

THE IMPORTANCE OF INTERNAL AND EXTERNAL COMMUNICATION IN
INCREASING KNOWLEDGE AND LOYALTY OF EMPLOYEES IN QI MALAYSIA

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DECLARATION

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I hereby declare that this Project Paper is the result of my own work, except for quotations and summaries which have been duly acknowledged.

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ABSTRACT

Many organizations in Malaysia today face difficulties in retaining employees since they are unable to identify the factors that contribute to both the increase of employee knowledge on the company and loyalty towards the company. This study goes on to identify how with internal and external communications, and organisation can increase its employee's knowledge on the company in a positive way and these better-informed employees are then more inclined to be loyal to the company. In QI Malaysia, there is at least one resignation a month and employees hardly know much about the organisation. The aim is to identify if the internal and external communications carried out did in fact help increase employee knowledge about the company and boost their loyalty in a quantitative method. The employees selected for this research received a survey form to fill independently. They were encouraged to complete the questionnaire during their break time or after work. From the response of the survey, we can understand and conclude that employees of QI Malaysia favour timely, frequent and more personal communication through internal communications and external communications methods. They are happy to know that through the internal communications that they are remembered by the company top level management and that their company is portrayed as an employer of choice, leading to individuals they know wanting to work in QI Malaysia. As recommendation, it is suggested that more content about the company is sent out through both internal and external communication of choice, in this case, mass mails being internal communication channel and Facebook as the external communication channel as most employees are engaged here. With more related contents through these two platforms, it will encourage engagement that will increase employee knowledge and loyalty towards the company.

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CHAPTER 1

INTRODUCTION

In this research, the study intends to evaluate the importance of internal and external communication to the employee of QI Malaysia in order to increase their knowledge about the company, as well as their loyalty towards the organisation. The main problem identified is that employees often do not stay long in employment in QI Malaysia and at least one resignation is recorded. This reflects that there is a lack of knowledge on the company which is deemed to be pull factors to remain in employment, hence there is lack of loyalty. The study objective of this research is to identify the main factors that influence employee's knowledge and loyalty, the key internal communication and external communication methods used, identifying the impact of both the communications to employees and analysing how these communications can affect employee's knowledge and loyalty. The study contribution is towards QI Malaysia understanding the drivers of increasing employee knowledge and loyalty to reduce turnover rate. The main limitation is time constraint and also the pandemic whereby our movement in office is limited to further push all targeted respondents to fully answer the survey and hand it over.

1.1 Background of the study

Communication is an important tool in exchanging different information or messages with each other in a group. On the other hand, the term organisational communication refers to the process of sharing every detail of the organisations with the employees, individual groups for enhancing employee engagement in action. Both internal and external communication is essential in order to maintain the employee's engagement and loyalty within the organisation. This research topic has shed its light on the employees of QI in Malaysia for understanding the impact of both internal as well as external communication in the case of employee engagement and also in enhancing the knowledge field. In this regard, it is necessary to highlight the main drivers that affect the employee's knowledge and loyalty towards the company and also the key

skills that would help in improving the internal and external communication method effectively for the benefits of both employees and organization.

The study has focussed in highlighting the two fields of communication that includes internal and external communication. According to Veleva *et al.* (2017), communication is the key driver to increase the operational performance of an organization. In QI Malaysia, the organization mainly focuses on enhancing its own communication channel to achieve a better competitive edge over others. As stated by Osborne and Hammoud (2017) communication connects the organization with the employees and the customers facilitating added value in the growth and expansion of the firm. The study represents that strong organizational communication can boost employee motivation and loyalty while at the same time increase customer retention capabilities.

The study also explores the various concepts, ideas, theories and framework of employee motivation and loyalty to understand the need for knowledge transfer and communication within an organization. Moreover, through this study, it can be observed that communication and loyalty are interdependent with each other and are the flip sides of the same coin. As argued by Meng *et al.* (2017), through the advancement of technology, communication between employees and organizations has improved greatly. Therefore, in the current phase, internal and external communication plays a dominant role in influencing the motivation and loyalty of the employees.



Figure 1.1: Internal and external communication skill

(Source: Zainol *et al.* 2016)

1.2 Problem Statement

This research has mainly evaluated the impact of communication skill (both internal and external) in order to enhance the employee's engagement, loyalty, and performance level within the organisation. Both the internal and external communication process is considered as a major source of enhancement platform.

In this context, it has been observed that utilisation of new media specifically internet has been able to influence positively within the area of marketing communication. This is the main theme behind organisational striving to communicate in a better way by communicational channels. It cannot be ignored that an organisation that focuses on recognising its employees and the major stakeholders are much more effective in nature. This area is considered as new phenomena as this continues in gathering implementation of different communication

strategies. As mentioned by Meng *et al.* (2017), it has been profusely identified by several consulting firms that effective communication is a catalyst to develop shareholder value, reduce employee turnover as well as outperforming competition. In this respect, an organisation that makes good internal communication with employees have been able to increase and higher its employee engagement level.

From the last few decades, several changes have been made around organisational communication and this has experienced rapid organisational shift. In the words of Zainol *et al.* (2016), major improvement has been made by changing “near-sighted vision” and coupled with modifications in workplace planning. Even, prior to the introduction regarding employee engagement, it has focused on the measurement of satisfaction level of employees, on the aspects how an employee’s feels about its organisation, their team members. As mentioned by, Veleva *et al.* (2017), it is significant to focus on bringing out change in employee’s requirements or demands rather than a pay check because now a day’s employees look for other additional qualities such as self-esteem, appreciation that helps to grow each day in that organisation. Hence, internal communication is highly associated with satisfaction level of job and as a result this impacts on organisational operations and customer management in a better way.

As per the view of Zainol *et al.* (2016), while the internal communication is focussed in a communication channel established between employees within the organizational boundary, the external communication refers to the communication outside the organizational boundary. Effective managers in an organization use different communication platforms such as emails, social media, feedback, conferences, and meetings to collect market intelligence and use them to bolster the organization. As argued by Veshne (2017), with the help of these platforms, the

organizations look for ways to promote loyalty and raise the customer satisfaction bar to the next level. Therefore, it can be stated that in this era of information and technology, communication (both internal and external) plays a vital role in upgrading the business value of an organization. In this study, how the business leaders and managers in QI Malaysia use and implement the communicating tools and techniques is forecasted.

1.3 Research Questions

The research questions for guiding this research study are as follows-

- What are the main factors that control the employee's knowledge and loyalty towards the company?
- What are the key drivers of internal and external communication methods within the company?
- What is the impact of effective communication skill over employee's engagement and on organisation performance level?
- How effective communication helps in knowing the company better and motivates the employees for enhancing their performance towards the company?

1.4 Study objectives

The major research objectives of this research paper –is structured as follows-

- ❑ To investigate the major factors that affect the employee's knowledge and loyalty towards the company
- ❑ To find out the main key factors of both internal and external communication method within the company
- ❑ To evaluate the impact of effective communication skill (both internal and external) on employee's engagement level and over organisation performance

- To analyse how effective communication helps in motivating the employees and provide the chance for getting to know the company better

1.5 Hypotheses

The discussion made in the above part has provided detailed knowledge about the research topic and thus a clear set of hypotheses has been prepared which helped in the smooth progression of the research work.

H0: Both internal and external communication affects the employee's knowledge or engagement level in the organisation.

H1: There is a positive relationship between internal and external communication level with the employee's engagement level and loyalty towards the company.

H2: Effective communication level helps to boost up the organization's performance by reducing employee's turnover rate and enhancing employee's engagement level

H3: Effective communicability helps to motivate the employees and provides the chance to know the company in detail.

1.6 Study contribution

This research topic has a great contribution to society and also for the betterment of the organisation. As mentioned by Yue *et al.* (2019), employee engagement is an essential itching within the organization because it controls the employee's performance level and thus helps in enhancing the organisation's productivity level. As per the view of Antony (2018), the employee's engagement level is beyond employee satisfaction and therefore, it is very essential for all the organisations to understand the basis of employee engagement and the impact of communication skill in this management level.

However, this study has mainly shed its light on the QI group in Malaysia where the turnover rate of employees is quite high. Therefore, it can be stated that in this era of information and technology, communication (both internal and external) plays a vital role in upgrading the business value of an organization. In this study, how the business leaders and managers in QI Malaysia use and implement the communicating tools and techniques is forecasted. The study has focused to find out whether the raise in this high turnover rate is due to the fewer employees engagement or lack of communication. According to Akhmetshin *et al.* (2019), this utilisation of the QI company group in Malaysia would help to understand the condition of other more organisations and thus would provide a wide opportunity to improve the position of the organisation easily.

The study has focused on internal communication that includes trust, organisational goals, transparency level, accuracy, credibility, relevancy and many other things that play important significance in enhancing employees knowledge as well as loyalty level. Hence, the study has broadly discussed the key parameters of both internal-external communication skills that play a major role in receiving more employee's motivation that would help in improving the employee's current condition effectively. Moreover, the research study has helped to understand the current condition of employees and the reason for effective communication skill within the organisation. Along with this, it has helped to understand the reason behind the high turnover rate of employees and has provided the scope to minimise the employee's dissatisfaction level by enhancing their integration level in every action of the organization.

1.7 Limitation of the study

Many types of research have been conducted that have shed light on job satisfaction level or organization performance level but very few researches have focused on employee's

engagement level. As argued by Zaumane (2018), the role of internal communication over employee's engagement level has not been fully developed yet and for this reason, this research paper has mainly put light on the communication skills and its impact over the employees. As mentioned by Pongton and Suntrayuth (2019), there is a dynamic change in the employee's behaviour that they do not want to limit the relationship with the pay check boundary. Instead of this, the employees want to establish a deeper relationship where the employees would be fearless to present their own perceptions, ideas and thoughts. However, most of the organisation lack this method and used to focus more on the organization's success level. Therefore, in order to improve the employee's experience and to transfer the work environment to employee-friendly, effective communication skills are very important for the organisation.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this current era of globalisation and technological development, every individual organisation is running behind the success and thus a trustworthy relationship, values and goals are lacking from the relationship of employees and organization. There is a huge gap between what the employees want and what they are receiving. Employee engagement is far beyond the performance level, rather than this, the employees not only bound themselves within the pay check relation with the organisation but look beyond this towards a long term relationship. Therefore, this chapter of this research work has shed its light on different parameters of employee engagement such as communication, employee loyalty and knowledge level and has linked the knowledge with the existing literature. The aim of this chapter is to highlight the impact of communication in case of an organisation's performance level and also a long term service relationship with the employees.

2.2 Concepts and Theory

2.2.1 Concept of employee communication

The term employee communication mainly refers to the sharing of information as well as different ideas within the individuals and with also the higher authorities and vice versa. As mentioned by Ali Alheeti and McDonald-Maier (2018), an organisation can be compared with a large conglomerate structure where the building material plays the most important role in maintaining the link with every part of the structure. In this case, communication represents that important linking tool that helps in sharing each and everyone's views with others and also to establish a proper work culture environment in practice.

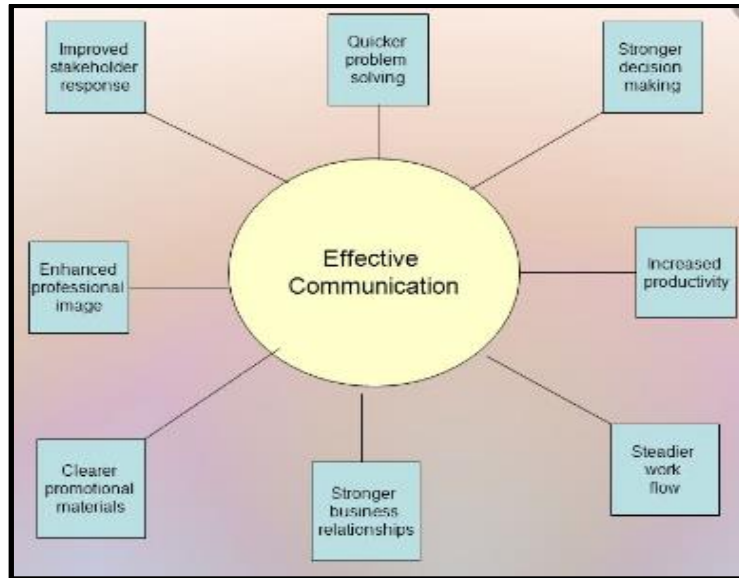


Figure 2.2.1: Benefits of employee communication

(Source: Meijer and Torenvlied, 2016)

According to Meijer and Torenvlied (2016), employee communication is very important for the company as it allows the company to act more effectively and thus enhances the level of productivity. As argued by Cardwell *et al.* (2017), employees can enhance their level of knowledge as well as morale by sharing the views in both up and down direction of the organisation's communication change. This helps in easy circulation of an idea within the entire organization and thus helps in incorporation of innovating ideas and creative thoughts in action. As per the view of Rogala (2016), effective communication helps in persuading the knowledge field of the employees and also helps in expertise the skills in the workplace. However, in this case, an equal effort is required from both the sides of managers and employees in order to improve the communication skill within the workplace and to minimise the gap. According to Chen *et al.* (2018), active listening, positive body language, willingness to put queries, open-minded attitude is some of the major benefits that can be acquired through effective communication skills.

2.2.2 Concept of employee loyalty

Employee loyalty can be defined as the employee's devotion to the success of the organisation. As mentioned by Jacobs *et al.* (2016), the organisation is a large structure and the employees are the main part that controls the progress as well as the success of the company. Therefore, it is essential to make direct efforts in order to enhance the employee's devotion towards the organisation for ensuring success.



