AN ANALYSIS OF THE IMPACT OF TOP-DOWN COMMUNICATION ON THE EMPLOYEE ENGAGEMENT: A CASE STUDY OF TESCO

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Abstract

In business context, top down communication can be one of the effectual ways to certify employee engagement with the organisation. Top down communication is the way of communication in which the information or instructions within an organisation are disseminated from the higher level of organisational hierarchy and the nature as well as amount of information varies based on the level of organisational hierarchy. Appliance of top-down communication for motivating and inspiring the employees might serve efficiently to enhance the level of engagement of employees with the organisation and its procedures, which is essential for improving performance of the company as a whole.

The *study concerns* with top-down communication procedure of ***Tesco Plc***, thus the organisation itself might identify its drawbacks as well as scopes regarding this aspect and apply them for bringing perfection in their employee engagement in suitable manner. *This study could serve* as a stepping-stone for numerous kinds of studies concerning the effectiveness of top-down communication process on employee engagement, employee satisfaction, and overall performance of the employees. After having augmented knowledge from theoretical underpinnings and conceptual model the researcher designed sample size including ***40 low-level employees and 4 mangers*** from 2 different stores of ***Tesco*** using simple random sampling limiting biases for the survey and interview. Using ***statistical and mathematical calculation***, numeric values have been transformed to percentage form for further interpretation. It could be seen *one way communication flow, minimal chance for feedback and slow feedback* hinders effectiveness of top-down communication so employee engagement. The findings suggest that how feedback and access of information play crucial roles in order to accelerate the process of employee engagement with the organisation facilitating top-down communication.

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Acknowledgement

For overseeing in right the course through the investigation, I might need to be an adequate measure of thankful to my educational director Gayani Pathirana Besides that, I might need to show thankfulness to my educator Gayani Pathirana who helped me all through the examination work. I would in like manner take after my appreciation to my beginning and end accomplices for conferring for the season of the data gathering process. Before I finish, I have to show appreciation to all the employees and managers of Tesco who have taken an enthusiasm for the data accumulation methodology. There is presumably without their shore up, this endeavour would not have been completed.

Thanking You.

Yours Sincerely,

TABREJ DELAWALA

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Chapter 1

Introduction

1.1 Introduction

The process of communication is one of the fundamental parts of a business organisation that contribute to the overall success of the company in considerable manner. Top-down communication process of a business organisation emphasises upon the managerial hierarchy and transfer of the information within the business organisation from the higher level of management to the staff in systematic manner (Haken, 2013, p.35). Employee engagement on the other hand can be explained as a property or element of a business organisation that determines the relationship of the company with its employees. Engagement of the employee with company is measured through their level of enthusiasm and involvement that an employee exhibits with organisational processes (Shuck *et al.* 2013, p.12). Thus, business organisations apply several different kinds of measures for ensuring the engagement of employees with the organisational processes. Determination of information flow is a part of such measures.

In this particular study, the researcher has attempted to evaluate the influence of top-down communication and information flow upon employee engagement of a business organisation. Two different variables of this study are top-down communication and employee engagement. The researcher would evaluate both secondary as well as primary data relevant to the topic for evaluating relationship between these two variables of the research. For primary data, the researcher has approached sources from Tesco Plc. Through completion of this chapter, the researcher intends to generate complete awareness of the knowledge that the researcher needs to acquire for completing this study in appropriate manner.

1.2.1 Background of the topic

Top down communication is the method of communication in which the information or instructions within an organisation are issue from the higher level of organisational hierarchy and the nature as well as amount of information varies based on the level of organisational hierarchy (Daft, 2012). Each tier of the organisational structure receives information from the exactly upper level of the hierarchy. The information filters down to the employees as per the managerial structure of the company, which proves to be effective in ensuring a systematic flow of information, power and authority within the company. Then again, employee engagement refers to the involvement and enthusiasm among employees of a business organisation that enable them to feel associated with the business organisational in deeper level which enables them to work hard for contributing to the organisational development (Cole *et al.* 2012, p.1552).

Higher level of employee engagement enables the employees to associate the development and growth of the company with own wellbeing and growth which often leads to increased contribution in part of employee towards achievement of the organisational goals. Truss *et al.* (2013, p.2657) argued that a organisation with higher level of o employee engagement stands higher chance of improvement in business performance compared to the ones that possess lower level of employee

engagement. In addition, communication is one of the key factors that influence the employee engagement within the company (Shuck *et al.* 2013, p.12). Several different studies have emphasised on the influence of communication style of business organisational on the employee performance. Yet, very little discussions have been found concerning the role of communication style upon the engagement of employees with the company. Through completion of this study, the researcher attempts to hade light upon this aspect of the employee and company relation.

