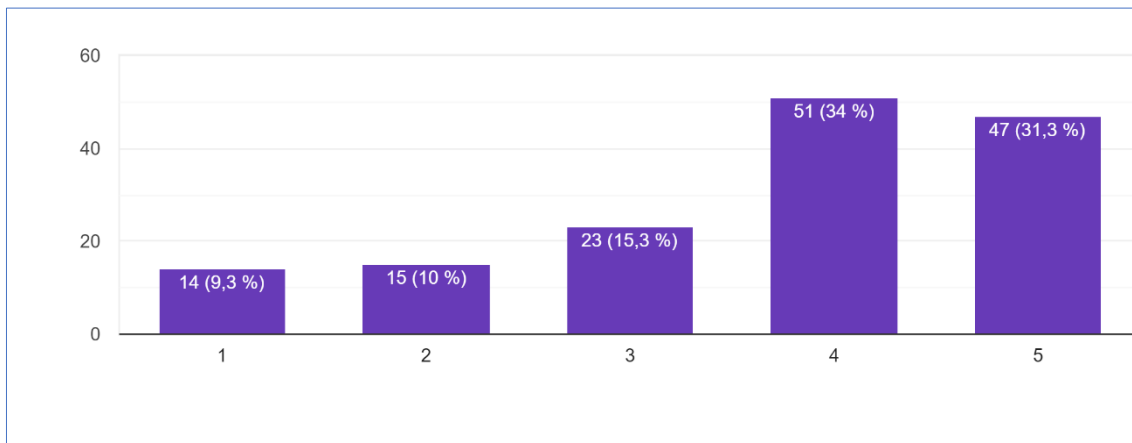
Chart 38. I believe that my superiors consider my opinions, suggestions and ideas.



Source: *Author*

It is possible to conclude that managers in marketing agencies must pay more attention to the ideas of employees. It is not enough to just listen to employees' ideas and suggestions; it would be useful to take them into account and begin to follow them.

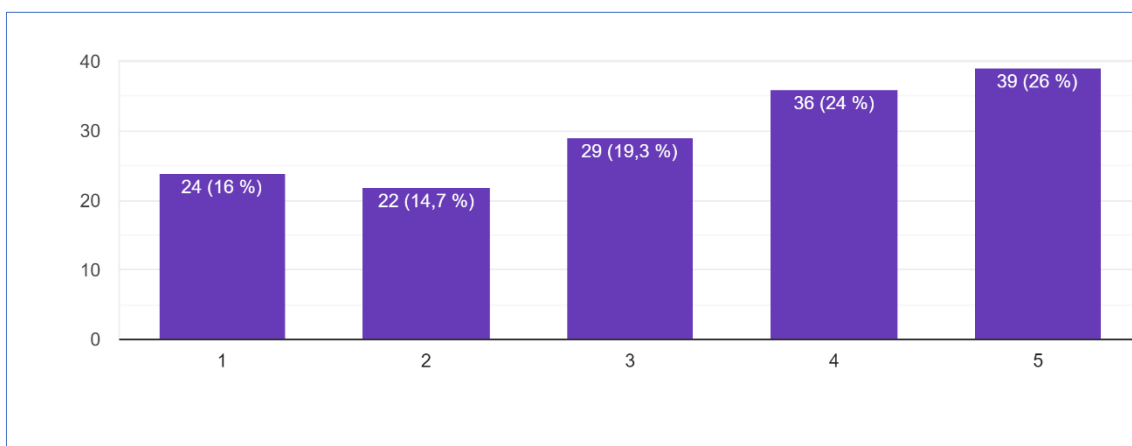
Chart 39. What motivates me the most in the work I do is when the managers accept the ideas and suggestions of the employees.



Source: *Author*

Continuing the results in the earlier Chart, the next Chart 39. shows the importance of the manager applying the ideas and suggestions of the employees. 65,3 percent of respondents answered that they are very motivated when the managers accept their ideas and suggestions. If we know that employee engagement is based on a positive working environment in which employees can actively express themselves, when managers accept the ideas and suggestions of the employees, they will automatically be more engaged.