Figure 2.2.2: Employee's loyalty

(Source: Duhamel *et al.* 2016)

As per the view of Duhamel *et al.* (2016), employee loyalty is the utmost important thing in organizational performance because it helps in encouraging the employees to do their best in performance. Highest standards of employee performance help in improving the organizational productivity level which ultimately supports the company to stand effectively within the competitive market world. In this context, communication helps in motivating the employees more and thus enhancing the loyalty level. As commented by Veshne (2017), effective communication level helps in providing the scope to know more about the employees or their demand more prominently. According to Veleva *et al.* (2017), this helps in creating a better work within the organisation which provides a positive appearance and thus motivates the employees to work efficiently. As argued by Zainol *et al.* (2016), even the concept of management has been drastically changed in this fifty years' duration which has helped in an overall improvement of the organizational action. However, this concept has been changed entirely and the management has taken the place of the main concept. As commented by Meng *et al.* (2017), communication triggers this loyalty level and thus enhances the engagement

which provides the chance to take part in every action of the organisation equally and by diminishing the power of any employees.

2.2.3 Concept of employee knowledge

The term employee knowledge mainly refers to the gathering of information and also sharing the gathered information effectively. As a power, the view of Iddagoda and Opatha (2017), employee's knowledge plays an important role within the organisation especially by improving the productivity level. As per the view of Veleva *et al.* (2017), employee's knowledge helps in finding out the best possible way to complete any task in simpler but unique methods. Thus it improves the productivity level and enhances the performance level of the entire organization.



Figure 2.2.3: Employee knowledge

(Source: Potoski and Callery, 2018)

It has been mentioned by Potoski and Callery (2018), employees feel more appreciated when they are provided equal values and opportunities and thus they become experts in the performance level. Therefore, communication helps in enhancing this knowledge field and boost up the employee's knowledge as well as create a better work culture environment. As per view by Osborne and Hammoud (2017), this employee knowledge helps in identifying the sense of belonging which makes them more responsible and thus helps in increasing better performance level.

2.3 Theories and Models

2.3.1 Cognitive Dissonance Theory

‘Cognitive dissonance theory’ mainly depicts the situation when a person possesses two contradictory thoughts which create conflict in action (Adnjani and Prianti, 2020),

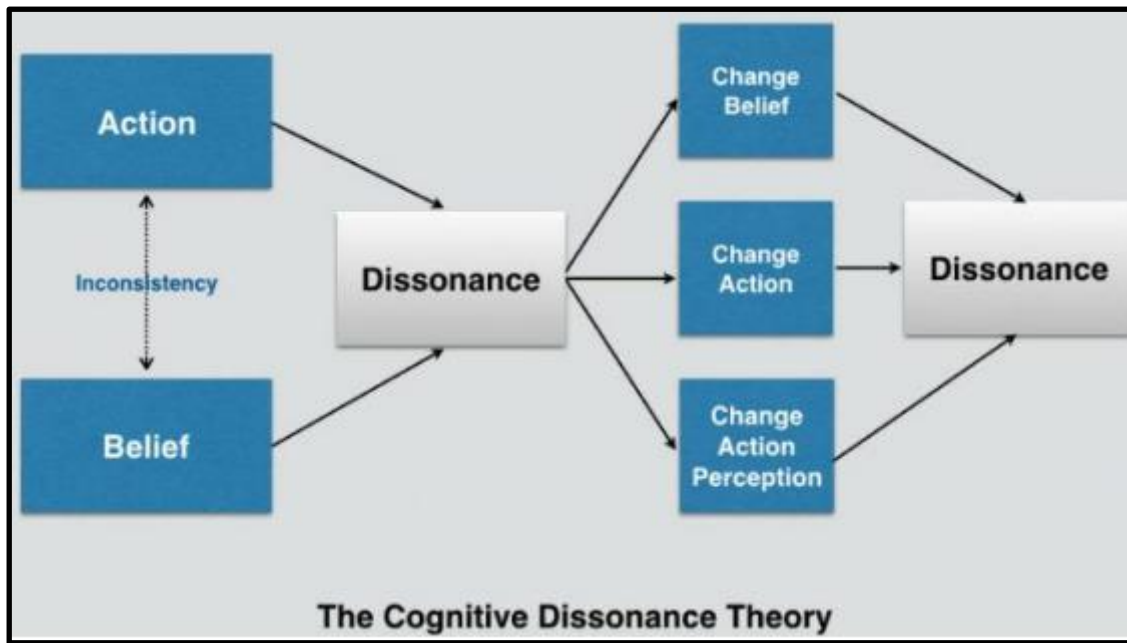


Figure 2.3.1: Cognitive dissonance theory

(Source: Ruck *et al.* 2017)

As per view by Ruck *et al.* (2017), in psychology, there are some points when a great conflict arises in between action and belief and thus it results in the conflict. However, this theory states that only effective communication can eradicate this confusion and can also establish a change in behaviour, change in action as well as change in perception. For example, providing motivation to employees can be helpful to increase their communication behaviour. In this respect, fulfilling employees’ desire is able to assist them to explore their full potential and self-competency. As per opinion of D’Souza and Gurin (2017), this aspect is highly useful towards understanding their requirements so that it can aids in serving as powerful motivator of perception of employees. In words of Li, Chen and Hui (2019), this can also be observed within an organization that some employees might have a conflict in between their thoughts and action and this would automatically put a negative impact over their performance level.

However, only effective communication can eradicate this confusion and can direct towards the path of success.

2.3.2 Helical model of communication

The ‘*helical model of communication*’ was first established in 1967 by Frank Dance to ensure a better communication channel in the workplace. As mentioned by Brouwers *et al.* (2018) communication is meant to be a non-linear and dynamic process that can be changed and perceived according to the situation or change in environment. According to the ‘Helical model of communication’, the process of communication grows complex as more and more employees are involved with it. As stated by Al-Busoda and Abbas (2018) the evolutionary communication process takes place from the bottom and gradually moves upwards to form a greater circle at the top.

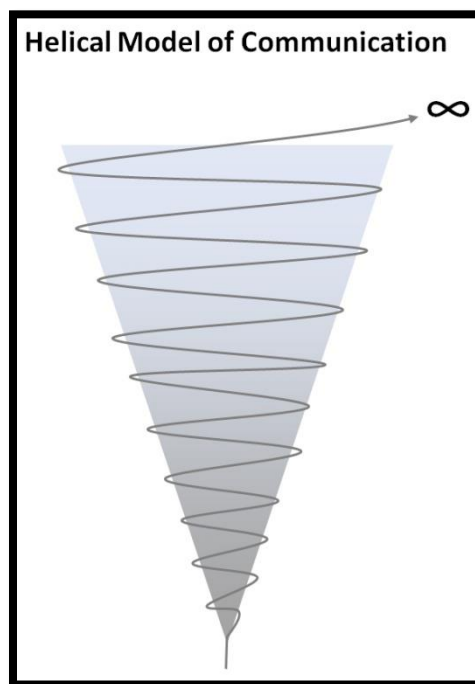


Figure 2.3.2: Helical model of communication

(Source: Al-Busoda and Abbas, 2018)

The model describes the complex phenomenon of knowledge sharing and communication process among the employees in QI Malaysia. In the bottom or the beginning, the

communication starts to spread across the employees in a workforce. Gradually, the process expands its boundaries when the employees share and communicate with their families. As per Al-Busoda and Abbas (2018) the process then further alleviates when they share communication with other members such as friends, peers and relatives. The model foretells that the past experiences of a person greatly affect the present behaviour of the person. According to the theory, modifications in perception and communication vary according to the changing situation and as the employees gain experience. Therefore, it can be stated that the communication process is perceived as a continuous curve with strong flexibility.

The employees in QI Malaysia share a strong bond with each other, therefore, organizations are recognising the high potential of communication and its effect on job satisfaction. It can be observed that the employees in an organization are most satisfied when the organizations offer a freedom of communication. For example, allowing the employees to freely communicate with other members of the organization can give the employees a sense of freedom.

In this respect, providing employees with the sense of communication directly impacts on organisational growth and other operational processes which ultimately influences on customer satisfaction level. Hence, it cannot be denied that employees act as important part towards shaping the perception of customers towards firm. as per opinion of Brouwers *et al.* (2018), not a single person, but the whole taskforce is responsible in influencing customers behaviours and this eventually reflects success of effective communication schemes ion organisation. As commented by Najib *et al.* (2020) organizational communication is crucial to boost the performance of the employee's and enable them to form long-term bonds with others. The choice and way of communication depend upon the employees. However, the benefit that the

organization can acquire by allowing streamline communication flow is huge (Shamim, Cang and Yu, 2019).

For example, in a hotel, behaviour of managers or higher authorities play a crucial role in influence staff members. In words of Brouwers *et al.* (2018), a good communicating channel helps to align attitudes of both the parties and their collaborative effort is necessary for promotion of business values. Not only this, proper application of effective communication aids in better service quality and creation of good brand image as well as boosting customer management skills. As the technology has evolved so far, there are many ways that can help to communicate with others.

In this theoretical model, the complexity of communication as it begins to diverge in the channels is described from one layer to another respectively (Mathews *et al.*, 2016). In case of QI Malaysia, this context can best be aligned with business goals and communication perception as this provides a guidance towards development of better communication base among employees. As commented by Ibrahim, Hashim and Rahman (2018), identification of nature of employees as well as their behaviour is essential from the perspectives of managers so as to guide them while taking important actions in organisation.

2.4 Conceptual framework

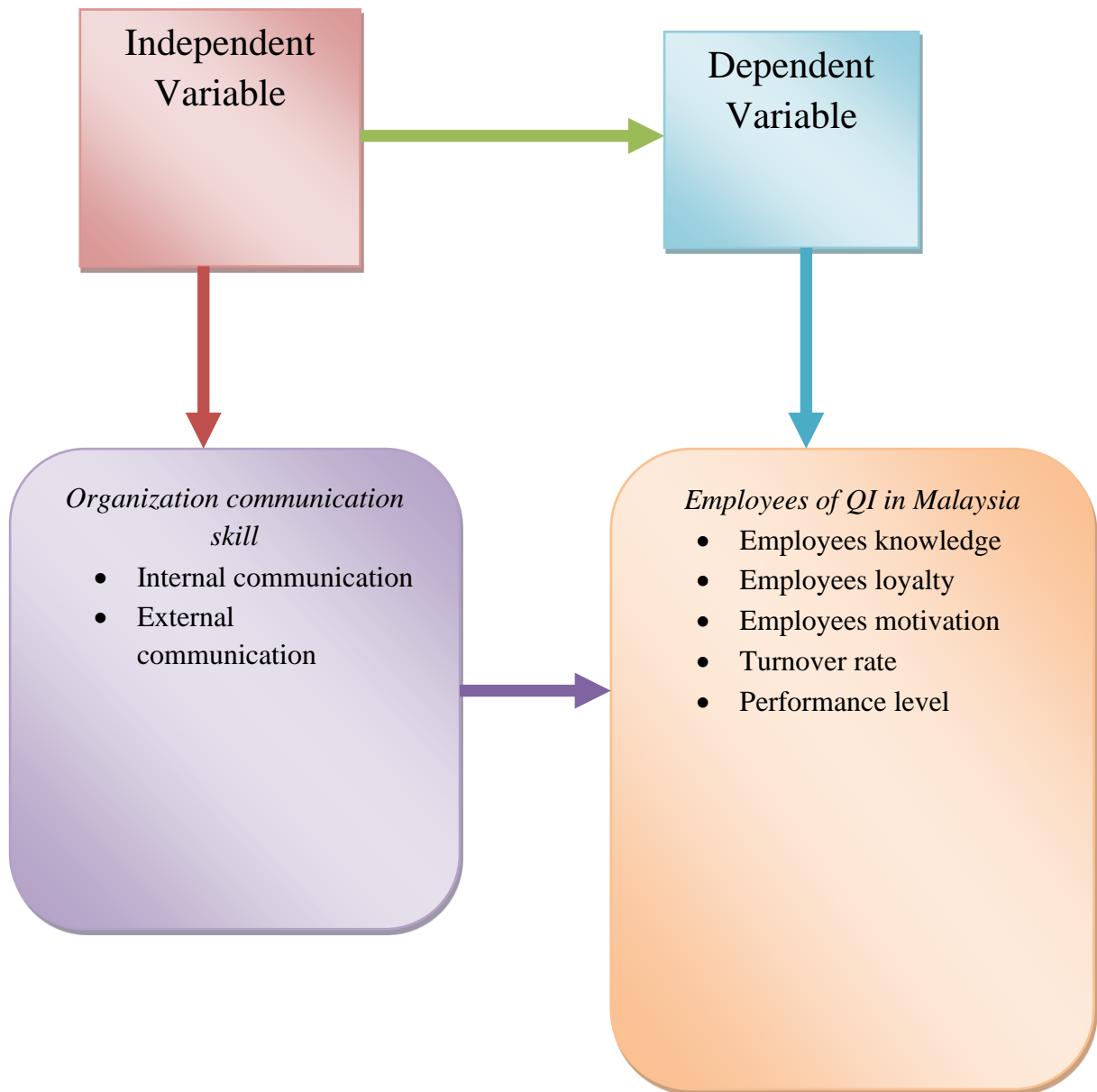


Figure 2.4: Conceptual framework

2.4.1 Importance of internal and external communication within an organisation

Employee communication is an important aspect for any organisation and long-term mutual satisfaction is directly related to this. As per view of Abualoush *et al.* (2018), organisational environment can be developed with the help of sustainable rules and policies followed by upper management authority. Along with this, effective employee communication is necessary to contribute better financial performance for organisation and sustainability in success can also be achieved. On the other hand, interactive videos and information technologies are helpful to gather new ideas and adoption of communicative innovation improves management flow (Duhamel *et al.* 2016). Apart from this, telephone, fax, normal messaging, video conferencing and so on are required to develop organisational view and engagement of workers in the job process can also be evoked. Other than these, traditional communication processes such as eye contact, facial expression, and body movement are also helpful to interpret organisational problems in a smooth manner.

