

THE EFFECT OF SATISFACTION FROM INTERNAL COMMUNICATION ON EMPLOYEE ENGAGEMENT, PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYER BRANDING (CASE STUDY: MASKAN BANK of YAZD PROVINCE)¹

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1. INTRODUCTION

One of the most important characteristics of any organization to activate in today's changing environment is to have employees who are willing to support the company with their behavior. In fact, no organization can survive for a long time without the support of its employees. Most of the time, employee engagement is defined as an emotional and mental commitment to the organization, and also sometimes it is defined as the amount of responsible effort created in jobs (Mohammad Shafiee, 2022). However, based on the knowledge of the present researchers, no study has been conducted in the field of examining the relationship between satisfaction from internal communication, employee engagement, perceived organizational support and employer branding. Therefore, it is very important to investigate and research such relationships for several reasons. In other words, there is always a need for a new study in the field of public relations, and therefore, one of the main goals of this research is to examine the relationship between employee engagement, employer branding, perceived organizational support, and satisfaction of internal communications. Combination of all the mentioned concepts in an integrated way will help to manage all these things better and more efficiently.

2. MATERIALS AND METHODS

This article examines the impact of satisfaction from the internal communication on employee engagement, perceived organizational support, and employer branding. So, in this research, the data collection method is "applied" in terms of purpose and in terms of method is "descriptive survey of correlation type". The statistical population consisted of the employees (800) of the Maskan Bank of Yazd province. The sample size was 260 customers, which was obtained through Cochran's formula. The selection of people was based on their availability through cluster and non-random method. The internal communication satisfaction questionnaire of Downs & Hazen, (1977) includes 40 questions, the employee engagement questionnaire of Kloutsiniotis & Mihail (2020) includes 3 questions, the perceived organizational support questionnaire of Eisenberger et al (1990), includes 12 questions, and finally the employer branding questionnaire of Berthon et al (2005), which consisted of 24 questions, were all used as the data collection tool. The basis of the measurement scale was the five-level Likert spectrum questions. To confirm the validity, three types of validity, "content, convergent validity, and divergent validity" were used, and three criteria (factor loadings, Cronbach's alpha coefficient, and composite reliability coefficient) were used to confirm the reliability (see tables 1 & 2). To examine the hypothesis, the structural equations modeling with the

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partial least square's method through software SMART-PLS have been used (Fornell & Larcker, 1981).

Table 1. Convergent validity and reliability of the measurement model

Research variables	AVE	Factor loads		Composite reliability coefficient	Reliability coefficient Cronbach's alpha
		t	β		
<u>Satisfaction of Internal Communications</u>	0.690	-	-	0.87	0.75
The field of interpersonal communication	-	21.327	0.814	-	-
The field of group communication	-	19.037	0.789	-	-
The field of organizational communication	-	42.995	0.886	-	-
<u>Employee Engagement</u>	0.650	-	-	0.85	0.78
Question 1	-	60.694	0.926	-	-
Question 2	-	19.891	0.884	-	-
Question 3	-	8.804	0.776	-	-
<u>Perceived Organizational Support</u>	0.660	-	-	0.87	0.83
Question 1	-	20.780	0.818	-	-
Question 2	-	15.091	0.783	-	-
Question 3	-	4.655	0.797	-	-
Question 4	-	4.262	0.761	-	-
Question 5	-	6.725	0.771	-	-
Question 6	-	14.568	0.728	-	-
Question 7	-	4.305	0.775	-	-
Question 8	-	4.522	0.739	-	-
Question 9	-	14.223	0.767	-	-
Question 10	-	15.587	0.728	-	-
Question 11	-	17.792	0.824	-	-
Question 12	-	5.240	0.720	-	-
<u>Employer Branding</u>	0.608	-	-	0.88	0.84
Development	-	21.612	0.777	-	-
Interest	-	15.524	0.789	-	-
Economical	-	18.303	0.746	-	-
Social	-	24.134	0.794	-	-
Program	-	25.763	0.791	-	-

Table 3. Correlation matrix and divergent validity of the measurement model

\sqrt{AVE}	Employee Engagement	Employer branding	Perceived organizational support	Satisfaction of internal communications	متغير
0.83				0.831	Satisfaction of internal communications
0.81			1	0.582	Perceived organizational support
0.78		0.780	0.675	0.590	Employer branding
0.80	1	0.667	0.631	0.506	Employee Engagement

3. RESULTS AND DISCUSSION

The results of the hypotheses test showed that satisfaction from internal communication does not affect employee engagement, but it affects perceived organizational support and employer branding. Perceived organizational support has an effect on employee engagement and employer branding. Employer branding has an effect on employee participation and finally, the mediating role of employer branding and perceived organizational support was also confirmed (see Tables 1 and 2).