Chart 40. The criticism that my colleagues and I receive from superiors is constructive

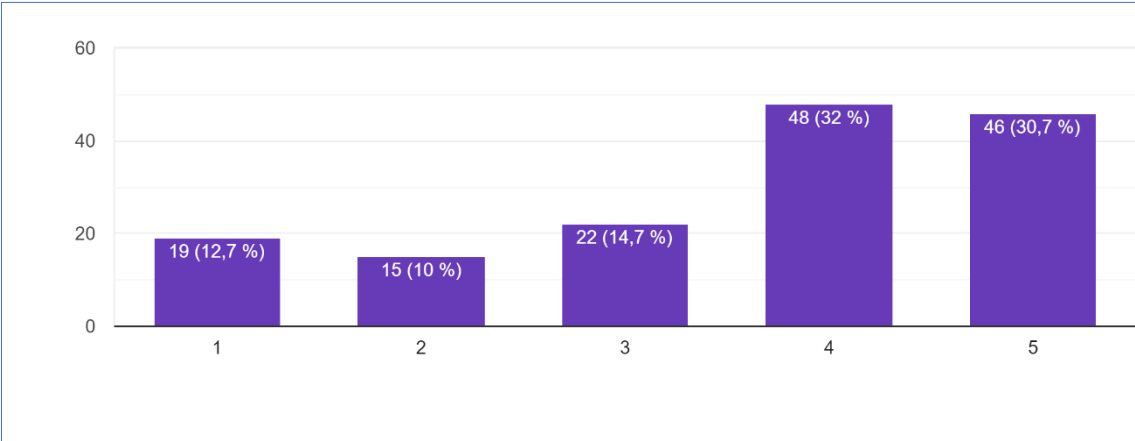


Source: *Author*

A large percentage of employees whose managers do not listen to their ideas and suggestions lead to poor feedback from the manager. In other words, Chart 40. shows that half of the respondents consider that the criticism that their colleagues and they receive from their

managers isn't constructive. Managers should be more focused on constructive feedback since it gives good guidelines for positive changes. Unlike negative criticism, which focuses only on the problem and offers no options for repair, constructive criticism provides very specific and practical ways to improve the current situation. Managers with constructive feedback guide employees towards solutions or improvements, better work environment, and consequently increase engagement.

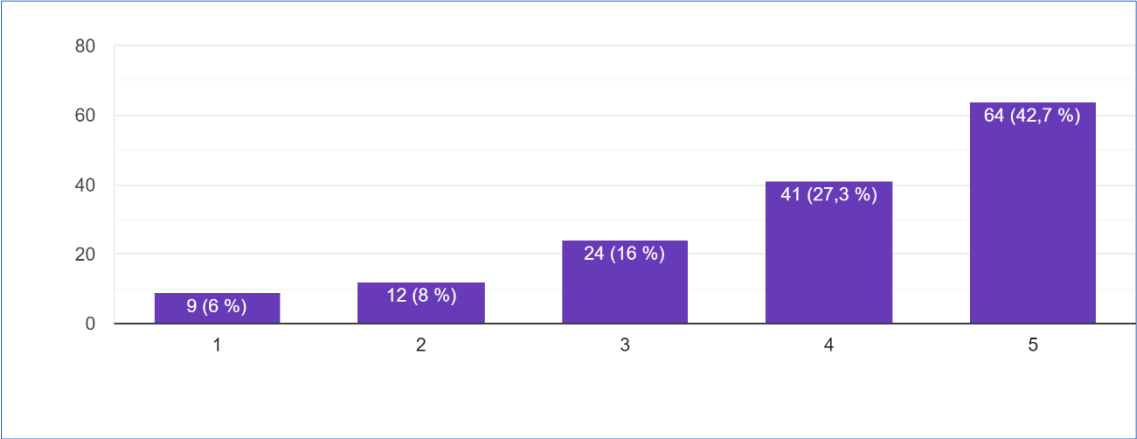
Chart 41. I believe that my colleagues consider my opinions, suggestions and ideas.



Source: *Author*

Chart 41. shows that 62,6 percent of respondents believe that their colleagues consider their opinions, suggestions and ideas. Here it is important to note that this applies to colleagues in general, and not only to superiors. It is still possible to conclude that the respondents work in a positive environment in which their voice is heard (also by their managers. They are also colleagues), but it can be assumed that the situation would have been different if the question was related to their relationship only with managers.