In this respect, role of organisational performance on employee communication cannot be ignored. Organisation performance lies in the external as well as the internal condition of the situation and a slight difference in both this condition resulted in adverse situations for the company. As mentioned by Duhamel *et al.* (2016), it is not only enough to look for the external conditions, such as political factors or competitive level in the outer market but also only on the customer's demand. Instead of this, it is the high time to strengthen the position of the organization by making it strong internally. The major internal part of any organization is occupied by the employees and hence, it is very important to pay attention to the employee's demand that in turn can help to enhance their loyalty towards the organisation. As argued by Jacobs, Yu and Chavez (2016), the best difference between what employees want and what they get affects adversely on the productivity level of the organisation.



Figure 2.4.1: Benefits of communication skill

(Source: Ali Alheeti and McDonald-Maier, 2018)

It can be observed that in the year of 1970s the internal communication model failed drastically which resulted in the loss in employee's engagement level. As mentioned by Ali Alheeti and McDonald-Maier (2018), due to the increase in business complexity level, all the organizations start to focus on business growth or progression level rather than focusing on the employees. However, as argued by Rogala (2016), the situation was not worse at that time because the employee's loyalty level was comparatively different in that period. One employee used to devote their entire career towards one organisation but in the current period, the employee's dynamic has changed. As critiqued by Chen *et al.* (2018), very few employees used to adjust within one organisation if they do not get that much of affection with them. It has been mentioned by Cardwell *et al.* (2017), if the employees have the talent within themselves, they would directly switch to another company in search of better offerings or even better facilities for their career growth. Hence, this automatically increases the rate of employee turnover which directly affects the organisation's performance level. Therefore, the time has arisen and due to the advancement in technology, most of the organization has started to pay attention to improving both internal as well as external communication skills.

There is a drastic change in the business environment that is the loyalty among employees has been decreasing rapidly and the business process is being more complex than the previous time. Therefore, only the communication skill can bridge the gap among employees and the higher authorities where the employees would also feel as valuable as the higher authorities are within the organisation. As mentioned by Iddagoda and Opatha (2017). Effective communication would enhance the employee's morale and would provide a positive attitude which helps in increasing the understanding of organizational mission and vision. Thus this reason would help in providing a proper direction to transfer the business process more employee-centric and to reduce the risk of employee turnover rate. Effective communication in both means that internal and external helps in employee satisfaction and possesses positive attitudes which have put positive impact over many organisations in current situations. Therefore, the creation of proper work culture is very important for promoting a healthy environment for the employees to work in.

Organisational communication and employee communication are directly proportional to each other to enhance functional activities of a company. On the other hand, disciplined internal and external communication can provide better inception for all workers and occupational health and safety procurement can also be managed. Apart from this, communication is necessary to improve organisational climate and this impacts positively on knowledge and behaviour of subsidiaries. However, Jyoti and Rani (2017) claimed that most of the organisations in Malaysia are not able to manage a high-performance work system due to lack of communication within the firm. In addition, employee communication is necessary to understand the emotions and feelings of workers and employers are also able to provide basic norms and culture for company. Along with this, by collaborating with various communication networking tools, assurance of organisational assurance can be possible. Therefore, application of electronic

communication technologies is helpful to encourage interaction among all workers both intrinsically and extrinsically.

‘Computer mediated communication’ is used by most of the Malaysian organisations and this helps them to be updated about the perspectives of employees in a positive way. This is an attractive process of scholarly communication and relationship management of an organisation can also be enhanced. As pointed out by Salama *et al.* (2020), ‘computer-based communication’ allows easy data exchange and tracking of ‘real time information’ about any project. In addition, ‘internet-based communication’ aspect helps to collect global information from the various sites and joint venture schemes of a company can be elaborated. Along with this, “transmission control protocol” also helps in external communication processes within Malaysian firms by which exchange of secure data can also be possible. On the other hand, this media-based employee communication is facilitative for popular companies in Malaysia because efficiency and productivity of the companies can be increased through this. Apart from this, more careful construction of personal information can be possible through technical communication channels and cost reliability can also be maintained.

Malaysian firms are focused recently on computer-mediated communication (CMC) process because of inexpensive flow of knowledge and tracking of real time data from all workers. Advantages of CMC on organisational profit generation are given below with justifications to understand their importance to develop future view:

1. Problems related to time and space can be reduced for a firm by introducing CMC in regular business process and elimination of this barrier can also help to generate revenue in a suitable way.

2. CMC is easy to handle and cost effectiveness is another reason to implement this technical backbone for ensuring organisational development at any situation.
3. CMC is protective in nature and all the personal information of employees as well as organisation can be secured by using this tool (Shamim *et al.* 2019).
4. Decision making option within the Malaysian organisation can be improved under web-based environment and alignment of all tasks with each other can help in marginal sustainability in a better way.

2.4.2 Impact of employee loyalty in knowledge management process

Employee's loyalty is beneficial for any organisation as well trained and well-behaved employees are required for any firm to help functional outcomes of a company. According to the view of Rogala (2016), recruitment of loyal employees is necessary for any firm to meet customer expectations and all the demands can also be fulfilled by them. In addition, this is an imperative factor that is generally based on communication with employers and job satisfaction of individuals is directly related to this. Along with this, organisational design, knowledge management, training and infrastructure are major factors to stimulate employee loyalty in a suitable way. In words of Salama *et al.* (2020), employee loyalty provides flexible benefits to Malaysian companies and internal organisational management can be possible through this. On the other hand, this is purposive to provide real time information to all consumers and trust development among all consumers can also be possible through this.

Employee loyalty is necessary to exhibit better brand value of an organisation and creativity and brand promise of the companies such as QI Group can also be enhanced through this. On the other hand, loyalty of employees for its co-workers is necessary to develop customer satisfaction level and team performance can also be increased in a relevant manner. Along with

this, Meijer and Torenvlied, (2016) commented that proposition of suitable brand equity model is required to affect positively on customer purchasing behaviour by improving social connection with them and revenue generation can also be possible in a better way. On the other hand, growth of corporate value within QI Group can also be increased with the help of loyal workers and customers are also served in a positive way. Apart from this, promotion of successful business can also be acquired with the help of loyal employee participation and trust management can also be possible with the help of this strategic advancement.

Internal market orientation is related to employee loyalty level and the structure of an organisation can be sustained through this. As per the view of Ungureanu *et al.* (2019), 'human resource management' is holistically engaged with trust assurance and market condition of hospitality business is also improved. As mentioned by Salama *et al.* (2020), human resource managers provide both physical and technical training to all employees and this in turn helps in profit valuation, business procurement and sustainability. In the case of QI Group, recruitment of loyal employees can help to enhance brand awareness and motivation and morale of the production process can also be developed.

Along with this, loyal employees are able to increase internal market intelligence and segmentation of the competitive market can also be ensured globally. On the other hand, Serrat (2017) mentioned that in-flow and out-flow of any job is related to employee loyalty level and attractive remuneration can also help to manage innovation. Therefore, employees of QI Group can achieve proper market diversity with the help of employee loyalty and brand acquisition across Malaysia can also be increased.

2.4.3 Importance of internal and external market intelligence for Malaysian firms

Market intelligence is the collection of data from the market the firms operate in, so that strategies and ideas can be formulated.

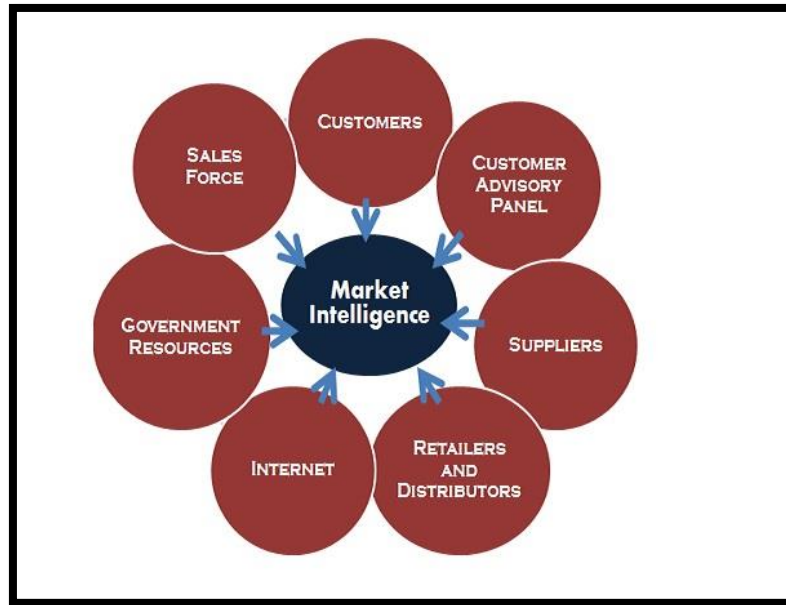


Figure 2.4.3: Market Intelligence

(Source: Rakthin, Calantone and Wang, 2016)

Market segmentation, penetration, opportunity, risk and other metrics are associated with market intelligence. The market intelligence is, therefore, a crucial part of the business to grow and expand. As mentioned by Rakthin, Calantone and Wang (2016) there are mainly two types of market intelligence structure that includes external and internal intelligence. The external market intelligence refers to the information obtained by the Malaysia firms on customer demands, environmental condition, innovation and technology. The external market intelligence is related to the external forces associated with Malaysian firms such as distributors, end-users, and suppliers. As per Keller *et al.* (2017) the intelligence is derived from customers through feedback, survey, questionnaires and research. On the other hand, the internal market intelligence refers to the operations inside the organization. The operations include finance, human resource management, maintenance and production. As mentioned by

Salama *et al.* (2020), both internal and external market intelligence is essential to run the business and optimize the operational flow.

In QI Malaysia, the external market intelligence is effectively used by the firms in order to develop the customer services offered. By gathering information on the customers through questionnaires, feedback channels and surveys, the organizations can efficiently prepare strategies to build up customer service and have an edge in the competitive market.

As per opinion by Ching and Zabid (2017), customers and employees are coming face-to-face and having interactions on a daily basis. Therefore, collecting the necessary intelligence on the customers, the employees can be shaped accordingly to create additional value to the customers. In the case of internal intelligence, learning the operations, finance, and personnel information can help the management to prepare strategies according to the data. By boosting the employee's motivation and influencing them, the firms can enhance business productivity and efficiency significantly.

The major advantages of external and internal market intelligence include:

- **Better quality services-** Through the aid of market intelligence information about customer preference are collected. This information can be used to come up with new plans to serve the customers better. Better services mean improved sales and a higher chance of customer retention.
- **Greater job satisfaction and loyalty-** The market intelligence reflects the thoughts and views of the customers and employees (Xue *et al.*, 2018). For example, by the use of service profit chain model, management can take a step to prepare strategies that will increase job satisfaction and loyalty. This denotes better internal organisational quality and in a service setting or environment, relationship between organisational quality and

job satisfaction invokes self-reinforcing capability. This is acclaimed by a chain starting from quality and productivity to provide better output to employees. In this case, employee loyalty is enhanced through more commissioning towards organisational commitment. As commented by Ching and Zabid (2017), the concept of internal marketing is also associated with this as this specific concept is focused at contribution of employees towards organisation in the context providing necessary to consumers.

- **Competitive advantage-** Market intelligence is beneficial in obtaining useful information to serve customers in a better way and acquire their satisfaction level. Higher customer satisfaction results in an expansion in customer base giving the organizations an increased competitive advantage over others.

2.4.4 Importance of Internal and External Communication

In QI Malaysia it can be observed that there are two types of communication process that influence the performance of the organizations. The internal communication process is processed by a mass mail system to connect with employees in the organization. On the other hand, the external communication process is processed through internet and social media platforms such as Facebook. In words of Salama *et al.* (2020), both the internal and external communication channels play a crucial role in sharing information among the organization and monitor employee loyalty. The organizations mainly use the internal communication process as formal communication to delegate the tasks and provide the employees with the necessary information.

The employees can also use the network channel to share important pieces of information among themselves. As stated by Shahbaz *et al.* (2018) communication is the essence of building a strong industry, therefore, business leaders make a great effort in propagating

smooth communication flow within the boundary of the firms. For example, staff training programmes can enhance the relationship between the managers and the employees in the organization. In contrast, the external communication process can be used to stay in touch with the members and other peers outside the boundary of the respective organizations. The external communication process is useful as it helps to connect with family, friends and peers through social media platforms.

Communication is an effective tool to share the thoughts and feelings of oneself to another person. Internal and external communication is, therefore, highly important to reduce anxiety and stress by allowing the employees to communicate with other people. With the evolution of technology and internet-based communication channels, the communication process has become more efficient. ‘Computer-mediated communication’ and ‘Transmission control protocol’ is used for data exchange in QI Malaysia. As argued by Ibrahim, Hashim and Rahman (2018) the interactive communication channel is cost-effective and proposes a two-way communication framework. This helps the employees to connect with others and share pieces of information through computer and internet systems. In order to explain this, the concept of “service profit chain” plays a significant role. This aids in identifying the fact that of relationship in between loyalty and satisfaction. According to this concept, this proves that creation of strong network is possible through customer loyalty, productivity, satisfaction, growth, profit.