1.2.2 Background of the company

Tesco is the leading grocery and merchandise retailer of the United Kingdom that operates in 12 different countries across Asia and Europe. The organisation is headquartered is Welwyn Garden City, Hertfordshire of England, United Kingdom. Currently the organisation possesses leading position in the UK, Ireland, Malaysia, Hungary and Thailand's grocery market. Within UK, the organisation possesses 28.3% market share (Thisismoney.co.uk, 2016). As per the record of 2015, the organisation employs around 500,000 people in its 6,814 stores that are spread in 12 different countries across the world (Tescoplc.com, 2016). For the conduction of the study, Tesco has been chosen as recently the organisation has gone through downfall in business due to ***lack of authority and scope for communication in part of the staffs during the decision-making process***. The study serves as providing effectual remedies in order to enhance appropriate communication measures to ensure employee engagement and improve overall performance in the marketplace.

1.3 Rationale of the study

What is the research issue?

Business organisations often apply several different kinds of communication procedure for establishing effective communication between the work force and management, which is essential for the success of organisational procedures. As the level of involvement of employees in the organisational procedures and decision-making process depends on the communication process of the business organisation, thus determination of an appropriate communication method for the company is essential for acquiring intended level of employee engagement. Andrew and Sofian (2012, p.502) argued that top-down flow of communication and information within the business organisation avails the organisational leaders, opportunity to evaluate the effectiveness of employees in using the information availed by the company for improving the quality of their work. While Beer (2014, p.142) stated that such communication procedures avails very little scope for employee feedback and both way communication which is essential for involving the employee's opinion in organisation's decision making process. Thus, it is essential to identify if top-down communication process can develop employee engagement before applying it as communication process of the company.

Why is it an issue?

This is an issue because determination of appropriate communication measure for the company is essential for the achievement of organisational goals and for communicating the disciplinary and behavioural expectations of the company from its employees (Cooren, 2012, p.17). Conversely, the communication procedure and style also determines the level between the organisational and its

employees, which is essential for encouraging the employees of a business organisation to engage into its process of growth (Porter and Derry, 2012, p.39). Tesco in its organisational policies emphasises on the necessity of communicating with its employees for establishing an effective relationship with the employees yet the organisational communication procedures highly stress upon delivery of brief and feedback for improving the performance of employees, which exhibits certain traits of top-down communication during the regular interactions (Thisismoney.co.uk, 2016). The lack of scope for both way communications might cause downfall in the morale among the employees of the company, which might reduce their level of engagement of organisational procedure.

Why is it an issue now?

Currently the performance of the workforce of Tesco has decreased in considerable manner, and critiques have identified this as the outcome of the lack of authority and scope for communication in part of the staffs during the decision-making process concerning organisational procedures (Indeed.co.uk, 2016). In 2014, the market value of the company faced down fall by billions of pounds for which the organisation suspended four of its executives including its MD in UK. The organisation' market hare faced considerable level of downfall in 2015 as according to the report of the renounced research firm Kantar its share in the UK market reduced from 58.8% to 28.3% this might be identified as the outcome of inappropriate communication measure undertaken by the organisation (Thisismoney.co.uk, 2016). Employees play crucial role in influencing the perception of customers towards the business organisation through the quality of service that they avail to customers. Thus for restricting any further downfall in the market share or sales of the company the organisation needs to address the issue of its communication system within the organisation.

What could this research shed light on?

Completion of this research in appropriate manner would enable the researcher to identify the potential positive as well as negative impacts of top-down communication process on the level of engagement of employees within business organisation. This might serve effectively in evaluating the most suitable communication process for companies such as Tesco. This might also serve as a basis for further studies concerning the impact of top-down communication process upon employee engagement of business organisations.

1.4 Research aim

This particular research aims to evaluate the different kinds of impacts that top-down communication process within business organisations might influence level of employee engagement. For gaining clear understanding of this issue, the researcher has acquired practical examples from the sources of Tesco Plc concerning this aspect of organisational communication and employee engagement.

1.5 Research objectives

The research objectives are as follows:

- To analyse top-down communication

- To analyse the level of employee engagement at Tesco
- To analyse the impact of top-down communication on employee engagement
- To provide recommendations to Tesco to improve its top-down communications to ensure better employee engagement

1.6 Research question

The research questions are as follows:

- What role top-down communication plays within an organisation?
- What is the current level of employee engagement in Tesco using top-down communication?
- How top-down communication has augmented the scope of employee engagement at Tesco?
- What could be the effective ways to improve top-down communication in Tesco in order to ensure better employee engagement?

