

Assessing Public Views on Employee Engagement through A Communication Lens: Evidence from Gujarat's Service Sector

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Abstract:

This paper will examine how the people view employee engagement within the service industry in Gujarat on the communication front. Employee engagement, which is a form of emotional and psychological involvement of employees to the organization goals, is a key success factor in service-based industries. Communication practices in Gujarat, a state where the service sector includes banking, hospitality, retail industry, IT, and healthcare, are at the center of internal and external interactions. The study focuses on the impact of organizational communication on the citizens perceptions of employee engagement, customer satisfaction and motivation at the workplace. These relationships were analysed using correlation, ANOVA, and regression. The findings indicated that there were weak and statistically non-significant organizational communication and engagement practices on the public perception, customer satisfaction among age groups and motivation. Although the results are not statistically significant, the results shed light on the need to enhance communication measures to increase employee confidence, enhance transparency, and service quality results.

Keywords-; employee engagement; organizational communication; workplace culture

1. Introduction

Employee engagement has been raised as a key factor of organizational success and particularly in the service industry where human connections, customer satisfaction, and communication are critical. Engagement can be explained as the level of emotional involvement of employees in their organization, their willingness to pursue its objectives as well as the desire to make its success possible. Organizations within the service industry today operate in a highly competitive business environment, full of difficulties; the high staff turnover rates, changing customer demands, and constant technological adaptation. In such a situation, interpersonal communication in organizations will play a pivotal role in creating trust, transparency, and sense of belonging among the employees. The Gujarat service industry, amongst the fast growing states in India, has grown well in banking, hospitality, retail, IT enabled services and treatment. The workforce of the state is heterogeneous in

socio-economic and cultural terms and that is why the communication strategies become more complicated but crucial. Employee engagement as perceived by the consumers in the industry will shed light on how consumers, communities and other external stakeholders perceive the interactions of employees, how they perform and what services they provide. The positive impression does not only boost the organizational image, but also helps in customer retention and its future development.

Communication has a two-fold purpose, firstly, it keeps the employees and management in line, and secondly, it affects the perception that the people have about the service experience. Defective communication may result in disengagement, job dissatisfaction and eventually, diminished services. On the other hand, transparent, receptive and encouraging communication promotes involvement, an increase in productivity and a motivated workforce.

Thus, the research paper is supposed to investigate how the people view the involvement of employees working in the service sector of Gujarat through the prism of communication. The research will create an understanding of the perception and their overall contribution to the performance of the organization and customer satisfaction by examining internal and external communication processes.

2. Literature review

The studies regarding engagement of employees, leadership, communication, and performance in the public sector have shown a certain trend: the efficiency of organisations is strongly influenced by how institutions mobilise human capital by means of trust, communication, and innovation. As Kiş (2024) asserts, engagement of employees in the public sector is motivated by both psychological and organisational factors, which bear results like satisfaction, innovation and better service delivery. Equally, Maiwada (2025) demonstrates that open internal communication lines in the Nigeria Customs Service reinforced trust and cooperation whereas poor hierarchical practices undermined interaction.

Researching the digital transformation environment, Kostev and Anguelov (2024) discover that ICT adoption will increase satisfaction and response to crises, improve communication, coordination, resilience. Kumah (2024) shows that in Ghana, voluntary turnover is a major issue caused by low remuneration, low career, and low leadership, which makes it a major concern to retain the employees. In the short-term insurance industry of South Africa, Mabunda and Grobler (2024) highlight that job resources, recognition and supportive leadership maintain engagement, and stress reduces commitment.

On a larger governance scale, Dauda et al. (2025) affirm that employee involvement, transformational leadership and organised performance control positively impact on effectiveness of the Sierra Leonean public sector. To support this, Maree and Veldsman (2024) demonstrate that communicative leadership is a very strong predictor of engagement because it helps to build trust and clarity. The same perspective is introduced by Imandin et al. (2015) that engagement is a productivity and retention driver, and it is necessary to incorporate it into the HR strategies. Mutabazi and Kagaari (2025) also observe that transformational leadership has enhanced participation and performance in Uganda and laissez-faire has deteriorated performance.

Engagement is also associated with innovation: Mdhlalose (2024) exposes that engaged employees in South African municipalities apply more innovative solutions. Under crisis contexts, Oluwagbade (2025) believes that digital PR can achieve a situation where governments are able to handle crisis situations effectively by effectively communicating with citizens in real-time by using empathetic messages. Lee and Tantardini (25) contribute to the fact that entrepreneurial orientation also affects performance, but the mediating variable between communication and other variables. Last but not least, Wushe and Shenje (2019) confirm that leadership, training, compensation, and policies are the driver of engagement, which increases service delivery.

Combined, these research findings highlight that leadership, communication, and engagement are inter-related drivers to resilience, high-performance version of public institutions.