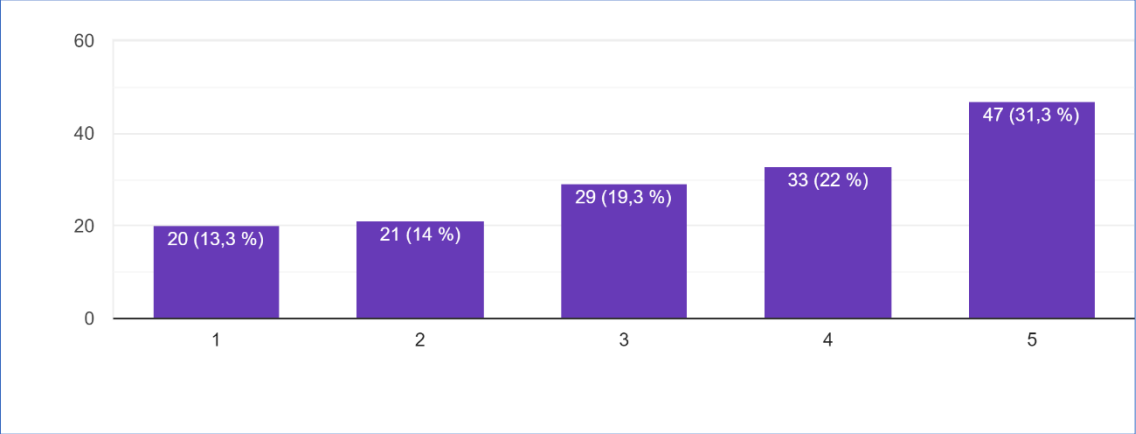
Chart 42. Quality internal communication in the company allows me to get more involved and gives me a greater sense of commitment to the work I do.



Source: *Author*

The importance of quality internal communication is once again shown in Chart 42. Results presented in the Chart show that 70 percent of respondents consider that quality internal communication in the marketing agencies allows them to get more involved and gives them a greater sense of commitment to the work they do. Poor communication is the key obstacle to employee engagement. On other hand, in organizations and companies where there is good communication, where information reaches employees, it is possible to overcome all the obstacles and challenges. When communication is broken and information does not circulate, organizations are less productive, and employees are less engaged.

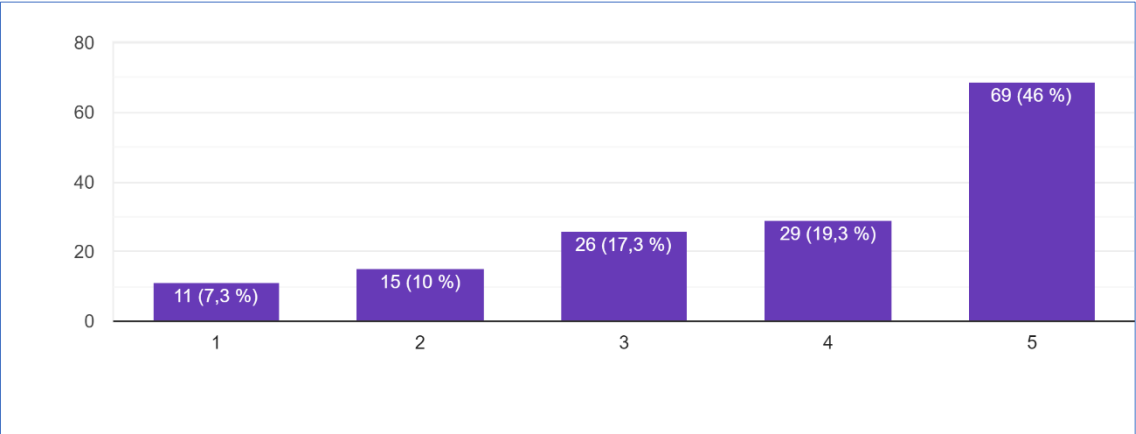
Chart 43. Internal communication in the company is of high quality.