1.7 Research hypothesis

The research hypotheses are as follows:

H0. Top-down communication may not have any influence on employee engagement

H1. Top-down communication might influence the level of employee engagement

1.8 Significance of the study

Over the past few years, employee engagement in Tesco has been affected negatively due to adoption of inappropriate communication measures restricting views of employees in decision-making. Tesco is considered as the biggest retail giant in UK, however in order to ensure long-term sustainability it needs to implement effective communication measures so that employee engagement is ensured as when employees are more engaged they serve more in favour the organisation. The study identically points out those draw backs that has restricted the effectiveness of successful communication in between staffs and management level. Indeed, the study not only identifies those drawbacks rather it testifies effectual ways to enhance top-down communication process with the help of in-depth research evaluating both primary and secondary sources.

Application of top-down communication for motivating and inspiring the employees might serve effectively in improving the level of engagement of employees with the organisation and its procedures, which is essential for improving performance of the company as a whole (Ruiz *et al.* 2014, p.332). This aspect of communication within business organisation has not been explored exhaustively yet, which restricts the scope for applying the top-down communication process in different types of business organisations under different circumstances. This study could serve as a

stepping-stone for several different kinds of studies concerning the effectiveness of top-down communication process on employee engagement, employee satisfaction, performance of the employees and hence the overall performance of a company as well. Moreover, this study concerns with top-down communication process of Tesco Plc, thus the organisation itself might identify its drawbacks as well as scopes concerning this aspect and apply them for bringing improvement in their employee engagement in appropriate manner.

1.9 Structure of the dissertation

There researcher has segregated this entire study is five different chapters. Each of these five chapters addresses the research study from different perspectives and approaches, which enabled the researcher to identify and evaluate different aspects and possibilities of the research issue.

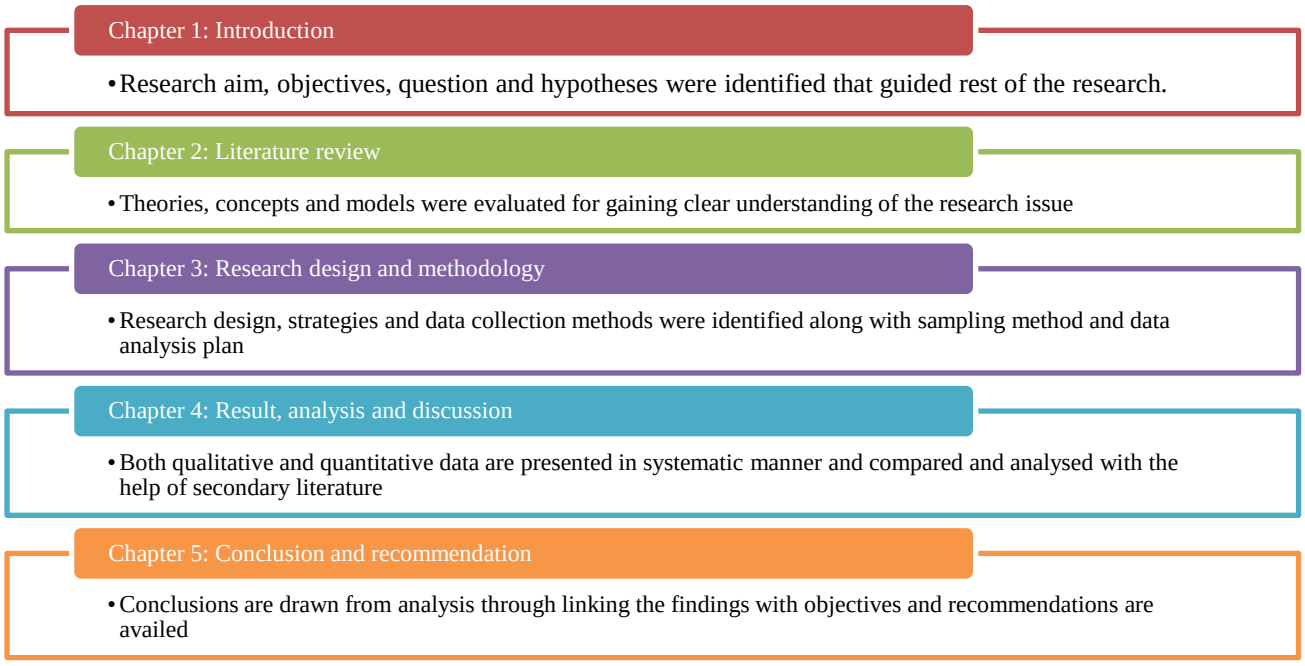

Figure 1.1: Structure of the dissertation

(Source: As created by author)