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3. Research Gap

Whilst various studies have already been conducted to determine the relationship between employee engagement and organizational performance, there has been little focus on how the community views engagement, especially in the service industry in Gujarat. The majority of the current studies focus on the internal variables such as leadership, the HR practices and motivation leaving out the role of communication in influencing the perceptions of the external about the employee commitment and service quality. Also, there is minimal literature on regional studies of diverse and fast growing service industry of Gujarat. The gap enhances the necessity of an extensive study of the communication-based engagement and perception of the same by the society, hence aligning the organizational practices with the societal expectations.

4. Research objectives

1. To examine the influence of organizational communication on public perception of employee engagement in the service sector of Gujarat.
2. To analyse the relationship between employee engagement practices and customer satisfaction in the service sector across different age groups in Gujarat.
3. To examine the impact of communication strategies on employees' motivation and performance as perceived by the public in the service sector of Gujarat.

5. Methodology

5.1 Research Design

The research design adopted was a quantitative research design based on descriptive and analytical approach. To examine the contribution of organizational communication in the development of the public perception of employee engagement in the Gujarat service sector.

5.2 Population and Sample

The target population was that of employees and customers related to the service industry, in Gujarat.

A sample population of 70 respondents was used to ensure that various socio-economic and demographic groups are represented.

5.3 Data Collection Method

Primary data collection tool was in form of a structured questionnaire.

A questionnaire was created that consisted of demographic questions and statements on a five-point Likert scale to evaluate perception of communication, engagement and satisfaction.

5.4 Variables Studied

Organizational communication, employee engagement practices, and communication strategies. The dependent variables - the perception of the public on employee engagement, customer satisfaction, employee motivation, and performance.

5.5 Hypotheses

Hypotheses were formulated to test the association among communications, employee engagement and public perception.

5.6 Data Analysis Techniques

Correlation research was used to test the relationship between communication and perception. Anova was used to compare the practices of employee engagement, between various age groups. Design the relationship between communication strategies and motivation and performance was

investigated using regression analysis.

5.7 Software and Tools

Statistical analysis and test of hypothesis were done using SPSS software.

5.8 Limitations

The sample size was small, which restricted the external validity of results.

The research was based purely on quantitative data and this might not reflect the subtle perceptions.

6. Data analysis and Interpretation

H_0 (Null Hypothesis): Organizational communication does not have a significant influence on public perception of employee engagement in the service sector of Gujarat.

H_1 (Alternative Hypothesis): Organizational communication has a significant influence on public perception of employee engagement in the service sector of Gujarat.

Correlations				
	The organization's communication with employees is clear and transparent.	Public perception of an organization improves when employees are highly engaged.	Public perception of service quality depends on employee engagement.	
The organization's communication with employees is clear and transparent.	Pearson Correlation	1	-.198	-.191
	Sig. (2-tailed)		.101	.114
	N	70	70	70
Public perception of an organization improves when employees are highly engaged.	Pearson Correlation	-.198	1	.005
	Sig. (2-tailed)	.101		.968
	N	70	70	70
Public perception of service quality depends on employee engagement.	Pearson Correlation	-.191	.005	1
	Sig. (2-tailed)	.114	.968	
	N	70	70	70

The outcomes of the correlation reveal the organizational communication and the relations to the variables of the public perception. The relation between The organization communicates with employees in a clear and transparent way and Public perception of an organization improves with highly engaged employees are $r = -0.198$, $p = 0.101$ and $r = -0.191$, $p = 0.114$. The p-values of the two are greater than 0.05, and this indicates that none of the two correlations are statistically significant. This means that there is low negative correlation, but not so high to make enough conclusion that organizational communication can significantly influence how people think about the influence of employees in the service sector. In other words, the exposure and transparency of communication within organizations do not appear to have any impact on the perceived engagement among the employees or service quality within organizations based on the current one. The null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected as the results are not significant ($p > 0.05$). Thus, the way people think about the engagement of employees in the service

industry of Gujarat, based on the answers obtained, is not a profound effect of organizational communication.

H₀ (Null Hypothesis): There is no significant relationship between employee engagement practices and customer satisfaction across age groups in the service sector of Gujarat.

H₁ (Alternative Hypothesis): There is a significant relationship between employee engagement practices and customer satisfaction across age groups in the service sector of Gujarat.

Anova						
		Sum of Squares	df	Mean Square	F	Sig.
Employee engagement practices enhance customer satisfaction.	Between Groups	8.016	3	2.672	1.237	.303
	Within Groups	142.555	66	2.160		
	Total	150.571	69			
Employees who feel engaged provide better customer service.	Between Groups	2.190	3	.730	.372	.774
	Within Groups	129.582	66	1.963		
	Total	131.771	69			
Overall, employee engagement in the service sector of Gujarat is satisfactory.	Between Groups	11.128	3	3.709	1.912	.136
	Within Groups	128.072	66	1.940		
	Total	139.200	69			

The ANOVA test was used to answer the question whether the practices of employee engagement significantly influence customer satisfaction in various age groups.