Source: *Author*

The respondents are aware of the importance internal communication has on their engagement, still based on results presented in Chart 43. Not that in all agencies this communication is of high quality. Although a higher number of respondents (53,3 percent) consider that communication in their marketing agency is of high quality, there are still lot of respondents who think differently.

Chart 44. Internal communication in the marketing agency has a positive effect on my engagement.



Source: *Author*

Although the respondents believe that in some of their marketing agencies internal communication is not at a high level, respondents still confirm the importance of it. Chart 44. shows that 65,3 percent of them consider and confirm that internal communication in the marketing agency has a positive effect on their engagement.

5.4. DISCUSSION

This paper emphasizes the importance of internal communication between managers and employees in marketing agencies and impact of that communication on employees' engagement. Its significance is not only in ensuring that all employees are well versed in the organization's goals, plans and regulations, but also in fostering openness, trust, cooperation, teamwork and productivity. The role of management's internal communication with employees is best read through regular information about organizational goals, strategies and changes in the marketing agencies. Open and functional communication helps maintain trust, motivation and employee belonging.

Up on examining the various factors of internal communication and employee engagement, this research confirmed that internal communication has a positive impact on employee engagement, which proves the main hypothesis: *Quality of internal communication contributes to greater engagement among employees*. The research was conducted by using the Questionnaire for measuring satisfaction with internal communication.

All the respondents consider internal communication as an important aspect of organizational activities. When it comes to use of various tools of internal communication, maximum respondents have given priority to live conversation, followed by e-mails and different platforms for calls and video. Although Covid has changed the way of communication, the respondents still prefer traditional internal communication tools. All the responses indicated that internal communication has strong impact on employee engagement followed by smooth flow of internal communication. In addition, all respondents agreed that due to internal communication, employees develop a sense of belonging towards their organization or company, or in this case marketing agencies. Successful and clear internal communication between managers and employees has strong impact on employees' motivation, resulting in higher productivity and involvement at work.

When it comes to frequency of internal communication usage, the findings show that all marketing agencies in Croatia use internal communication tools daily. Most respondents indicated that their engagement at their workplace is comprised of internal communication. All respondents agreed with the statement that internal communication impacts employee

engagement in a positive or negative way. Most respondents indicated that everyday use of internal communication tools in the right way engage themselves and develop a common sense of belonging. All respondents are aware of internal communication in their marketing agencies and are involved in the internal communication process. It is evident from the responses that marketing agencies are realizing the value of internal communication and its impact on employee engagement, which further implies employees' involvement, loyalty and commitment.

Based on the research carried out as part of the topic of the paper, it can be concluded that most respondents believe that internal communication is important for the business of the marketing agencies and that the respondents are satisfied with the management's communication with them and that they are relatively satisfied with the communication between work colleagues. It is important for employees that their superiors clearly communicate their work tasks in the organization, and most of the respondents feel that they are part of the team and that all the information they need to perform their work tasks is always available to them. Respondents, i.e. employees, will be happy when their managers listen to their opinion, but also that they can express their opinion without fear about certain work tasks or ambiguities when performing business tasks. The form of communication used by managers towards their employees is written and verbal communication, while other forms and channels of communication are represented, but in lower intensities.

Respondents also emphasized the importance of feedback since feedback is very important for the engagement of employees. Giving feedback, if given properly, makes internal communication richer, with added value between manager and employees. Good feedback is crucial for successful business and maintaining good relations.

Finally, to see the impact of internal communication in the organization and how important it really is, management should regularly organize meetings with employees to hear their ideas, suggestions or what does not suit them in performing business tasks. But also, management must be available for questions, support and feedback to ensure better collaboration. They can then openly discuss these topics and find a suitable solution together. In this way, employees feel involved and valued because their opinion is listened to, but their productivity and satisfaction in business can also be improved.

6. CONCLUSION

Employee engagement is an important topic in all segments of the scientific, professional and work environment. Although it is still not sufficiently researched, it is important to discuss this topic and encourage all organizations and companies to actively deal with employee engagement because it represents a challenge for every business. Organizations and companies with a high percentage of engaged employees are certainly leading ones because employees are involved in organizational goals and their achievement. Also, engaged employees are more loyal and remain in the organizations and companies for the long term, and they equate their personal success and achievements with organizational ones. Employee engagement leads to a higher reputation of the organization and companies on the market, their safer survival and higher profitability.