Hence, it can be argued that technology in organizations has increased the chance of effective communication. A highly effective organization in QI Malaysia utilizes the web and the Internet communication platform at a rate of 54.7% compared to others.

2.5 Summary

The chapter is focussed on highlighting the key variables including the independent and dependent variables used in the research. It can be observed that the literature review illuminates the concept of communication, loyalty and employee knowledge in QI Malaysia. The chapter highlights that the three traits are interdependent with each other and reflects the organizations' capability to manage the employees' competency in the workforce. Theories, models and framework adopted by the Malaysian firms in order to shape the employees and propagate a better internal and external communication sharing. Strong leaders and managers are the foundation of the organizations that play a crucial role in managing the internal and external communication environment. Employee loyalty is reflected through how well an organization treats the employees and caters to them. However, it can be observed that with strong employee loyalty, service quality and performance efficiency also gets boosted.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Research methodology is an important aspect for any study to identify select, process and analyse information about any topic. It is mainly focused on overall philosophy, approach and design of the research by which it becomes possible to ensure validity and reliability of problem statement. Along with this, sampling strategy and sample profile are also important in this chapter in order to develop better understanding about instrumentation for this research. On the other hand, tools and techniques of data analysis are also necessary in this part to define importance of numeracy for research process.

Research design can be defined as the functional system that is essential to review all the dimensions of study problems and relevant findings can also be ensured through this. According to the view of Humphries (2017), research design is of three types such as ‘descriptive research design, explanatory research design and explanatory research design’. It is important for any research to incorporate concise design for analysing all the dimensions of the study in a more logical and coherent way. Therefore, researchers have followed descriptive research design to understand the impact of internal and external communication for business development. In addition, descriptive research design has helped to increase internal and external communication and its impact to increase loyalty and knowledge management of employees (Ørngreen and Levinsen, 2017). On the other hand, this research design was purposive to measure organisational goals and commitment of workers has also been calculated under suitable scientific evidence. Apart from this, tracking of non-quantified topics such as employee job satisfaction, loyalty, and training provision and so on has also been measured through descriptive research design for developing scope of the research.

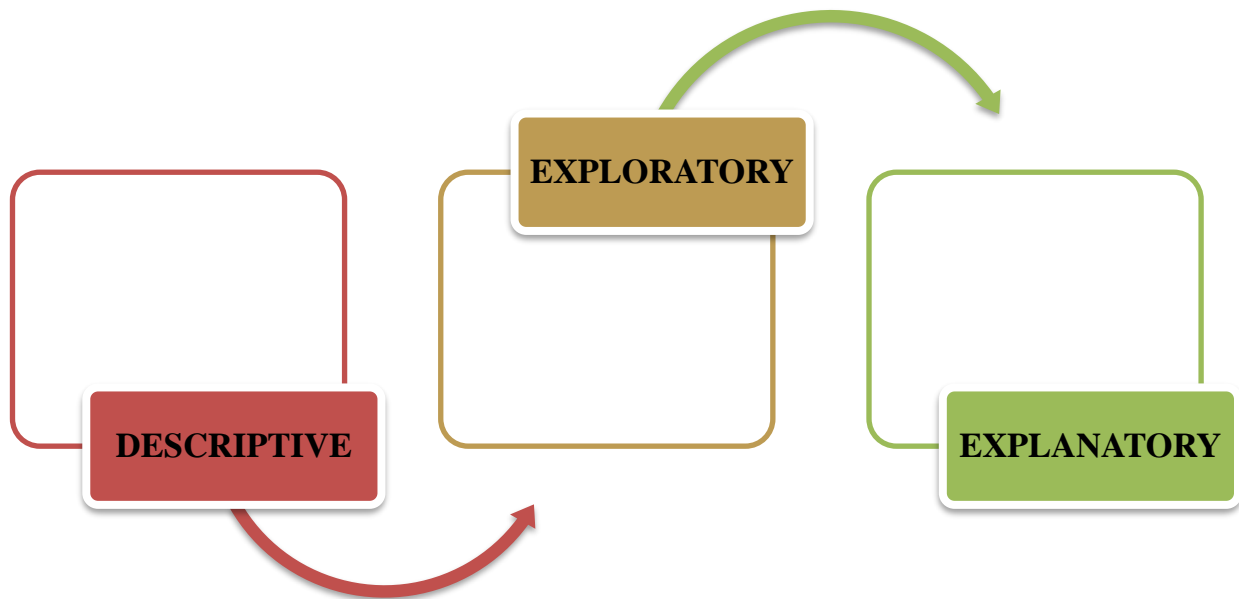


Figure 3.1: Research Design

(Source: Humphries, 2017)

Exploratory research design has not been followed in this study because no quantitative data is provided through this design. On the other hand, interpretation of study result with the help of qualitative data is not accepted most of the times due to improper information and lack of numerical data. As per the opinion of Fletcher (2017), application of critical realism is quite problematic to manage authenticity of any research and judgemental and biased interpretation is not accepted. In case of this research, it was vital to track perspectives of *QI Group* employees regarding importance of internal and external communication for knowledge and loyalty management. Therefore, exploratory research was not a good choice to propose accurate results and this design has not allowed large sample to complete the whole process. On the other hand, explanatory research design has not been also implemented due to improper predictions about all the variables during interpreting the results.

In addition to this, for finding out the importance of internal and external communication for organisational development and job performance of employees, ‘positivism research philosophy’ has been followed. By applying this method, researchers became able to fulfil

econometric evaluation of the topic with proper assistance (Snyder, 2019). On the other hand, all the hypothesis of the research has been fulfilled through positivism and quantifiable observations have also been ensured in a better way. Apart from this, practical knowledge about the importance of communication in QI Groups has also been fetched out properly by interviewing frontline employees.

In this research in order to measure the importance of internal and external communication for employee loyalty and knowledge management, deductive research approach has been followed by the researchers to adopt casual interaction between concepts and variables. On the other hand, various kind of employees need and knowledge management theory proposition has been accomplished without additional constraints with the help of this approach. As pointed out by Mohajan (2018), this approach was helpful to provide better insight about profit and revenue generation perspectives of the QI Group employees through proper communication tools and techniques has also been elaborated.

3.2 Sample and sampling

Random sampling technique has been followed by the researchers in this study to address all the relevant participants without any bias. As commented by Rix et al. (2019), survey method has been acquired by the researchers to understand the impact of internal and external communication for employee loyalty and knowledge management process of QI Group workers. In addition, frontline employees of QI Group in Klang Valley were addressed to participate in this study and they were enquired about the problem statement with the help of close ended questions. On the other hand, agree and disagree level of workers regarding management perspectives have also been developed with the help of 5-point Likert scale, a type of psychometric response **scale** in which responders specify their level of agreement to a

statement typically **in five points**: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

All the questions were made by using relevant business management research instruments and employee satisfaction level has been measured with the help of such tools. As mentioned by Abutabenjeh and Jaradat (2018), it is vital to analyse the connection between employee satisfaction level and loyal components can be measured in a better way. Therefore, 19 items were prepared and the questionnaires were divided into three categories to develop proper view of survey and interview with employees in Klang Valley. The first section of the survey included a series of statements about the communication climate at their workplace. In the second section, respondents were asked to rate their level of satisfaction with about the communication channels utilized in their workplace. The third section presented a series of statements about employee commitment to their company. Moreover, a total of 300 questionnaires were distributed for study participants after collecting their information and consent. Lastly, 258 responses have come at the end of study participants for resolving communication related issues in QI Group of Malaysia.

3.3 Instrument

Research instruments can be defined as the tools and techniques that are helpful to maintain reliability and validity of the study by calculating all the essential factors in a proper manner. As pointed out by Ulmer (2017), Dennis' communication climate survey is a suitable tool to gather data about internal communication practice within an organisation. Henceforth, internal communication prospects of QI Group have been measured by using this tool and information about inner environment has been gathered. In addition, this tool has helped to monitor the perceptions of employees regarding communications and loyalties for organisational

knowledge management process. On the other hand, this scale has helped to align five major survey factors in this field such as superior-subordinate communication, quality of information, superior openness/candour, opportunities for upward 34 communications and reliability of information.

The 5-point Likert scale has also been used as relevant instrument for this study that was helpful to collect data and define all the factors in a suitable way and understanding specific view of participants. As per the view of Wiek and Lang (2016), transformational sustainability is required for any organisation to code all the valuation of research purpose. By using this scale, researchers have generated idea about agree and disagree level of study participants about any communication problem within the above-mentioned Malaysian firm. On the other hand, the questionnaires have been consisted of 15 questions to analyse the strong beliefs of the workers about loyalty and communication within organisation. The enquiry was completely believed on the following factors such as a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization.

3.4 Research method

For this research, the researcher has followed quantitative research method in order to explore the topic as this is considered as most suitable for one for descriptive research design. In addition to this, necessary data was collected with the help of survey of respondents and through its thorough analysis. In words of Ulmer (2017), through the survey process, the researcher develops relevant questions for participant regarding the necessity of both external and internal communication in order to enhance loyalty as well as knowledge of employees at QI Malaysia. This “self-administered survey” is helpful to researchers to gather huge source of

information. Not only this, it also allows researches flexibility within analysis about the specific topic. In the first part of the survey, statements about workplace communication climate are focussed and based on concern of each participant, responses are given. The second part is associated with rating own satisfaction level regarding workplace communication channel. The last part is presented with statements related to commitment of employees towards organisation.

3. 5 Data collection

Data collection is a suitable aspect of management research by which all the information of study can be accumulated in a proper way. As per the view of Ngozwana (2018), data collection can be categorised into two major branches such as primary data collection and secondary data collection. In order to analyse the impact of internal and external communication for employee loyalty level, primary data collection process has been followed by the researchers to gather all the data through field survey of 258 participants. Survey was quite advantageous for this research as the researchers became able to administrate all the factors related to employee communication within QI Group in Klang Valley. On the other hand, the participants were questioned about workplace environment and consent form has been given to them to measure the degree of agreement and disagreement level. Apart from this, internal environment of the above-mentioned organisation has also been rated by enquiring all employees about rules and regulations of communication.

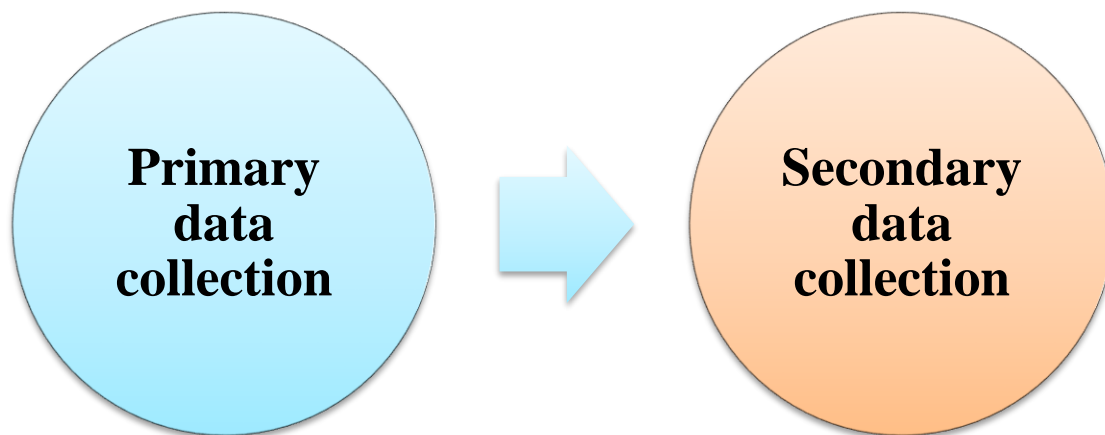


Figure 3.5: Data collection process

(Source: Ngozwana, 2018)

Secondary data collection process has not been followed by the researchers in this study due to inaccuracy of information provision. As per the opinion of Daniel *et al.* (2018), secondary data collection only informs about literature-based knowledge of study topic and it becomes irrelevant to forecast current business problems. Therefore, this has been rejected by the researchers to accomplish the research in more precise way and overall decision-making has also been developed.

3.6 Data analysis

Analysis of data is necessary for any management research that can help to provide better insight of study topic and identification of interpretation step can also be ensured. As pointed out by Papachristos (2018), data analysis can be classified into two major categories such as quantitative data analysis and qualitative data analysis. For understanding the importance of internal and external communication on employee loyalty and knowledge management, quantitative data analysis process has been followed by the researchers to gain relevant conclusion. This analysis has helped to provide statistical data and projection of correlation among all the variables has also been possible with the help of this analysis. On the other hand,

descriptive statistics has also been analysed through mean, median, mode and frequency calculations are also ensured. Moreover, this was helpful to develop scattered plot and graphical representation of data was really helpful to accomplish study process.