1.10 Summary

In this introductory chapter of the research, the researcher has attempted to identify the purpose of this stud, through evaluation of different aspects concerning the study. First, the researcher identified the concept of two different variables of the research and the manner in which they might be related long with the background of the company. Then the researcher evaluated the research issues and its relevance in the current business environment for which the researcher highlighted the current challenges that the company has faced which might be the outcome of inappropriate application of communication measures and employee engagement processes in the organisation. In this chapter, the researcher has identified the aims and objectives of this research along with the research objectives that would guide the entire process of this research study. By the end of this chapter, the researcher identified significance of this study and the structure that the researcher

intends to follow during this particular study. In the following chapter, the researcher has evaluated different theories, concepts and models that are relevant to, two different variables of this particular research.

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Chapter 2

Literature review

2.1 Introduction

Conducting review on existing literature seems to be beneficial for this study, as it would enrich the understanding of the research issues and the notion of top-down communication and employee engagement (Amaladoss and Manohar 2013, p.80). Through this chapter, the researcher has aspired to evaluate the concerned model and theories related with the research variables in order to get the successful completion of the study. As the research topic is about the communication and the employee engagement, therefore, it has been aspired to highlight the area of these two variables with the relevant to the theories and models in a significant approach. Researcher has hoped that the study and the consequences would help the future researchers to get the effectual evaluation for the topic.

2.2 Role of communication in business organisation

In order to maintain a business organisation it has been necessary to incorporate certain employees along with the proper management to get the best effectual consequences of the business. Hence, if in the setting of the business organisation there would not be any types of the communication between the employees and the management or the administration, then as a result misunderstanding would definitely take place. Breevaart *et al*. (2014, p.157) notified that in the recent context of the business, most of the organisation needs to conduct various campaign, various strategies for improving their entire service by creating a strong relationship with the customers for the betterment of the business. It has been observed that most of the communication happens among the various organisations. Therefore, it is crucial part to have an effectual communication procedure in the organisational setting.

Clutterbuck and Hirst (2012, p.78) remarked that communication can be considered as an art to connect with each of the employees of the concerned organisation or might be the other organisation as well. The managers of the organisation in modern context should inculcate this art. Thus, it can be said that, communication could help the managers of the organisation to execute their responsibilities towards their employees and organisation as well. However, Beer (2014, p.143) commented if a manager is to implement or recognise any strategies or requirement of the strategies, then that managerial figure must communicate with the other managerial bodies or the employees to discuss about it. On the other side, the managers must communicate with their subordinates to maintain the job task within the organisational setting or to set the team goals to accomplish it, which is somewhat impossible without any types of communication. Therefore, as a result the successful implementation of the strategies could enhance the service offered by them to the customers.

In this context Shuck and Herd (2012, p.30) has mentioned about two internal communication that include ***Top-down*** and ***bottom-up communication.*** On one hand, top-down communication provides the increasing application of the various workplace communications in order to make the employees

aware regarding their availability, accessibility with the management supports and programme values (Cooren, 2012, p.20). On the other hand, bottom up communication describes the requirements of employees, their perspective regarding the job task and their valuable opinion. From this very aspect, it can be concluded that with the incorporation of both communication have been very fruitful to accomplish the organisational objective in very noteworthy comportment.

In this framework to have the understanding regarding the employee communication strategies, that organisation could implement in the business settings. Welch (2012, p.250) opined that offering the employees a regular opportunities to provide feedback management could augment the effectiveness of communication between the management and the employees. In communication vehicles, such as ***group meetings, hall meetings, employee survey,*** and ***suggestion boxes*** could be incorporated to have the significant upshot. Apart from that, through making organisation's goals and assessment of employees' requirements, upper section of the organisation could get the effective connecting procedures.