All mentioned above is not effective if the key element, internal communication, is missing. Along with information, internal communication is the most important element in achieving employee engagement. This refers to communication between management and employees. If there is a lack of internal communication and transparent information, or internal communication is unclear and poor, all the effort invested in the employee engagement strategy can be lost. Communication is exactly what is needed for mutual alignment of goals. Not getting complete information can change engaged employees into disengaged ones, and all the effort invested in setting goals can be unsuccessful. Employee engagement is important for the entire organization or company and management because it affects the overall business and competition. In addition, the engagement of employees as promoters contributes to the better position of the organization or company, which attracts customers and external stakeholders and is desirable for new employees.

The objective of this research was to explore the impact of internal communication on employee engagement in marketing agencies. In the theoretical part, the concept of employee engagement and business communications were studied with all their antecedents, consequences and influencing factors. This dissertation has indicated that the concept of employee engagement has been conceptualized in many ways. In other words, there is no single agreed definition of employee engagement, but it is defined as a multi-faceted construct. Findings also indicate that one size does not fit all when it comes to employee's engagement. This is in part due to

individual differences, but also cultural differences and differences in culture, politics, values, management styles and the economy. Managers in different organizations or companies should be aware of these borders and be fully aware of what leads to the increase of employee engagement in different sectors.

Research conducted found that employee engagement strongly influences the success of the organization or company since engagement impacts the attitudes and beliefs of the employees. In other words, engagement enables belief of the employees in the organization or company, struggle to work harder, care for their organization or company and collaborate frequently to go extra miles for the organizational development and achievement of business goals. Analyzing the current situation of marketing agencies in Croatia, it can be concluded that the emotional factors, such as career development, training, work balances and recognition, drive the level of employee engagement, while the rational factors, such as age in personal life, working conditions and supervision, might contribute more to the challenges.

The major findings of the research conducted are summarized below by answering the following questions:

- **Does employee engagement play an important role in the work of an organization or company?**

Findings suggest that employee engagement plays a crucial role in the success of an organization or company. It appears in every step of the organization or company, regardless of the sector, structure, function or even the business outcomes by increasing productivity, reducing turnover by fostering loyalty and satisfaction among employee, enhancing workplace culture etc... Employee engagement directly impacts the organization's overall performance. In fact, engagement determines the types of employees who are working in the organization or company, whether they are engaged, not engaged or actively unengaged. That's why it is very important for managers to consider the engagement level and the organization or company overall view of where it is now and where it wants to go. Engaged employees are the goal of every manager since employee engagement helps develop productivity and business outcomes and increase employee retention.

- **What are the key factors that impact employee engagement?**

There are different types of job characteristics which eventually lead to job engagement, while others contribute to creating job disengagement. When it comes to factors that positively impact employee engagement, these motivator factors include achievement, recognition for achievement, work itself, responsibilities and development opportunities. Key factors that positively impact employee engagements include also supportive and transparent management who trust and inspire employees to stay engaged; acknowledgment of employees' efforts; access to career development, training, and skill-building which helps employees feel valued and invested in; support for personal well-being; employee alignment with the organization's mission and values and, of course, open, honest, and consistent internal communication which helps employees feel informed and connected. By focusing on these factors, organizations and companies can build a more engaged and motivated workforce.

- **Which challenges can cause lack of employee engagement?**

Lack of motivator factors can lead to dissatisfaction at work, and consequently to lack of satisfaction, which affects reduced level of employee engagement. The challenges which reduce the level of employee engagement lie in the negative factors which can potentially make employees feel unengaged at work. Factors concerning health and security, conflicts in the relationship with managers and coworkers, poor management, poor communication, toxic workplace culture, low wages, limited feedback and long working hours or periods and bad working conditions all contribute to the dissatisfaction in the workplace. For management it is very important to address these challenges proactively to foster a more engaged and motivated workforce.