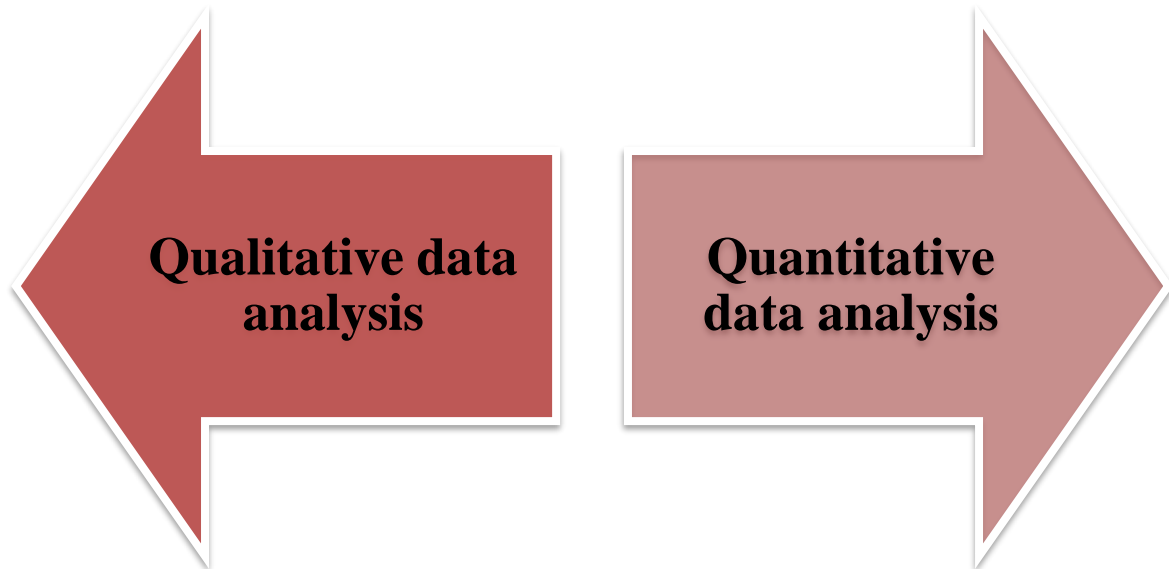


Figure 3.6: Data Analysis

(Source: Papachristos, 2018)

Qualitative data analysis has not been acquired by the researchers as thematic analysis is not accepted most of the times by researchers due to biased result. As per the opinion of Murshed and Zhang (2016), qualitative research is not able to provide clear insight of data because of lack of statistical calculations. On the other hand, perspectives of researchers have influenced the actual result and the findings are not proper in nature. Therefore, researchers have rejected qualitative data analysis to measure the impact of internal and external communication for loyalty increment.

While doing this research, managing ethical aspect is a suitable proposition by which trust and confidence of study participants can be maintained in a viable manner (Taherdoost, 2016). This provides authentic insight for all kinds of analysis and confidentiality of data is maintained in a proper manner. In case of this research to analyse the importance of internal and external communication of employees, ethics has been maintained not to provide extra preference for

study participants. As per the opinion of Basias and Pollalis (2018), it is required to store all collected data in a secure place for managing confidentiality. In order to accomplish this research, no private data has been shared with third parties and the personal information of the participants has been hidden during discussion of findings.

To carry out this research properly, researcher has made a strong password in a special drive to store all the information collected from frontline employees of hotels in Klang valley. By developing such kind of drive, it becomes possible to understand employee perspectives about the importance of communication and loyalty in the business process. On the other hand, Taherdoost (2016) pointed out that it is the duty of the researchers to develop interview or survey questions without harming the mentality of participants. Therefore, this research has also been accomplished without harming the personal view of participants and all the results have been cross checked before publishing in front of the public. The data will be analysed by using Statistical Package for the Social Sciences which acts as essential tool for tabulating the result of survey and analysing the entire information collected from respondents.

3.7 Study plan

As per the opinion of Murshed and Zhang (2016), study plans are considered as schedules which help to designate or outlines different areas of study from choosing the topic of the study to its proper execution. Duration of this study is approximately two months and it involves collection of data and analysis of data.

Task	Start Date	End Date	Duration
Preparation of Survey	6/15	6/20	5
Distribution of Survey	6/21	6/22	1
Respondent Answer the Survey	6/23	7/13	20
Collection of Survey	7/14	7/15	1
Data Analysis	7/16	7/20	4
Finding and Observations	7/20	7/29	9
Summarization and Impact Noted	7/29	8/15	17

Table 3.7 Study Plan

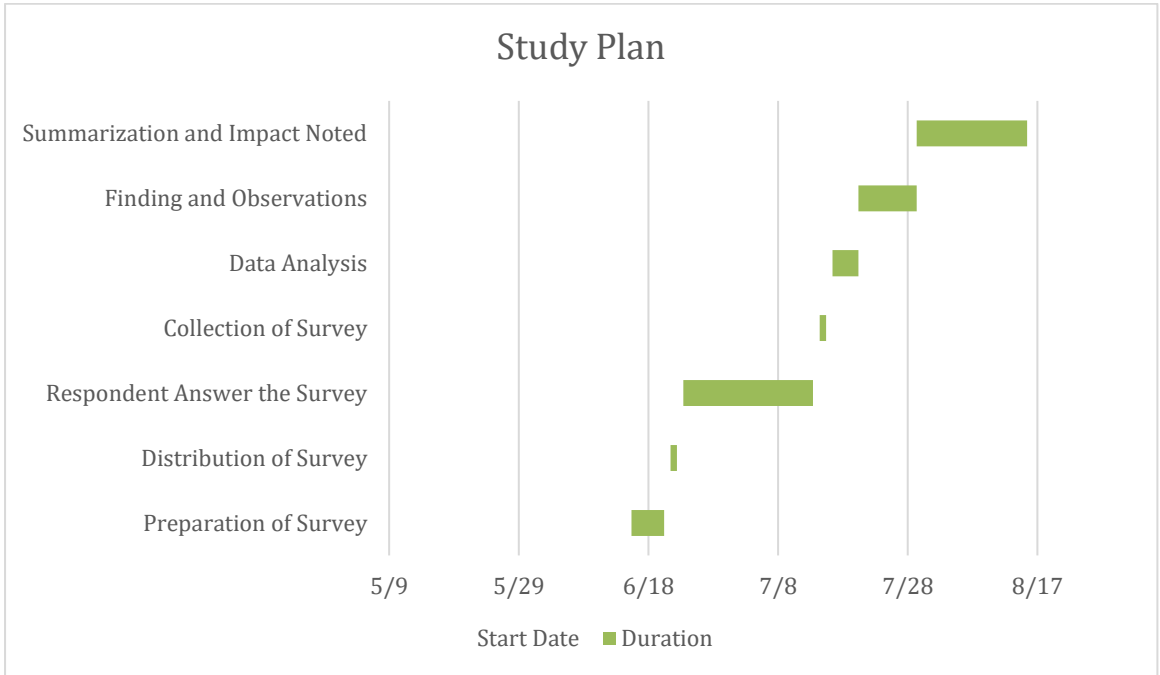


Figure 3.7: Gantt Chart of the Study Plan

CHAPTER 4

FINDINGS AND ANALYSIS

This chapter is going to focus on analysing the collected data and information from closed-ended questionnaires in research. It keeps the detailed outline of survey results analysing the impact of effective communication in enhancing employee's loyalty and customer satisfaction level in QI of Malaysia. Different range of tools and techniques has been considered in the chapter for analysing and collecting the data and information appropriate manner. The chapter is going to analyse different variables and elements of effective communication based on demographic questions, employee satisfaction and employee's loyalty in organisation for analysing and understanding different consequences and associated phenomena such as incentives and payrolls.

4.1. Findings and Discussion

The total respondents for this survey are 258 out of the 300 intended. The remaining answers were unable to be used due to incomplete answers. The results of the survey are further analysed and tabulated by sections below.

No.	Question	Response				
		SD	D	N	A	SA
1.	Do you think the working environment in QI drives employee's loyalty?	5%	5%	15%	45%	30%
2.	Do you believe that access control in organization information affects employee's loyalty?	4%	11%	10%	55%	20%
3.	Do you think that performance appraisal and financial rewards In QI can motivate employee loyalty?	0%	0%	5%	25%	70%
4.	Do you think that personal development training can drive employee's loyalty in the workplace?	0%	8%	44%	28%	20%
5.	Do you think that assertive communication method can influence employee's loyalty and work engagement?	10%	22%	18%	24%	26%

6.	Do you believe that the leadership style of QI enhances employee's loyalty in the internal working environment?	15%	17%	14%	30%	24%
7.	Do you think that payrolls and workloads affect employee's loyalty towards QI?	0%	0%	9%	36%	55%
8.	Do you feel that the opportunities of personal development have positively influence loyalty towards QI?	4%	8%	40%	26%	22%
9.	Do you believe that work appreciation drives employee's satisfaction?	13%	8%	25%	30%	24%
10.	Do you think that good relationships with colleagues encourages employee's satisfaction in QI?	25%	20%	19%	11%	25%
11.	Do you think that working flexibility provides employee's satisfaction?	2%	6%	0%	38%	54%
12.	Do you believe that job security and financial security provided by QI contributes to job satisfaction?	18%	20%	15%	8%	39%
13.	Do you think that good organizational structure and transparency contributes to employee's job satisfaction level?	29%	7%	25%	28%	11%
14.	Do you agree that effective communication contributes in maintaining good relationships with employees and enhances job satisfaction?	0%	0%	0%	30%	70%
15.	Do you believe that learning and career development opportunities drives employee satisfaction in QI?	0%	7%	40%	30%	23%

Table 4.1 (a): Survey results

Demographic Analysis

Statistics						
		Age	Gender	Experience	Annual income	Mode of communication
N	Valid	258	258	258	258	258
	Mis-sing	34	34	34	34	34

Mean	2.19 77	1.2 59 7	2.143 4	2.1512	1.3023
Median	2.00 00	1.0 00 0	2.000 0	2.0000	1.0000
Mode	1.00	1.0 0	1.00	1.00	1.00
Std. Deviation	1.19 486	.43 93 2	1.156 43	1.17547	.46016
Variance	1.42 8	.19 3	1.337	1.382	.212

Table 4.1 (b): Demographic

In the cross ended survey process, demographic aspects have been considered in order to represent age, gender, experiences, income and mode of communication used by the employees of QI. According to the view of Bahadur *et al.* (2020), consideration of different elements of demographic has helped in understanding the organisational perspective and workforce and their contribution to business development and growth process. On the other hand, consideration of demographic aspects in a survey process has also to understand the different component of employee retention and their work engagement in the context of working capabilities and future scope for their development.

Item 1: Age

Based on the above table, it can be identified that the maximum of the employees of QI belongs from the age group of 21 to 30. The mean value of the age group workforce is 2.197 and the

standard deviation is 1.194. From these results, it can be stated that maximum of the employees of the organisation are young and energetic and effective communication has the capability to influence their working behaviour and loyalty largely by motivating them towards hard work (Kang and Sung, 2017). On the other hand, in order to maintain young workforce development of various careers opportunities by QI can help in managing communication relationships between internal and external stakeholders and ensure organisational growth and development.

Item 2: Gender

The mean value of gender in the statistical table is 1.259 that represents the majority of male employees in the organisation. On the other hand, the value of standard deviation is 0.439 which is stated that the value has negatively divided from the mean value. According to the view of Quesne *et al.* (2017), consideration of gender in the demographic process can help in identifying different employee behaviour based on their gender and working capability in the organisation. It can also positively contribute to identifying the importance of developing appropriate communication skills such as computer-based in order to deal with male and female employees in a workplace by identifying major differences and their organisational behaviour. According to the view of Aljayi *et al.* (2016), it can also help in developing appropriate communication strategies for internal and external stakeholders such as consumers of hotels separately based on their gender for improving knowledge and abilities and loyalty towards their job roles and profession. The variance of the workforce gender in QI is 0.193 that represent equality among all the employees in the workplace in terms of promotion and payrolls.

Item 3: Experiences

Evaluating the experiences of employees is necessary for understanding loyalty and work engagement capabilities based on past performances. The mean value of employee's

experience in working with QI is 2.1431 and devalue of standard deviation is 1.156. Based on these results, it can be stated that the maximum of the survey participants is working with organisations from the last 2 years. According to the view of Kharouf *et al.* (2019), some of the employees are working approximately from four to five years in QI. Consideration of experiences of the employees in the demographic section has helped in the process of understanding different perspectives and factors that control employee's loyalty, satisfaction level and work engagement capabilities. In addition, it has helped to understand different perspectives of effective communication in organisational behaviour. According to the view of Elmadag and Peneklioglu, (2018), the variance of the work experience of the employees of QI is 1.38.

Item 4: Income

Income of the employees has been also considered as an important element of the demographic section in order to evaluate major factors that drive work engagement and employees' motivation in the organisation. The mean value of the annual income of the employees is 2.15 and the value of standard deviation is 1.17. Based on this result it can be stated that the average income of the maximum participation of the survey is RM 2,40,000. According to the view of Elmadag and Peneklioglu, (2018), analysing their annual income can help to forecast working engagement mint and loyalty towards the organisation in terms of financial context.

Item 5: Mode of communication

Mode of communication used by the employees of QI in their professional practices has been considered as an important element of the demographic section for justifying research questions and objectives. The mean value of mode of communication preferred by employees is 1.30 and the value of standard deviation is 0.46. According to the view of Kang and Sung, (2017), based on these units, it can be stated that maximum of the employees prefers to use verbal communication mode for communicating with each other regarding their job roles and professional activities.

The most appropriate mode of verbal communication is phone calls, group discussion and personal discussion. According to the view of Kang and Sung, (2017), the employee's differences of verbal communication in the workplace has several advantages such as appropriate time management, rapid feedback and response, clear understanding and meeting the deadline of different projects. The value of variance is 0.21 and it is stated that the use of verbal communication mode is beneficial for organisational activities in order to maintain employee retention by enhancing their motivation and job satisfaction level.