2.3 Concept of top-down communication

In the earlier section, it has been mentioned that generally there are two types of internal communication such as top-down and bottom-up. In this study, main variables' has focused on the understanding of the top-down communication in the field of the business and employee engagement (Lewis, 2015, p.24). Thus, it has been crucial to evaluate the top-down management communication. In a very simplistic way, top-down communication can be termed as the communication procedure from the part of the management of the concerned organisation towards the employees of that very organisation (Amaladoss, and Manohar, 2013, p.75). Therefore, to have the better consequences of the top-down communication, concerned management or administration should have to be very careful. Bakker *et al.*(2012, p.55) preached that in a very brief way, top-down communication could be defined a s the process of flowing the information or the messages from the upper level of the organisation to down-level that is employees of the organisation. It is applied to inform them regarding the accessibility of the service or make them aware about their job oriented task and their expected contribution. From the managerial point of view, it was stated that this is an approach to have proper decision taken by the boards or the administration to accomplish the goals of organisation through a particular method. This very communication involves the hierarchical structure within the organisation to communicate with the employees (Reich and Benbasat, 2013, p.265). In this very context, Cooren (2012, p.15) has argued that, this can be termed as a method through which economical trend are scrutinised in order to get the effectual benefit from the service of the organisation.

This top-down communication has been termed as the downward communication as well. Magilvy and Thomas (2009, p.300) mentioned that during this conscientious communication, it is expected to have efficient responses from the side of employees, which is one directional and not reciprocal. In this perspective, one instance for the top-own communication could include the explanation and stating the organisation's mission and vision as well the relevant strategies to accomplish those goals for the betterment of the organisation. In addition Crowther and Lancaster (2012, p.20) noted that through the effective downward communication, employees could receive and understand the messages or information, which upper level management has offered. Whether illuminating or persuading, fruitful sliding correspondence results in making employees ready for a move or for the

most part going about according to the communicators' craving. Thus, from this very perspective it could be stated that downward communication could be fruitful enough to gain the profit from the service that the organisation is offering to the customers in the current business settings (Daft, 2012, p.36). Communication expert in business field, Anderson and Dale opined that downward communication could offer the organisation different types of profit, such as, developed morale, enhanced performance and industrial relationship, efficient co-ordination and communication with employees and customers; and all theses aspects are indeed important for the further development of the organisation.

2.4 Model/Theories of communication

2.4.1 Shannon's model

In order to get the efficient communication procedure in the organisational setting it is important to have the lucid conception regarding the implementation of certain communication models or theories relevantly. In this context, **Shannon's model** of communication could be evaluated from the better perception in the business context. **Claude Shannon** introduced this model in 1948, which is one of the earliest models. Beer (2014, p.143) stated that this very model of communication has initiated to shape up various other models of communication. This very model has illustrated the simplest model or approach of communication.

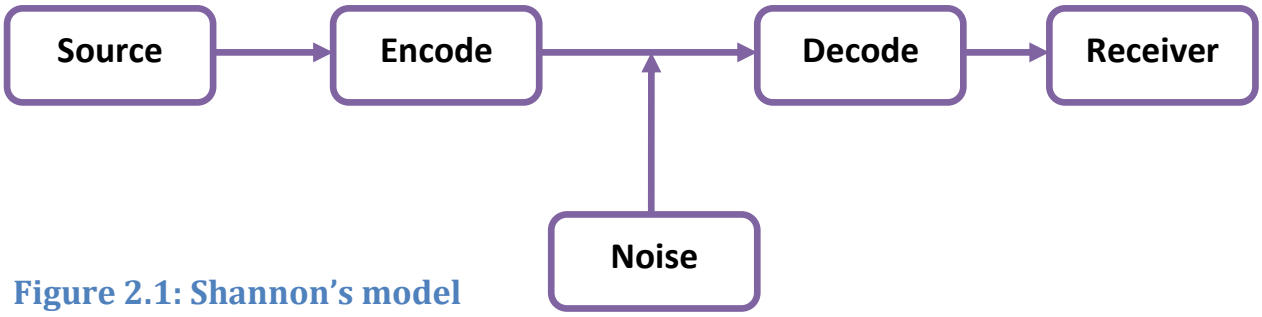


Figure 2.1: Shannon's model

(Source: Amaladoss, and Manohar, 2013, p.75)

In accordance to the above-mentioned model through a diagram, it has been noted that **Claude Shannon** has demonstrated the communication process in a very brief technique (Haken, 2013, p.69). It stated that most of the time management is being the source of the information and employees are being the receiver, which is considered as the setting of the downward communication in the current business context. Above diagram, helps to understand the exact communication process that could take placed in the organisational setting and the determination of any wrongdoing in the communication approaches (Cooren, 2012, p.15).