- **How can managers stimulate employee engagement?**

Managers play a key role in stimulating employee engagement by implementing strategies that foster motivation, satisfaction, and a sense of purpose. All parts of the organization or company are coherently interdependent to achieve business success. That's why managers need to consider the factors influencing the structure of the organization or company as well as their employees, the ones who can bring out the best contributing to the business outcomes. To live up to the organization's strategy and values, the managers need to communicate clearly with their employees. By fostering a supportive and engaging environment, managers can motivate employees to perform at their best while enhancing overall satisfaction.

- **How does organizational structure affect employee engagement?**

Organizational structure significantly impacts employee engagement by shaping communication, decision-making, and workplace dynamics. Depending on the structures that the organization or company implements, it can help improve the level of engagement. While flat hierarchy enables openness and trust, job challenges and career development enable the feeling of value, efficient communication and processes enable ease and comfort in working, hierarchical structure, on other hand, can lead to a low level of engagement. As a result, an organizational structure that promotes clarity, collaboration, and empowerment positively influences employee engagement, while overly rigid or unclear systems can hinder it. Highly engaged employees contribute to business success, while unengaged employees don't help the organization or company to grow.

This research indicates how marketing agencies invest more time in internal communication, and are encouraging employees to engage openly within each other, but also with the management. Live conversation, e-mails and different platforms for calls and video are emerging to be most preferred and practiced tools of internal communication in marketing agencies in Croatia. These tools help engage employees in quick and real-time conversations, impacting smooth communication flow, and leading to higher productivity, motivation and involvement among employees, and consequently higher engagement. Research conducted in this dissertation has provided data which supports the existence of a positive relationship between internal communication and employee engagement and may further provide useful information about how marketing agencies, but also other organizations or companies can improve their employee engagement, which can further also support their business and organizational success for long term benefits.

Results from research conducted have indicated strong link between internal communication and employee engagement. Also, the key drivers of engagement, such as successful communication, opportunities for employees to be included in organizational process etc, have been identified. Still, despite this research and its scientific and practical contribution, there is still a lack of research on how to train managers to communicate effectively, and how that successful internal communication could help to increase employee engagement. This dissertation represents a great contribution to science, but also basis for some other research.

6.1. LIMITATIONS

The research investigated how internal communications affect the level of employee engagement in marketing agencies in Croatia. Since the concept of employee engagement and its relationship with internal communication has not been tightly studied until recently, there is still restrictive existing literature on the issues. The existing research might face a lack of information about the concept as well as the applicable situation. Still, understanding research limitations and their possible impact on the results is necessary for better understanding the research problems. The surveys in the empirical part are conducted among a small group of marketing agencies in Croatia and the data are collected from their perspectives. The small size of the group does not cover all employees. In other words, the analysis of the results from this research is not applied to all sizes of all organizations and companies. Separate research is suggested due to the differences in size, organizational culture, and work environment. Moreover, the concept of internal communication and employee engagement does not refer to one type of industry. Besides, the research studies on the current situation and challenges. That means that the possible upcoming issues or unexpected incidents might need further and deeper research.

The limitation is related to the research sample and the fact that findings in this study can only be limited to marketing agencies analyzed which are not applicable to other organizations or companies. As a result, the organizations and companies belonging to a particular sector could not be used as a control variable. It is also necessary to make some reservations about the results, especially when it comes to some general conclusions. That's why further research on internal communication could be used by a wider group of respondents. Despite the large number of employees who participated in the research, the fact that research was limited to marketing agencies is still limited. Although the respondents are quite a heterogeneous group in terms of age, gender, seniority, education, and hierarchical structure in the organization, it is not justified to generalize the conclusions of this dissertation to other organizations and companies. Before further use of the results, it would be desirable to conduct research on other companies and organizations and in other circumstances.

The next limitation is how much time needs to pass for the effects of internal communication on employee engagement to become notable, or conversely, in what time do employers identify with the success of organization or company so that they increase their job engagement. For a

more complete analysis, employees' engagement and internal communication should be analyzed over a longer period to discover a possible time lag in their interference and to get a brighter picture of the connection between these two variables. Also, it would be useful determine the relationship between the internal communication and some other attitudes and behavior of employees.