4.1.1 Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.650 ^a	.422	.389	.65131
a. Predictors: (Constant), career development, Accessing information, Structure transparency, work appreciation, relationship, Assertive communication, effective communication, personality development, Leadership style, opportunity of personality development, flexibility, payrolls, job security, financial rewards				
b. Dependent variable: working environment				

Table 4.1.1 (a): Model summary

From table 4.1.1 (a), it is evident from the evaluation of R square; the value of correlation coefficient determines the relationship between the dependent and independent variable. In this case, the independent variable is communication among the employees; this has helped to figure out the impact. According to Halpern *et al.* (2017), communication among the employees plays an important part in enhancing the employee’s loyalty and employee’s satisfaction. The value of the regression coefficient reflects that as well, in here, the value of regression is equal to 0.422. It has shown that the evaluation is positive, which describes that if the mode of communication that is internal and the external communication among the employees improves then it creates an impression on the employee loyalty and employee satisfaction. This refers to the question of “Do you agree that effective communication contributes in maintaining good relationship with employees and enhances job satisfaction.” The mode of communication has enabled the employees of QI to establish a good relation between himself or herself. As mentioned by Halpern *et al.* (2017), this, in turn, has created a positive impact on the employee satisfaction of QI, Malaysia. Besides that, in case the relation among the employees improves then it improves customer loyalty.

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	75.383	14	5.385	12.693	.000 ^b
	Residual	103.082	243	.424		
	Total	178.465	257			
a. Dependent variable: working environment						

b. Predictors: (Constant), career development, Accessing information, Structure transparency, work appreciation, relationship, Assertive communication, effective communication, personality development, Leadership style, opportunity of personality development, flexibility, payrolls, job security, financial rewards

Table 4.1.1 (b): ANOVA

The above table 4.1.1 (b) describes the value of regression that has helped the researcher in figuring out the best-fit regression line for the research work. In addition, it is observed that the value of regression is equal to 75.83, and the value of residual is nearly equal to 103.082. As mentioned by Jacobs *et al.* (2016), thus, the value of constant in case of communication is positive, and it represents that the line is positively sloped to each other. Besides that, the value of significance is equal to 0.00, which determines that the value is less than 0.05. Thus, the value that has been calculated is significant to each other. Thus, the positively sloped lines describe that with an improvement in the mode of communication; the personality of the employee improves that allows them to keep a good relationship with the employees.

Effective communication improves the idea about the organization; in addition, if the employees are able to access information clearly about QI, then it improves the performance of the organization. According to Hawn and Ioannou (2016), it allows the employees to get a clear idea about the structure of the organization, which will augment the transparency within the organization. Employees feel more appreciated when they are provided equal values and opportunities, and thus they become experts in the performance level.

Hence, most of the employees strongly agreed with the view that work appreciation enhances the performance of the employees of the organization. According to Hawn and Ioannou (2016), therefore, communication helps in enhancing this knowledge field and boost up the employee's knowledge as well as create a better work culture environment. On the other hand, better

communication with the employees has allowed the leaders to maintain a good leadership strategy, which in turn improves the satisfaction of the employees as a result of that the value of regression is 75. The satisfaction of the employees creates a positive and rapid effect on the loyalty of the employees.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.167	.281		4.148	.000
	Accessing information	.069	.072	.049	.964	.336
	Financial rewards	.052	.032	.089	1.620	.107
	Personality development	-.099	.044	-.118	-2.254	.025
	Assertive communication	.456	.043	.558	10.649	.000
	Leadership style	-.058	.030	-.102	-1.946	.053
	Ppayrolls	-.072	.044	-.087	-1.633	.104
	Opportunity of personality development	-.075	.036	-.110	-2.103	.036

Work appreciation	-.032	.034	-.048	-.926	.356
relationship	.130	.054	.128	2.418	.016
flexibility	-.100	.041	-.130	- 2.426	.016
Job security	-.032	.034	-.051	-.940	.348
Structure transparency	.005	.050	.005	.107	.915
Effective communication	.011	.048	.012	.233	.816
Career development	-.009	.054	-.009	-.174	.862
a. Dependent variable: working environment					

Table 4.1.1 (c): Coefficients

Table 4.1.1 (c) represents the value of the coefficients of the variables; in addition, this has enabled the researcher to determine the slope value of the regression line of each variable. The value of the constant is equal to 1.167; this signifies that the value is positive; in case of accessing information, it is apparent that the slope is positive, and the value is 0.069. Therefore, in case the communication among the employees improves then it will create an impression in getting information about the organization. This, in turn, improves the motivation of the employees. On the other hand, it improves the loyalty of the employees. Communication plays an important role in improving communication among employees. This improves the leadership strategy of the company. As a result of that, the leader of the corporation is able to get knowledge about the employees (Hawn and Ioannou, 2016). This, in turn, creates an impact on the efficiency of the employees. Besides this depicts a vital part in improving the

satisfaction of employees, which in turn improves the loyalty of the customers as a result of that it, has shown a positive slope between the variables and the value is 0.130.

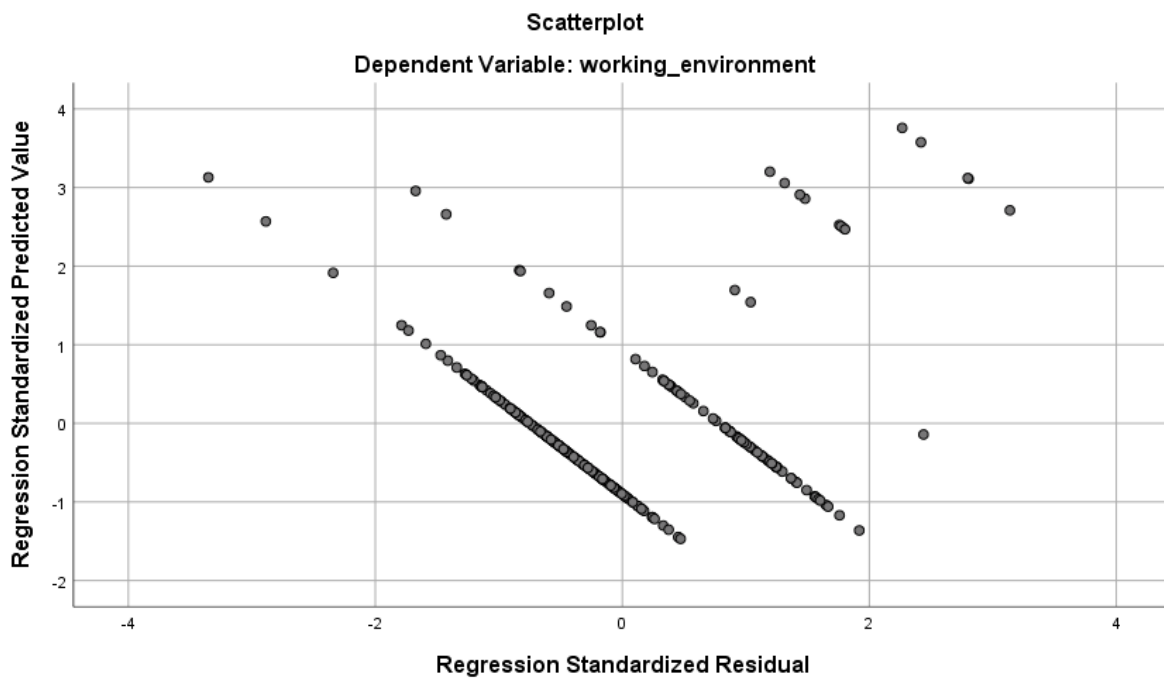


Figure 4.1.1 (d): Scatter plot

From the above Figure 4.1, it is evident that the scatter plot represents the variable shows a positive slope. In addition, in case the leadership strategy of the leader improves then it improves communication among the employees (Malhotra and Ackfeldt 2016). In the case of a relationship, the slope is nearly equal to 0.130, which describes that the slope is increasing good communication among the employees and improves the relationship among the employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.387 ^a	.150	.105	.86372
a. Predictors: (Constant), personality development, Assertive communication, relationship, Structure transparency, career development, Accessing information, work appreciation, flexibility, Leadership style, opportunity of personality development, payrolls, job security, financial rewards				
b. Dependent variable: effective communication				

Table 4.1.1 (e): Model summary for effective communication

Table 4.1.1 (d) describes the model summary for effective communication, the evaluation of the correlation coefficient is equal to .387, and the value of R square is equal to .150. The value shows a positive relationship between the variables. As mentioned by Chen *et al.* (2017), effective communication among the employees has created an impact on the satisfaction of the customers. As a result of that, it is evident that the value has shown a positive correlation among the variables. This refers to the question, “Do you think that assertive communication method can influence employee’s loyalty and work engagement?”

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	32.087	13	2.468	3.309	.000 ^b
	Residual	182.026	244	.746		
	Total	214.112	257			
a. Dependent variable: effective communication						
b. Predictors: (Constant), personality development, Assertive communication, relationship, Structure transparency, career development, Accessing information, work appreciation, flexibility, Leadership style, opportunity of personality development, payrolls, job security, financial rewards						

Table 4.1.1 (f): ANOVA table

The 4.1.1 (e) table describes that the value of regression has increased compared to the mode of communication. In this case, the value of regression is equal to 32.087, and the value of residual has increased as well. It has increased to 182.026. As mentioned by Chen and Kamal (2016.), the value of regression has shown a positive relationship between them that allows them to maintain a positive relationship among them. In addition, the value of regression shows that the value is the best fit for the regression line and the significance of the value is lesser than 0.05, this signifies that the values that are gathered for the analysis are significant and positive to each other. Besides that, the value of the slope is positive as the coefficient shows a positive intercept in the axis.

Coefficients				
Model	Unstandardized Coefficients	Standardized	t	Sig.

				Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.935	.352		5.500	.000
	Accessing information	-.067	.095	-.044	-.707	.480
	Financial rewards	-.051	.043	-.079	- 1.191	.235
	Assertive communication	.034	.057	.038	.595	.552
	Leadership style	.092	.039	.148	2.370	.019
	Payrolls	.072	.058	.079	1.236	.218
	Opportunity of personality development	-.063	.047	-.084	- 1.336	.183
	Work Appreciation	-.078	.045	-.109	- 1.726	.086
	Relationship	-.050	.071	-.045	-.704	.482
	Flexibility	.180	.054	.213	3.373	.001
	Job security	-.102	.045	-.146	- 2.257	.025
	Structure Transparency	-.101	.066	-.096	- 1.544	.124
	Career Development	.011	.072	.009	.149	.882

	Personality Development	-.121	.058	-.131	- 2.091	.038
a. Dependent variable: Effective Communication						

Table 4.1.1 (g): Coefficient table

Table 4.1.1 (f) shows the value of the beta coefficient of the value, which in turn represents that the value of the slope is positive, and the value coefficient is higher in the effective communication compared to the mode of communication. Therefore, it is apparent that the slope of regression lines is also higher compared to the mode of communication. As mentioned by Garcia Sanchez *et al.* (2018), effective communication among the employees allows them to maintain a perfect leadership strategy that has enabled them to improve the performance of the company.

Apart from that, effective communication improves the relationship among the employees, which in turn improves the flexibility of the working environment that is it improves the working environment within the QI Company. Hence, it can be stated that effective communication among employees improves the performance of the company (Sheei and Vera, 2016). In addition, the slope of career development is recorded as 0.011; that is, the slope of the regression line is positive.

Besides that, this can be described that as the leader is able to establish effective communication within the organization then that enables them to get an idea about the skills of the employees. As a result of that, they are able to create a training program which has enabled them to improve the career of the employees (Sheei and Vera, 2016). Thus, it leads to personal development; due to this, it has possessed a positive slope with the career development of the employees.

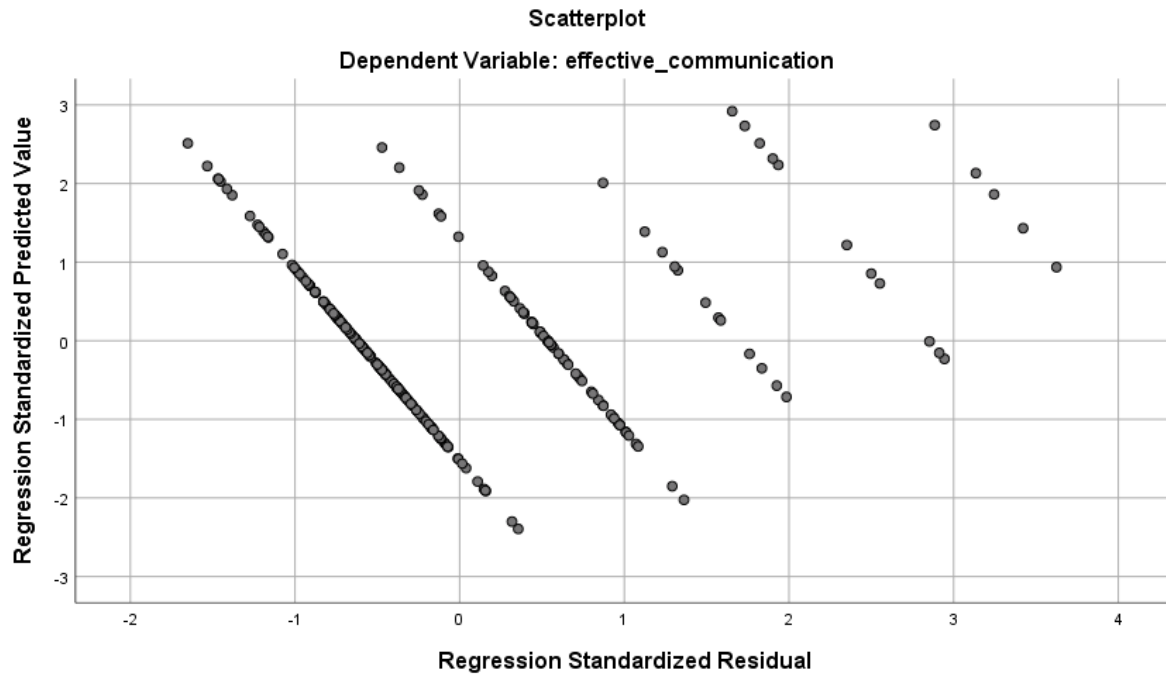


Figure 4.1.1 (h): Scatter plot

Above scatter plot describes the value of the variables, and it has created an impact on the performance of the organization. Employee loyalty plays an important role in the growth of the industry. In fact, in order to improve their loyalty, they have to focus on improving the satisfaction of the employees. As mentioned by Fang and Zhang (2018) the effective communication enhances the flexibility of the QI; this, in turn, enhances the satisfaction of the employees. From the above figure, it is evident that the slope of the line is positive. This is effective to figure out for the researcher that effective communication enhances the satisfaction of the workforce and improves the performance of the employees.