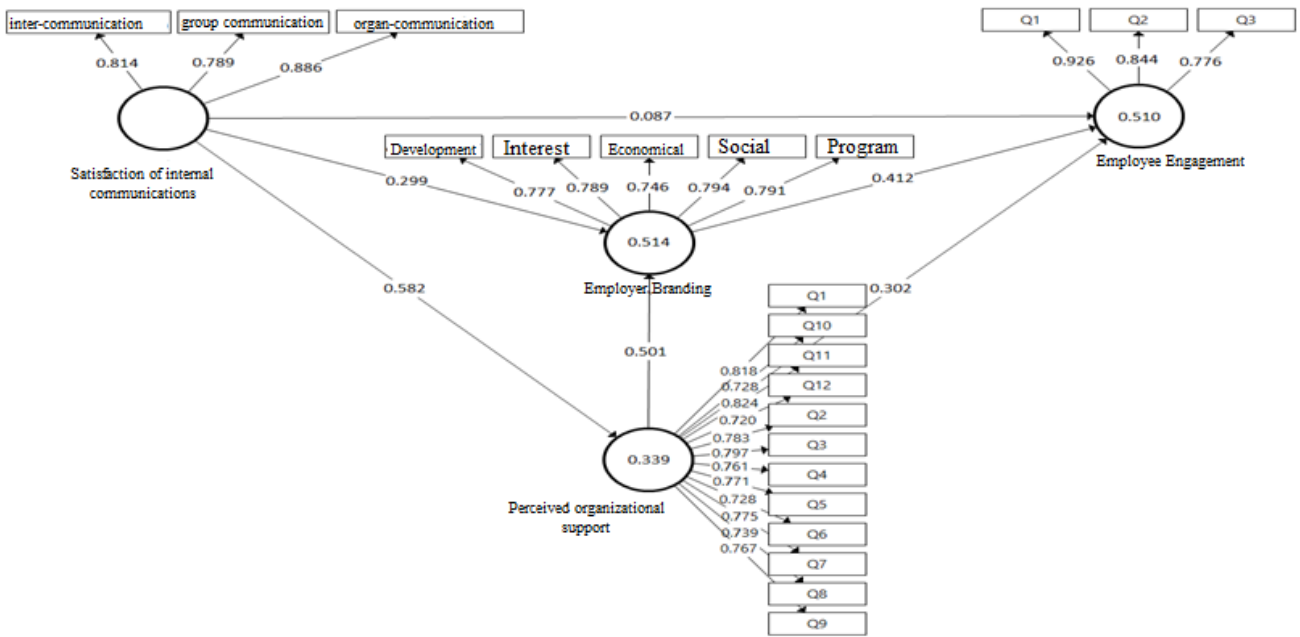


Figure 1. test results of β .

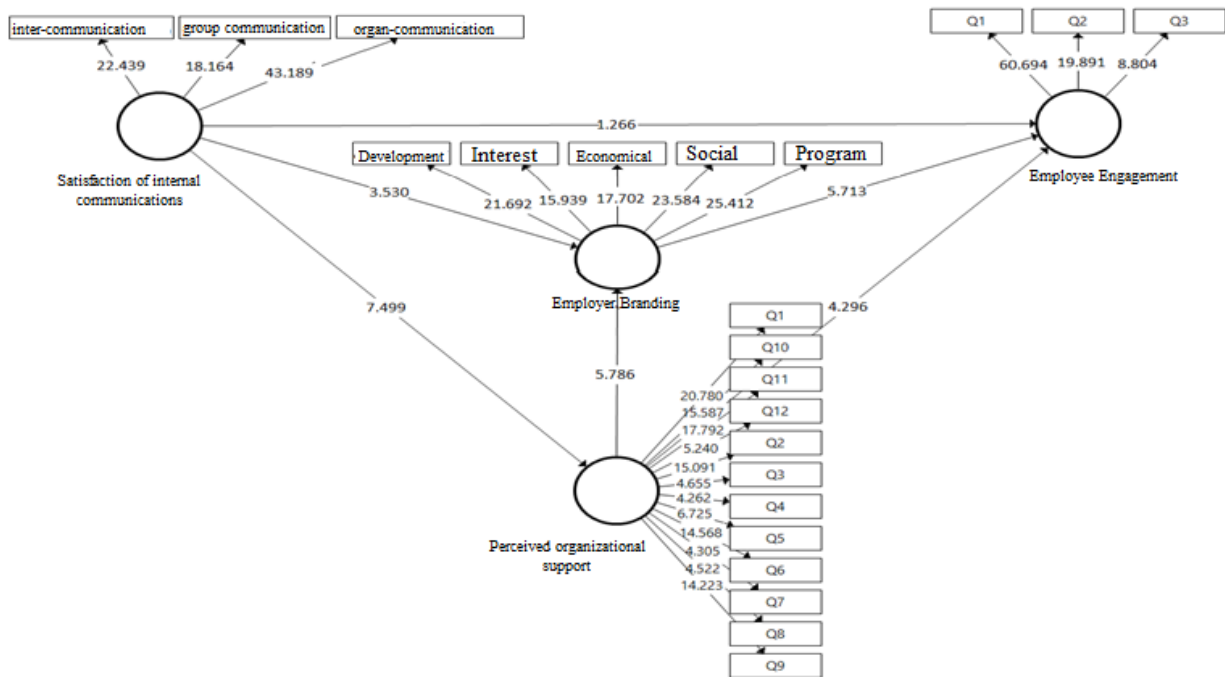


Figure 2. test results of t .

4. CONCLUSION

Based on the designed model, it can be expected that the mentioned bank can pay enough attention to internal communication satisfaction in order to advance its employee engagement. If the bank wants to have more positive effects on employee engagement, they must be able to pay attention to the role of mediating variables. Therefore, the best advice for future researchers is that researchers can use the variables of this research to conduct a study in the form of a provincial comparison between Maskan Bank and compare their results with the results of this research in order to increase the validity and reliability of the estimated model in this research. One of the limitations that the

researchers faced in this research is that the employees, fearing that their answers may affect their service status and rights, may answer the questions with a conservative view.

Keywords: Satisfaction from Internal Communication, Employee Engagement, Perceived Organizational Support, Employer Branding

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