6.2. FUTURE RESEARCH

The aim of this dissertation was to further analyze the importance and role of internal communication and its impact on employee engagement in marketing agencies in Croatia. The findings, based on surveys, contributed to gaining more conclusions and insights into the topic. Conclusions reached in this dissertation will help the marketing agencies, but also generally organizations and companies, to pay more attention to the importance of good communications and their impact on employee engagement, regardless of the industries, sectors or company sizes. Reached findings and observations, as well as suggested factors are recommended not only for marketing agencies, but also for other organizations and companies to take into consideration when planning their communication and business strategies. However, it should be kept in mind that the factors and situations change as time and industry changes, so this one-dimensional research is not enough.

Further research and findings on this topic are highly recommended for solid understanding of relationship between internal communication and employee engagement. It has already been mentioned that there is a clear gap in the literature regarding impact of internal communication on employee engagement. Previous research also failed to show how internal communication affects employee engagement in marketing agencies since it is area that has not been very attractive in previous research. In addition to this dissertation, more research on this topic would offer a greater insight into the perspective of those experiencing employee engagement and a better and greater understanding of their constituent elements and parts. Besides, the employee engagement level and possible influence factors might alter due to the difference in individual preferences. Individual differences as variables might predict and influence employee engagement. Furthermore, future research from different perspectives would be useful for the broad picture.

This dissertation also suggests some practical implications for management to consider in terms of the design of different strategies, business and communication. The advice to managers is to build relations with employees, and consequently, to build their level of engagement more since it has been proven that social exchange and support are what employees want. As a sub-driver to engagement, managers potentially have the most impact on employee's engagement levels. Further research should focus more on management. It might potentially reveal what training managers could undergo to improve their ability to engage their employees. Future research

could test how managers can create an environment in which employees have some kind of obligation that leads them to reciprocate with higher levels of engagement. In that case, it is internal communication that was found to be a key driver of employee engagement, so training managers on how to communicate effectively might be effective for improving perceptions of employee involvement and a sense of belonging in the organization or company. Approaches like that would affect employees' sense that their uniqueness is accepted and treasured by their organization or company. Interventions in work atmosphere which provide employees with more autonomy and freedom might also be effective. These are ideal areas for future research due to the growing interest organizations have in improving employee engagement.

A larger number of organizations and companies can be used in future research. Separate research is suggested due to the differences in size, organizational culture, and work environment. Moreover, the concept of internal communication and employee engagement does not refer to one type of industry. Besides, the research studies on the current situation and challenges. That means that the possible upcoming issues or unexpected incidents might need further and deeper research. Although the respondents who participated in this survey are quite a heterogeneous group in terms of age, gender, seniority, education, and hierarchical structure in the organization, it is not justified to generalize the conclusions of this dissertation to other organizations and companies.

The factors in this research are studied based on the current situation of the marketing agencies. If the business changes, they should consider the changes in the engagement factors as well. This research is meant to help marketing agencies, but also organizations and companies, pay more attention to the importance of employee engagement, regardless of the industries or company sizes. Based on the findings and observations, the suggested factors are recommended to be taken into consideration when planning their strategies.

This dissertation also suggests that there is a gap when it comes to employee engagement in marketing and that area needs an investigation. Future research could include a broader analysis of marketing agencies that are characterized with engagement because different factors affect differently on employee engagement in different roles, jobs, organizations and groups. Therefore, suggest for future research is that surveys are supported also by interviews to gain a more holistic view on engagement and how it is being affected by internal communication. Since it is very difficult to compare the engagement results between sectors, organizations,

companies, future research should focus on creating a standard measure of engagement which will allow organizations and companies from different sectors to see how they measure up to others along a simple set of fundamental statements. Future research could also consider individual differences as variables that might predict employee engagement. Several personality variables have been found to be related to employee engagement. Future research could test how managers can create an environment in which employees have some kind of obligation that leads them to reciprocate with higher levels of engagement. These are ideal areas for future research due to the growing interest organizations have in improving employee engagement.