4.1.2 Pearson's correlation

Pearson's correlation determines the relation between the dependent and the independent variable. The communication among the employees has an important part in improving the performance of the company. In order to improve the performance of the company, the leader

of the organization has to focus on establishing effective communication between the employees. According to Tankosic *et al.* (2017), in order to do this, accessing information has shown a positive relationship between them. The value is greater than 0; then it shows a positive relationship between them. Therefore, it signifies that if the communication among the employee's increases then that enables them to access information, which in turn helps them to get information about the QI. Besides that, if employees get information about the company, then it ensures the satisfaction of the employees.

The financial rewards have shown positive relation with effective communication among the workforce. As mentioned by Tankosic *et al.* (2017), this means that if the organization is able to establish effective communication among them, then it will enhance the efficiency of the organization and that allow them to earn financial rewards from the company. Therefore, it shows a positive relationship between them. In other words, with an enhancement in the level of the communication rewards increases and the value are calculated as 0.262.

In the case of assertive communication, it can be seen that the value is nearly equal to 0.582, which signifies that the value is greater than 0.5; thus it shows a strong positive correlation between them. Thus, with an increase in effective communication, assertive communication with the leader will enhance. According to Tankosic *et al.* (2017), effective communication depicts a vital part of improving the leadership style of the company. If the QI is able to establish effective communication among the employees, then it has allowed the leader to implement a leadership style that will enhance the performance of the entity. In this case, it is evident that the company is able to establish good communication among them as the evaluation of the correlation coefficient is equal to 0.145; this shows a weak positive relationship among them.

The accessing information has an important part in getting information from the employees. It is evident that the value between effective communication and assessing information is .953; therefore, they possess a strong positive correlation between the dependent and the independent variable. In this case, the correlation coefficient among the accessing information and effective communication is greater than 0.5, which will improve the loyalty of the employees. Besides that, effective communication has no direct impact on the personal development of an employee; thus, it has shown a weak negative correlation between them (Tankosic *et al.* 2017). The effective communication also has no direct impact on the job security of the employees although it has an indirect impact on the improvement of the employees, Therefore, in order to improve the satisfaction of the employees, QI must provide job security to the employees. According to Winkler (2016), this in other ways can decrease the loyalty of the employees, which can create an impact on the efficiency of the company as well.

The payrolls depend on the performance of the workforce; the effective communication among the employees improves the performance. However, it is not directly linked with one another as a result of that it possesses a weak negative correlation among the variables, and the value is equal to -0.03, which is greater than -0.5.

Therefore, a change in the effective leaves a little impact on the payroll of the employees. As a matter of fact, the internal and the external communication has both an effect on the employee's motivation while the internal communication is focussed in a communication channel established between employees within the organizational boundary, the external communication refers to the communication outside the organizational boundary. As mentioned by Regale (2016), effective managers in an organization use different communication platforms such as emails, social media, feedback, conferences, and meetings

to collect market intelligence and use them to bolster the organization. This has enabled the managers to appreciate the workers. Actually, it has shown a positive correlation between them the value is equal to 0.067. This signifies that it shows weak positive relation, as it has no direct link with effective communication with the employees.

The regression line is positively sloped in case of the work appraisal, and the correlation coefficient signifies positive relationships among them. In order to analyze this, it is evident that effective communication improves the relationship with the leaders of the corporation. In addition, communication among them improves the relationship with the employees as well. According to Cardwell *et al.* (2017), this helps the employee is working in a group. Thus, it enhances the efficiency of the employees and will improve work appraisal. In other words, this depicts an important part of improving the performance of the employees. Effective communication is not directly linked with the opportunity for personality development.

The evaluation is negatively linked with the opportunity of personal development of the employees. The evaluation is equal to -0.196 ; therefore, this possesses a negative relationship as well. On the other hand, it shows a positive link with the relationship among the employees. The value is nearly equal to 0.174 ; this improves the performance of the company and the efficiency of the employees (Cardwell *et al.* 2017).

Effective communication improves the idea about the organization; in addition, if the employees are able to access information clearly about QI, then it improves the performance of the organization. Along with that, it allows the employees to get a clear idea about the structure of the organization, which will augment the transparency of within the organization.

Employees feel more appreciated when they are provided equal values and opportunities, and thus they become experts in the performance level.

Hence, most of the employees strongly agreed with the view that work appreciation enhances the performance of the employees of the organization. Therefore, communication helps in enhancing this knowledge field and boost up the employee's knowledge as well as create a better work culture environment. As per the view of Keel and Coal (2018), this employee knowledge helps in identifying the sense of belonging, which makes them more responsible and thus helps in increasing better performance level. As a result of that, it shows a positive relation 0.530. On the other hand, the value is significant to each other as it is less than 0.05.

The correspondence among the representatives has a significant part in improving the presentation of the organization. In order to improve the exhibition of the organization, the pioneer of the association needs to concentrate on setting up a viable correspondence between the representatives. In order to do this, getting to data has demonstrated a positive connection between them.

The worth is more prominent than 0; then it shows a positive connection between them. As mentioned by Wonneberger and Jacobs (2016), it means that on the off chance that the correspondence among the representatives builds, at that point that empowers them to get to data, which thus causes them to get data about the QI. Other than that, in the event that workers get data about the organization, at that point, it guarantees the fulfilment of the representatives. In fact, the evaluation is 0.215, which possesses a strong positive correlation between them.

In addition, providing motivation to employees can be helpful to increase their communication behaviour. In this respect, fulfilling employees' desire is able to assist them in exploring their full potential and self-competency. As mentioned by Reilly and Larya (2018), this aspect is

highly useful towards understanding their requirements so that it can aid in serving as a powerful motivator of perception of employees. According to Reilly and Larya (2018), this can also be observed within an organization that some employees might have a conflict in between their thoughts and action and this would automatically put a negative impact over their performance level.

However, only effective communication can eradicate this confusion and can direct towards the path of success. As a result of that, it has shown a negative correlation between the variables and the value is nearly equal to -0.159. Although it has shown, a weak negative correlation between the management of the organization will have to focus on improving internal communication [*Referred to appendix 2*].

4.1.3 Summary

Based on the above chapter, it can be summarised that an improvement in effective communication improves the satisfaction of the employees. In presenting the analysis, it has analysed the descriptive statistics of the data that are gathered for the analysis. It has presented the regression analysis of the data that are gathered from the analysis. In addition, it has presented an analysis of the slope of the line and its impact on the role of effective communication. Apart from that, it has analysed the correlation coefficient, which has signified the relation between the dependent and independent variables. This has enabled the researcher to figure out the impact of internal and external communication on the satisfaction and the loyalty of the workforce in QI.

CHAPTER 5

CONCLUSION

5.1 Summary of Findings

Availability of appropriate communication tools helps in establishing good communication relationships between employees and employers in order to improve knowledge, loyalty and lead to business success. Based on the survey result and discussion it can be stated that the development of appropriate and effective communication processes including computer-mediated communication process is very important for ensuring employee's motivation and employee's loyalty towards QI. Based on the discussion it has been identified that performance appreciation, working environment, opportunities and assertive communication. Moreover, workloads and relationship with colleagues are the key drivers of work engagement and job satisfaction of employees of QI. In addition, the most significant impact of using appropriate communication skills for the interaction of internal and external stakeholders are business development and expansion of business areas through improving marketing activities.

5.1.1. Linking with the first objective

Objective 1: To investigate the major drivers that affect the employee's knowledge and loyalty towards the company

Identification of major drivers that affect employee's knowledge and loyalty towards a company is important for understanding employees' behaviour and work engagement process. On the other hand, this process is also necessary for developing an appropriate human capital management strategy for improving organisational performances and the relationship between internal stakeholders in a significant way. According to the view of Ammari *et al.* (2017), the most potential drivers that affect employees' knowledge and loyalty are organisational

corporate structure, workload and work design. In addition, payrolls and incentives, training and promotion and work flexibility are also major drivers.

Business ethics and organisational principles associated with corporate structure greatly influence employees' knowledge and loyalty towards the organisation by generating clear ideas and views about the organisation. On the other hand, role and responsibility based on work design also played a significant role in controlling and managing employees behaviour and enhances loyalty and knowledge towards corporate culture and objectives. As per the view of Berezan *et al.* (2017), employees' payroll and incentives based on their performances also contribute to their loyalty towards the organisation by affecting job satisfaction level. Providing flexibility and different opportunities for balancing personal and professional life also positively help in the process of building loyal relationships with employees and help in increasing their business knowledge towards corporate culture.

5.1.2 Linking with second objectives

Objective 2: To find out the main key drivers of both internal and external communication method within the company

Identification and implementation of an appropriate communication strategy are necessary for maintaining good relationships with internal and external stakeholders and contributing to business growth and development in a productive way. According to the view of Salleh *et al.* (2017), the most significant elements that drive internal and external communication methods within the company QI are cultural diversity, sharing of work progress reports among different departments, group affiliation, the functional relationship between internal and external stakeholders and availability of communication tools. Cultural diversity and implementation of cross-cultural communication strategy such as computers and smart phones in the

organisation positively drives potential relationships between internal and external stakeholders in the context of business communication. According to the view of Glaveli, (2020), sharing of project reports and work progress also played a significant role in enhancing communication between internal and external stakeholders in order to maintain different activities appropriately by analysing barriers and focusing on completing on the given time. Group affiliation among different team members of QI is another significant element that positively drives communication between internal and external stakeholders regarding different investment and marketing performances in international and national areas.

Functional relationships between internal and external stakeholders based on performance requirement also help in establishing good communication in between and positively contribute to organisational growth and development by improving marketing and business performances. According to the view of Senguo et al. (2017), one of the most significant elements that drive internal and external communication methods within the company is the availability of communication tools and Technology. As for example, the use of different human resource management software such as Ulitpro, BambooHR and Zenefits enhance the communication process by offering rapid response facilities. On the other hand, using emails and phone calls in order to update about different marketing performances and procurement or inventory activities can be considered as a specific communication tool that drives the connection between internal and external stakeholders.

5.1.3. Linking with third objectives

Objectives 3: To evaluate the impact of effective communication skill (both internal and external) on an employee's engagement level and over organisation performance. The development of appropriate communication skills based on assertive and Win-Win communication strategy played a significant role in organisational growth and development by

enhancing work engagement and employee motivation. According to the view of Chen *et al.* (2016), the most significant impact of effective communication over employee engagement are a comfortable working environment, confidence in the workplace, establishment of good relationships among colleagues and motivation towards completing job roles.

On the other hand, the most potential impact of using effective communication skills over organisational performances are acquiring new marketplace, increasing investors, a good relationship with suppliers and distributors and increasing organisational profit margin and annual revenue. According to the view of Hwang and Park, (2018), effective communication skills positively help in managing legal frameworks such as Trademark policy and permission to enter in international marketing areas and help in acquiring new marketplace. On the other hand, it also improves organisational performances by establishing good relationships with distributors and suppliers. According to the view of Al-Edenat and Alhawamdeh, (2018), it also helped organisations to increase annual sales and revenue by providing better Customer services to improve communication style and ensure customer retention for a long-term perspective.

5.1.4. Linking with fourth objectives

Objectives 4: To analyse how effective communication helps in motivating the employees and provide the chance for getting to know the company better

Practising effective communication in organisational structure positively contributes to employee's motivation towards their job roles and provides opportunities for understanding organisational behaviour and corporate objectives significantly. According to the view of Bian (2017), effective communication contributes in employee's motivation through availing learning opportunities through team roles and team communication, clearance of doubts and

confusion, improvement of confidence level with polite behaviour and job satisfaction due to appreciation. Appropriate computer-mediated communication strategy of the organisation as a different opportunity for improving personality development and knowledge skills by engaging in discussions and decision making processes. According to the view of Lin *et al.* (2020), providing opportunities for clearing doubts and confusion in the workplace is the most significant process that helps in motivating employees towards providing the best efforts in organisational growth and development. In addition, it also positively contributes to improving the confidence level and speaking abilities of the employees and encourages them to take part in brainstorming ideas discussion process for Business expansion. It can also help in developing appropriate communication strategies for internal and external stakeholders such as consumers of hotels separately based on their gender for improving knowledge and abilities and loyalty towards their job roles and profession. The variance of the workforce gender in QI is 0.193 that represent equality among all the employees in the workplace in terms of promotion and payrolls

5.2 Recommendation

5.2.1 Implementation of fair organisational policies and practices: Development and implementation of QI organisational policies can positively contribute to increasing employee's loyalty and employee's knowledge towards the organisation and help in achieving corporate objectives significantly. According to the view of Othman *et al.* (2020), this process can also help QI establish good relationships with investors and shareholders by improving organisational value in Malaysian Stock Exchange though improve organisational performances in relevant marketing areas.