In this model, the **information source** has been notified typically to refer an individual or person, who applies the transmitter to send the information or message to the other side of the communication thread. Hence, his transmitter can be any single communication tools in the modern business framework such as mobile phones, computers. The wave signal of these tools is very helpful to send and receives the relevant or any necessary information. In this context, Welch (2012,

p.250) mentioned about the box '**Noise'** which has been regarded as the signals, which are interfering enough in the communication procedure. Hence, Reich and Benbasat (2013, p.340) debated that this entire.ly depends on the communication approaches in setting of the business organisation. Lastly, this model has denoted the section of receiving messages by the **receiver**, and this receiver could be either a person or any apparatus. Therefore, this model provides the simplest progression to have the communication especially in the organisational structure, which any administrative figure in an organisation could implement. The model is regarded as one of the simplest frameworks of communication but in real life, the communication process might be more intricate in nature. Leedy and Ormrod (2012, p.21) criticised *misinterpretation of human nature of communication* has not been emphasised in the model that is one of major weaknesses of the model. However, model analyses the communication process of media hence*, top-down communication* could hardly be evaluated through this model. Subsequently, the model *undermines the act of interpretation over transmission of information.*

2.4.2 Conversation theory

In order to evaluate the, communication approaches in the working setting it has been cleared to have the lucid understanding of the theory of the conversation. Talk speculation is a modernized and contention framework that offers a coherent theory to reveal how associations lead to improvement of data, or knowing wishing to spare both the component/dynamic quality, and the requirement for there to be a "knower". Gordon Pask proposed this work in 1970 ().

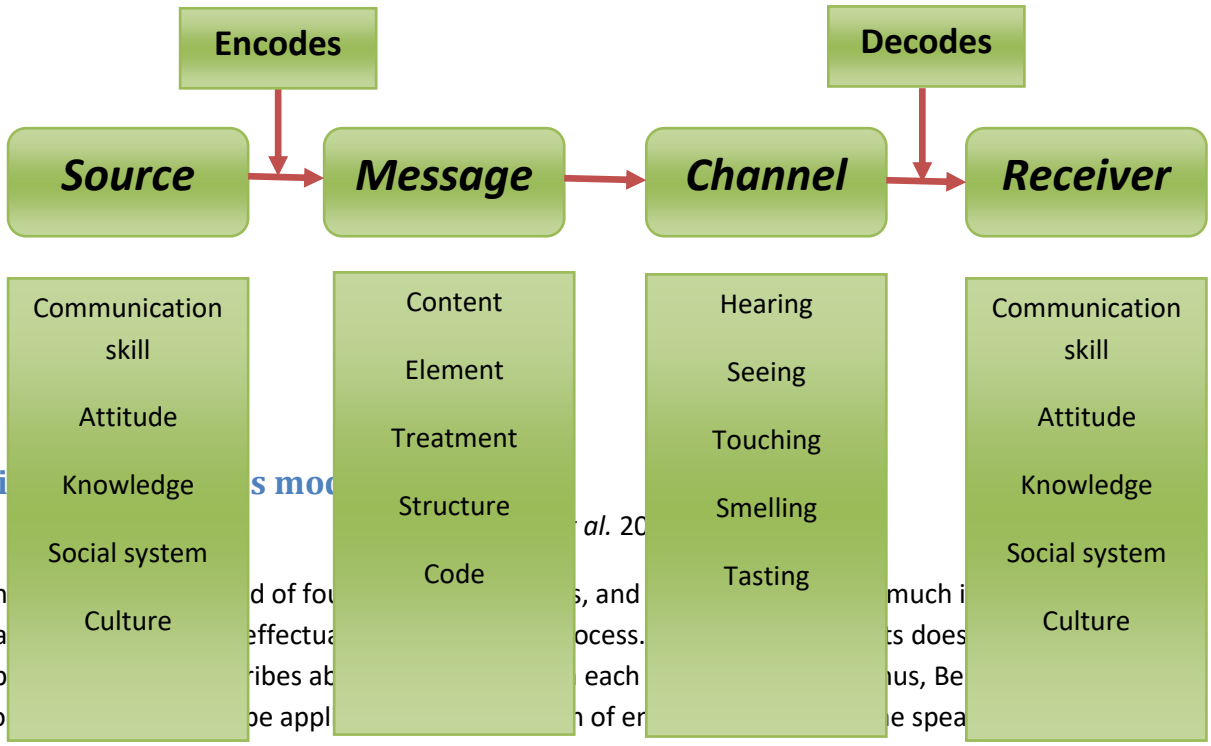
Conversation theory is arranged to Pask's most prominent point of interest in software engineering. Counterfeit consciousness can be portrayed as the theoretical examination of control strategies in electronic, mechanical, and characteristic structures. Panneerselvam (2014, p.25) described it as the examination of correspondence and control in the animal and the machine, or the correspondence within an onlooker and between the observer and his environment. The focal thought about the theory was that learning happens through dialogs around a subject, which serves to make, data express.