1. The practices of employee engagement increase customer satisfaction: The ANOVA result shows $f = 1.237$, $p = 0.303$. The difference by age groups is not statistically significant since, the significance value ($p > 0.05$).

2. Engaged employees deliver more customer service: The ANOVA result shows $f = 0.372$, $p = 0.774$. Once again, the p -value is far more than 0.05, which means that there is no significant difference between the age groups.

3. In general, in the service industry, the level of employee engagement is decent: The ANOVA result shows $F = 1.912$, $p = 0.136$. Despite the fact that the value of F is slightly larger than in the two cases mentioned before, the p -value here is nonetheless bigger than 0.05, indicating that there is no significant difference in age group perceptions of engagement.

4. The null hypothesis (H₀) is accepted and the alternative hypothesis (H₁) is rejected because all the three ANOVA results report $p > 0.05$. It means that the practices of employee engagement and customer satisfaction are not significantly different among the age groups in the service industry of Gujarat. This is to say that the role of age group in determining the relation between employee engagement and customer satisfaction is not substantial.

H₀ (Null Hypothesis): Communication strategies do not significantly impact employees' motivation and performance as perceived by the public.

H₁ (Alternative Hypothesis): Communication strategies significantly impact employees' motivation and performance as perceived by the public.

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.201a	.041	.012	1.34632
a. Predictors: (Constant), Communication between employees and management improves service delivery., Communication gaps reduce employees' motivation and performance.				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.130	2	2.565	1.415	.250b
	Residual	121.442	67	1.813		
	Total	126.571	69			
a. Dependent Variable: Good communication by management creates a positive workplace environment.						
b. Predictors: (Constant), Communication between employees and management improves service delivery., Communication gaps reduce employees' motivation and performance.						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	3.600	.551		6.539	.000
	Communication gaps reduce employees' motivation and performance.	-.198	.119	-.201	-1.670	.099
	Communication between employees and management improves service delivery.	-.037	.110	-.041	-.340	.735
a. Dependent Variable: Good communication by management creates a positive workplace environment.						

The regression equation has been developed to determine whether the strategies of communication make significant contribution to the motivation and performance of employees as perceived by the general population. The summary of the model revealed that the correlation coefficient (R) was 0.201 and the R² was 0.041 meaning that only 4.1 percent of the variation in the perception of a good working environment was attributed to communication-related issues. The low value of the adjusted R² (0.012) also confirmed the low explanatory ability of the model, indicating the limited effects of communication strategies on the dependent variable.

This finding was supported by the ANOVA results with F=1.415 and a level of significance of 0.250 above the level of significance of 0.05. This finding proves the regression model overall not to be statistically significant, i.e. the predictors did not work jointly to explain the variance in employee motivation and performance.

On examining the coefficients, one predictor with negative coefficient (= -0.201) and significant

level of 0.099 was Communication gaps reduce employees motivation and performance. This can be interpreted to mean that communications gaps had a potential negative influence on the motivation but this was not statistically significant. Likewise, the predictor, Communication between employees and management improves service delivery had an insignificant effect ($= -0.041$) and significant value of 0.735 signifying no significant relationship to the dependent variable.

On these findings, it may be assumed that the communication strategies have no significant influence on motivation and performance of employees, which is viewed as perceived by the general population in the framework of this study. Thus the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected.

7. Conclusion

The research conducted on the perception of the society about employee engagement on the service sector in Gujarat city throws light on the small role played by organizational communication, employee engagement practices and communication strategies in developing the perception of the outside world. Correlation analysis under the objective 1 was weak and statistically non-significant and indicated that clear communication in organizations has no strong effect on how the public perceives the engagement of the employees or the quality of the services. Equally, the ANOVA outcomes of Objective 2 showed that customer satisfaction did not significantly depend on employee engagement practices among the various age categories and so demographic attributes, such as age do not have any influence on this relationship. The regression analysis provided in objective 3 further supported the finding that the communication strategies (achieving better communication by reducing the communication gaps or better delivery by achieve better employee-management interaction) did not significantly contribute to the difference in perceptions of employee motivation and workplace environment. Taken together, the findings suggest that, though the communication and engagement practices are significant within the organization, they are less evident in the outer world and thus their effects are not perceived as significant by people. Therefore, the null hypothesis was accepted in all three tests demonstrating that the positive relationships between organizational practices and public perception were not highly supported by the statistical data in this dataset.

8. Recommendations

The service sector organizations in Gujarat are not to disregard the communication and engagement practices even though the statistical significant lacks strong significance in this study. Instead, they must enhance internal communication channels, make sure that employees are involved and to improve visibility, the engagement initiatives must be aligned with customer-facing strategies. Qualitative research with a quantitative analysis can help to gain some subtle perceptions that cannot be described by numbers. Also, more focused tactics, like the option of addressing younger or digitally active audiences can help to uncover the nuanced relationships between customer satisfaction and engagement. It is also suggested to invest in training continuously and open feedback systems to enhance long-term perceptions and service outcomes.

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