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APPENDIX

QUESTIONNAIRE

1. Age
2. Gender
3. How long have you been working at the company?
4. Do you find your current work environment interesting and stimulating?
5. Does your current job bring out the best in you?
6. Does your manager bring best in you?
7. What are the limiting factors that prevent you from performing your daily tasks?
8. What factors most impact on your level of engagement at work?
9. How would you describe the social environment within your team/whole marketing agency?
10. The most used tools of communication in your company?
11. How would you describe communication in your marketing agency?
12. Is communication with your manager clear and transparent? Are you getting all the necessary information?
13. How satisfied are you with the communication between your team members?
14. How satisfied are you with the communication with your leader?
15. Does clean and transparent communication with your manager affect your engagement at work?
16. How satisfied are you with the media used for communication?
17. Rate the usefulness of the information you received from the manager.
18. Are you satisfied with the amount of time you spend on formal communication?
19. Rate your satisfaction with the received information important for performing work on time.
20. Are you satisfied with how FAMILIAR your superiors are with the problems you face at work?
21. Are you satisfied with how much your superiors UNDERSTAND your problems?
22. How satisfied are you with the information about the achievements of your marketing agency?

23. How satisfied are you with the way communication in the marketing agency encourages you to achieve organizational goals?
24. Rate your satisfaction with how much communication in the marketing agency promotes organizational values.
25. How satisfied are you with the information you received about the work regulations?
26. Are you satisfied with the way communication in the marketing agency helps you feel an important part of it?
27. Rate your satisfaction with the information about how much you contribute to joint success.
28. How satisfied are you with the feedback on how you do your job?
29. Are there rewards/incentives for collaborating?
30. Do you get all the relevant information about your performance?
31. How satisfied are you in general with the overall flow of information within the company?
32. Effective feedback is an important element of (two-way) communication.
33. I am engaged to the work in which I am currently employed.
34. The loss of my engagement is affected by untimely and unclear presentation of work tasks.
35. My engagement is significantly reduced by low-quality internal communication
36. I am clear about the meaning of the work I perform and why the work tasks I perform should be completed.
37. I can openly express my opinion, suggestions and ideas to my superiors.
38. I believe that my superiors take into account my opinions, suggestions and ideas.
39. What motivates me the most in the work I do is when the managers accept the ideas and suggestions of the employees.
40. The criticism that my colleagues and I receive from superiors is constructive
41. I believe that my colleagues take into account my opinions, suggestions and ideas.
42. Quality internal communication in the company allows me to get more involved and gives me a greater sense of commitment to the work I do.
43. Internal communication in the company is of high quality.
44. Internal communication in the marketing agency has a positive effect on my engagement.

TABLES & CHARTS

Chart 1. Age

Chart 2. Gender

Chart 3. How long do you work in the agency?

Chart 4. Do you find your current work environment interesting and stimulating?

Chart 5. Does your current job bring out the best in you?

Chart 6. Does your manager bring the best in you?

Chart 7. What are the limiting factors that prevent you from performing your daily tasks?

Chart 8. What factors most impact on your level of engagement at work?

Chart 9. How would you describe the social environment within your team/whole marketing agency?

Chart 10. The most used tools of communication in your agency?

Chart 11. How would you describe communication in your marketing agency?

Chart 12. Is communication with your manager clear and transparent? Are you getting all the necessary information?

Chart 13. How satisfied are you with the communication between your team members?

Chart 14. How satisfied are you with the communication with your leader?

Chart 15. Does clean and transparent communication with your manager affect your engagement at work?

Chart 16. How satisfied are you with the media used for communication?

Chart 17. Rate the usefulness of the information you receive from the manager.

Chart 18. Are you satisfied with the amount of time you spend on formal communication?

Chart 19. Rate your satisfaction with the information received important for performing work on time.

Chart 20. Are you satisfied with how FAMILIAR your superiors are with the problems you face at work?

Chart 21. Are you satisfied with how much your superiors UNDERSTAND your problems?

Chart 22. How satisfied are you with the information about the achievements of your marketing agency?

Chart 23. How satisfied are you with the way communication in the marketing agency encourages you to achieve organizational goals?

Chart 24. Rate your satisfaction with how much communication in the marketing agency promotes organizational values.

Chart 25. How satisfied are you with the information you received about the work regulations?

Chart 26. Are you satisfied with the way communication in the marketing agency helps you feel an important part of it?

Chart 27. Rate your satisfaction with the information about how much you contribute to joint success.

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