Thus, it has implicated the different levels of conversation that could be conducted. It includes the level of natural language, Object language or Meta language. Thus, in order to make the communication effective, Pask argued that subject matter should be represented in the form of structure that makes the process slow enough. These structures exist in an arrangement of different levels depending on the level of the associations appeared. The fundamental procedure for learning according to Conversation Theory may be teach back in which one individual educates another they have figured it. However, this theory was introduced for the learning ground, but this aspect could also be established in the field of business as mentioned by Ruiz *et al.* (2014, p.344) to be connected with the employees in a proper manner. The theory is applicable in the field of organisational communication and displays the way communication makes up and organisation (Reich and Benbasat, 2013, p.265).The effectiveness of top-down communication does not give importance to physical entity of organisation rather it emphasises communication at the heart of organisational communication, which is formed by the communication within. In addition, organisation is defined as the result of communication emphasising belief, structure, and plan and ensuring employee engagement.

2.4.3 Berlo's model

Other renowned model for the communication process can incorporate the **model of Berlo.** Another expert in the business communication field, Berlo introduced this model to provide the lucid understanding of the communication in the business context. In this model, relationship between information resource and receiver was stressed out in a very significant manner.

In accordance to this specific model, both message sender (resource) and the receiver should have the best communication settings to encode and decode the messages or information properly. Hence, in this point, Truxillo *et al.* (2012, 350) stated that communication procedure would be at its paramount, if two points (information resource and receiver) are experienced to an adequate level.



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model functions on the **SMCR** model, where, S stands for **Source**, M for **Messages**, and C for **Channel** and R for **receiver**. While it is talking about top-down communication process, the model fosters lucid understanding how communication process really takes place within an organisation in order to ensure employee engagements.

In this model source can be depicted as the person who is sending the message or the information and the next component is the message itself. Through the application of Communication skill, Attitude, Knowledge, Social system and Culture, sender could transfer the message to the recipient easily by encoding the messages. In this case, Vansteenkiste *et al.* (2012, p.23) commented that, transferring the thoughts into words is the source of messages and it is chiefly comprised of Content, Element, Treatment, Structure and Code.

On the next step, there is the mention of the **channel** and **the receiver.** In the words of Hurn, B.J. and Tomalin, B., (2013, p.88), channel has been regarded as the medium of the information or message through which the information flows to the receiver. This medium could include touching, smelling, hearing, seeing and tasting that are the main parts of five senses of human body. Lastly, while the receiver receives the message or the information, then by decoding that information the

individual could get the understanding of the proper information in the context of the business organisational structure. It requires the speaker or the resource of the information should be in the same platform with the receiver for having the smooth progression of the entire communication process. Thus, it has indicated the management of any organisation to have the better and effectual implementation of the communication to connect with the employees. Nevertheless, in the framework of the communication, Clutterbuck and Hirst (2012, p.99) debated that the application of this model is not possible in the real scenario. Generally, the model depicts that the nature of message remains same when decoded but it should be noted that human may not perceive the message as it sent due to strong presence dialect at both the ends e.g. source, receiver.

2.5 Communication challenges in modern organisation (retail)

Though in the earlier sections it has been mentioned that implication of the effective communication strategies in the organisational context is helpful enough for the development of the entire organisational service, though in the modern context, certain challenges have been implicated (Ruck and Welch, 2012, p.302). Those challenges include the following:

Not all employees being kept informed

In the organisational structure, most of the time it has been notified that often employees are not kept informed regarding certain matters (Schaufeli and Taris, 2014, p.68). It is the fundamental factor for the communication process in the organisational setting to inform all the employees or send the important messages and each of the employees should be informed in the most approachable manner. However, the management misses it.

Employees are not receiving the message on time:

Information has been regarded as the important message to be delivered to the right person and at the right time (Schaufeli, 2012, p.10). However, in the modern organisational context it was observed that right information is not reached to the person on time and as a result, that very person or employees could not be able to provide the service to the concerned people as it was expected due to the miscommunication.

Employees are not receiving the consistent messages from the management:

As commented by Sonenshein and Dholakia (2012, p.23) to be active in the performance, employees must be informed with the important messages regarding the organisational strategies or aspects. However, due to the least communication or the lack of proper communication skill often the employees are not informed consistently or they are not updated with the entire system of the organisation.