Figure 5.1: Recommendation

(Source: Created by Learner)

5.2.2 Work appreciation and transparency promotion: Development of appropriate planning for what appreciation on a regular basis can play a significant role in motivating employees by improving their work dedication and contributes to organisational development. In addition, regular work appreciation based on performance auditing can help identify major weaknesses of different employees and provide them with an opportunity to prove themselves eligible for given job roles. According to the view of Papparoidamis *et al.* (2019), this process can also positively contribute to increased work engagement and human resource management standards of QI. Transparency promotion of employees of QI based on their performances and working abilities can also help in managing good relationships with employees and contribute to Business expansion.

5.2.3 Focus on non-verbal communication: One of the most significant recommendations that can positively contribute to managing communication between internal and external stakeholders QI is focused on developing appropriate nonverbal communication processes.

According to the view of Lee and Varon, (2020), the maximum of the international investors that belong from cultural communities such as Japanese observes nonverbal communication and body language of the stakeholders. Moreover, focusing on improving non-verbal communication can help the organisation to get more investors from the international market by representing discipline and proper communication skills. Development of appropriate non-verbal communication strategy also contributes to the process of increasing organisational standard representing well behaved and organised employees behaviour in front of board members and international investors. According to the view of Lee and Varon, (2020), it can positively contribute to ensuring organisational growth and development by encouraging staff and associated stakeholders towards personality development.

5.2.4 Development of stress management and emotional control skills: Stress management and emotional control skills can play a crucial role in managing the performance of internal stakeholders in front of customers and shareholders. According to the view of Tseng et al. (2019), evaluation and development of appropriate training programs to the internal stakeholders for managing their workload and stress and emotional level can help in improving their communication skills effectively by minimising communication gap and ego issues. Development of appropriate strategies for controlling emotion and mental stress can help in using creativity and talent in developing innovative ideas for acquiring new markets and are dominated by advanced marketing strategies. According to the view of Tseng et al. (2019), this process can also positively contribute to establishing good relationships with business partners during collaboration and acquisition processes and help in getting new business ideas.

5.3 Limitation

This research investigation has mainly focused on evaluating the significant impact and contribution of communication between internal and external stakeholders for enhancing employee's loyalty and job satisfaction. As per the view of Akhmad *et al.* (2020), the research findings are limited to the communication perspective of job satisfaction and employee loyalty. On the other hand, the findings and discussions based on primary data collection methods can provide existing literature only to a limited extent because of time constraints. As per the view of Akhmad *et al.* (2020), this study can help in understanding different factors that drive job satisfaction and employee's loyalty towards QI and positively contribute in developing appropriate future strategies for managing internal and external stakeholders. However, the findings can also help to understand the major challenges and barriers associated with developing an effective communication strategy for improving organisational performance and work engagement of key stakeholders. According to the view of Nwata *et al.* (2016), the findings of the can be also used understanding different components of employee's job satisfaction and loyalty in order to develop an appropriate human resource management strategy for organisational growth and development.

5.4 Future scope

In order to conduct further research in order to improve research quality time and money constraints are going to be the focus. The following are the major future scope:

5.4.1 Analysis of effective communication strategy for managing internal and external stakeholders: Based on the evidence and findings of key drivers that affect communication strategy between internal and external stakeholders, in order to further research work researchers can focus on identifying most potential communication strategies. According to the view of Nwata *et al.* (2016), development of separate communication strategy for internal and

external stakeholders for ensuring organisational growth and development and continuing production line can be considered as an area of further study. Consideration of different components of effective communication such as communication tools and techniques, transmission and recording process, feedback and response can help in the process of developing an effective communication strategy for maintaining organisational ethics and development by motivation.

5.4.2 Identification of potential HRM strategy: One of the most significant areas for further research work can be considered as evaluation and identification of potential human resource management strategy for understanding employee's behaviour and the appropriate method for controlling their communication and loyalty. According to the view of Nwata *et al.* (2016), evaluation of different functions of an effective human resource management strategy and roll off different employees in organisational development can contribute in developing appropriate approaches and strategies for achieving corporate objectives and business goals.

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APPENDIX

Appendix 1: Questionnaire

Demographic Question

Q1: What is your age?

- a) Below 21
- b) 21-30
- c) 30-50
- d) Above 50

Q 2: What is your gender?

- a) Male
- b) Female
- c) Other
- d) Prefer not to say

Q3: What is your job age in QI Company?

- a) 1 year
- b) 2 years
- c) 4-5 years
- d) 10 years

Q 4: What is your monthly income?

- a) RM 10,000-15,000
- b) RM 15,000-20,000
- c) RM 20,000-25,000
- d) RM 25,000 and above

Q 5: Which mode of communication process do you agree?

- a) Verbal communication
- b) Non-verbal communication

Employee's loyalty Questions

Q1. Do you think the working environment drives employee's loyalty?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree

(e) Strongly disagree

Q2. Do you believe that access control in organizational information affects employee's loyalty?

(a) Strongly agree

(b) Agree

(c) Neutral

(d) Disagree

(e) Strongly disagree

Q3. Do you think that performance appraisal and financial rewards in QI can motivate employee loyalty?

(a) Strongly agree

(b) Agree

(c) Neutral

(d) Disagree

(e) Strongly disagree

Q4. Do you think that personal development training can drive employee's loyalty in the workplace of QI?

(a) Strongly agree

(b) Agree

(c) Neutral

(d) Disagree

(e) Strongly disagree

Q5. Do you think assertive communication methods can influence employee's loyalty and work engagement?

(a) Strongly agree

(b) Agree

(c) Neutral

(d) Disagree

(e) Strongly disagree

Q6. Do you believe that the leadership style of QI enhances employee's loyalty in the internal working environment?

(a) Strongly agree

- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q7. Do you think payrolls and workloads affect employees' loyalty with the QI?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q8. Do you think, opportunities of personal development positively influence employees loyalty towards QI?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Employee satisfaction Questions

Q1. Do you believe that work appreciation drives employee satisfaction?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q2. Do you think that good relationships with colleagues encourages employee satisfaction in QI?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q3. Do you think that work flexibility provides employee's satisfaction?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q4. Do you believe that job security and financial security provided by QI contributes to employee job satisfaction?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q5. Do you think that good organisational structure and transparency contributes to employee job satisfaction level?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Q6. Do you agree that effective communication contributes in maintaining good relationships with employees and helps in enhancing job satisfaction?

- (a) Strongly agree
- (b) Agree
- (c) Neutral
- (d) Disagree
- (e) Strongly disagree

Q7. Do you believe that learning and career development opportunities drives employee satisfaction in QI??

- (a) Strongly agree
- (b) Agree
- (c) Neutral

(d) Disagree

(e) Strongly disagree

Appendix 2: Pearson's Correlation

Correlations															
		working_environment	Acing_in_for_mation	financial_readiness	personal_development	Assessive_communication	Leadership_style	opportunity_of_personality_development	workload	flexibility	job_satisfaction	Structural_analytic_ability	effective_communication	career_development	
working_environment	1	.024	.262**	-.121	.582*	-.159*	-.146*	.067	.174**	-.0278	-.039	.006	-.046		

	S i g . (2 - ta il e d)		.702	.00 0	.052	.000	.01 0	. 9	.019	.28 4	.0 0	. 6	.3 6	.530	.927	.46 0
	N	258	258	25 8	258	258	25 8	2 5 8	258	25 8	2 5 8	2 5 8	2 5 8	258	258	258
Accessing _informa tion	P e a r s o n C o r r e l a t i o n	.024	1	- .02 3	.161* *	.020	.07 8	. 2	-.105	- .03 1	- 0 1	. 0 4	- 0 7	.000	.004	- .00 6

	S i g n i f i c a n c e	.702		.714	.010	.747	.214	.094	.618	.764	.045	.09	.998	.953	.917
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258
financial _rewards	P e a r s o n C o r r e l a t i o n	.262**	- .023	1 .137*	- .215*	- .073	.011	-.018	.133*	.305**	.003	-.013*	.065	-.062	-.059

	S	.000	.714		.027	.001	.24	.	.779	.03	.0	.	.0	.296	.322	.34
	i g . (2 - ta il e d)						5 0 7 7			3	0 0 3 4 5					2
	N	258	258	25 8	258	258	25 8 5 8	2	258	25 8	2 5 5 5	2 2 2 2	258	258	258	
personali ty_devel opment	P e a r s o n C o rr el at i o n	- .121	.161 **	- .13 7*	1	-.001	- .01 6 2 7 *	.	-.060	- .07 3	- .0 5 8	- .1 0 2 9* 8	-.030	-.093	.11 1	

	S i g . (2 - ta il e d)	.052	.010	.027		.991	.801	041	.334	.243	.352	.0657	.635	.136	.074
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258
Assertiv e_comm unicatio n	P e a rs o n C o rr el at i o n	.582**	.020	.215**	-.001	1	-.166**	.054*	-.136*	.116	.051	.0224	-.075	-.043	-.007

	S	.000	.747	.001	.991		.008	.029	.063	.419	.703	.228	.497	.906
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	N	258	258	258	258	258	258	258	258	258	258	258	258	258
Leadership_style	P	-	.078	-	-.016	-	1	-.113	-	.0	-	.0	-	.145*
	e	.159*		.073		.166*			.032	.67	.50	.121		.138*
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	S i g n (2 - ta il e d)	.010	.214	.24 5	.801	.008	. 0 4 1	.070	.60 4	.2 8 4	. 8 8 1	.3 8 6	.052	.020	.02 7
	N	258	258	25 8	258	258	25 8 5 8	258	25 8	2 5 8	2 2 8	2 5 5 8	258	258	258
payrolls	P e a r s o n C o r r e l a t i o n	- .003	.204 **	.11 0	.127*	.154*	- .12 7*	1 -0.029	.04 5	- .0 8 5	. 0 9 4	. 0 1 2	- .169 **	.038	- .05 1

	S	.966	.001	.077	.041	.013	.041		.646	.472	.171	.133	.845	.006	.538	.413
	(2-tailed)															
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258	258
portunity_of_personality_development	P	-.146*	-.105	-.018	-.060	-.136*	-.113	-.102	.1	-.148*	.135*	-.100	-.109	.115	-.089	.164**
	Correlation															

	S	.019	.094	.779	.334	.029	.070	.646		.017	.030	.389	.434	.064	.155	.008
	(2 - ta il e d)															
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258	258
work_appriciation	P	.067	-.031	.133*	-.073	.116	-.032	.455	-.148*	1	-.084	-.018	-.087	.018	-.116	-.030
	e a r s o n C o r r e l a t i o n															

	S i g n i f i c a n c e	.284	.618	.033	.243	.063	.604	.472	.017		.181	.104	.105	.776	.062	.627
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258	258
relationships	P e a r s o n C o r r e l a t i o n	.174**	-.019	.305**	-.058	.051	.067	-.005	.135*	-.084	.107	.006	-.042	-.026	.024	

	S i g n i f i c a n c e	.005	.764	.000	.352	.419	.284	.171	.030	.181	.126	.166	.503	.675	.706
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258
flexibility	P e a r s o n C o r r e l a t i o n	-.028	.047	.013	-.028	.129*	-.017	-.008	-.008	-.017	.010	.156*	-.090	.273*	.069

	S i g . (2 - ta il e d)	.650	.452	.835	.657	.038	.781	.1133	.899	.004	.264	.012	.151	.000	.268
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258
job_security	P e a r s o n C o r r e l a t i o n	-.057	-.104	-.153*	-.129*	-.024	.054	-.049	-.087	-.018	-.016	-.011	.122	-.109	.185**

	S i g n i f i c a n c e 	.362	.095	.014	.038	.704	.386	.084	.5	.434	.165	.16	.06	.12	.051	.080	.003
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258	258	258
Structure _transpare ncy	P e a r s o n C o r r e l a t i o n	-.039	.000	.065	.030	-.075	-.121	.169	.011	.115	.018	-.042	-.092	-.000	1	-.123*	-.021

	S	.530	.998	.296	.635	.228	.052	.064	.776	.503	.015	.051		.048	.737
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	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258
effective	P	.006	.004	-.062	-.093	.043	.145	-.089	-.116	-.026	.027	.019	-.123	.1	-.047
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	S i g n i f i c a n c e	.927	.953	.322	.136	.497	.020	.155	.062	.675	.000	.008	.048		.452
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258
carrer_development	P a r t i c i p a t i o n	-.046	-.006	-.059	.111	-.007	-.081	.164**	-.030	.046	.095*	.108*	-.021	-.047	1

S i g n i f i c a n c e (2-tailed)		.460	.917	.342	.074	.906	.027	.413	.008	.627	.706	.766	.020	.737	.452	
	N	258	258	258	258	258	258	258	258	258	258	258	258	258	258	258
**. Correlation is significant at the 0.01 level (2-tailed).																
*. Correlation is significant at the 0.05 level (2-tailed).																