Plan is unknown for future:

Due to the least up gradation of the organisational service, employees are not known of the plan and therefore those employees would not be able to take up the essential and important strategies for the better development of their performances and the organisation's performances as well.

Functional area not collaborating:

In organisational structure, there are various departments, which work in its different situational context and the requirement by the organisation. In this scaffold, it has been notified that these departments are not even are collaborating with each other, they are competing instead (Welch, 2012, p.246). As a result, then people or the employees to instigate the performances do not receive important information.

Communication hampered by Distance between units:

It has been earlier told that distance create distance. However, it can be denied completely. When an organisation is situated in different locations, therefore it becomes impossible to communicate with each of the individual related with the organisation with the effective approach (Hurn and Tomalin, 2013, p.21). Therefore, it becomes harder to make a proper collaboration between the management and employees.

However, with theses above-mentioned challenges organisation cannot go on for a very long time; and thus it is required to settle down the as soon as possible with bets effective strategies.

2.6 Conception of employee engagement

In the scaffold of the organisational structure it was identified that employees are engaged by the organisation's management to perform their best for the effective progression if the entire organisation. In this aspect, Vansteenkiste *et al.* (2012, p.23) stated that employees engagement can be defined as the workplace approach towards the employees with the right conditions and policies so that they could perform their best in order to accomplish the organisational value and objectives. As per the consequences, each employee gives their best level to their performances to enhance the organisational performance as a whole.

It is based on integrity, trust, commitment and communication between the employees and the management. Through this proper approach towards the employees, organisation could make certain of their success by contributing the organisational and individual presentation. This engagement could be varied in the different level inside of the organisation. However, in this framework, Bal *et al.* (2013, p.560) preached that employee engagement could be defined from both the managerial and employee perspective. Thus, from the employee's perspective this engagement of employees could be termed as the procedure of understanding the role of employees in the organisational context and evaluate its best place to perform to accomplish organisation's vision and objectives.

Hatch and Cunliffe (2013, p.20) notified that employee engagement is about being joined totally, as a person from the gathering, focussed on clear destinations, trusted and empowered, tolerating predictable and helpful information, maintained in developing new capacities, communicated appreciation toward and saw for achievement. Attracted affiliations have strong and true blue qualities, with clear affirmation of trust and sensibility in perspective of basic esteem, where two-way ensures and obligations amidst organizations and agents are grasped and satisfied. In this framework, Sonenshein and Dholakia (2012, p.22) remarked that employee engagement is not possible to accomplish through the mechanistic advancement. This approach tries to haul out unrestricted effort through manoeuvring of the employee's sentiment and dedication.

Therefore, from the notion of the employee's engagement it was mentioned that employee engagement could not be resembled with the employee satisfaction, because it highlights the employees' emotional assurance, which directs towards the organisation's objective and the vision. In the words of Vansteenkiste *et al.* (2012, p.23), theses emotional aspect include the employees' care about their job and the organisation as well its development. In that context, they should be work on behalf of the organisation not for the better returns (salary, promotion) from the organisation. Therefore, it could be stated that employee engagement is completely an asset of the relationship between the employees and organisation.

2.7 Significance of employee engagement

In the business setting, it is important to have the employee engagement for the betterment of the company and its service. The way it helps it is needed to be discussed in a significant method.

Increased productivity:

As commented by Hurn and Tomalin (2013, p.20) with the successful inclusion of the employee engagement in the organisational setting, the management of the concerned company could get the increased productivity. If the management could be successful enough to motivate the employees with the motivational culture, therefore, employees would provide the best productivity skill to the organisation for the effective enhancement.

Employee understanding of business strategy:

Leedy and Ormrod (2012, p.36) mentioned that incorporation of the employees engagement in the administrative level, the employees can get the chance to involve in the strategically procedure for the augmentation of the organisation's service. As a result, employees can get the scope to know exact business strategy that the organisation is opting for in the current circumstances. Therefore, they would gain the effectual understanding of the strategy and can work in accordance to that strategies and the requirement of the job as well.

Higher level of satisfaction in employees:

It was earlier mentioned that employee engagement is not the employee satisfaction, but however, with the engagement of the employees in the working process or in the administrative decision making procedure, employees could have the satisfaction and as a result, they would work or offer their best to their service on behalf of the organisation (Armstrong and Taylor, 2014, p.36).

2.8 Model/theory of employee engagement

2.8.1 Aon Hewitt's model

Employers in today's business environment apply various different kinds of measures for generating interest and passion among the employees of business organisations towards their work and the overall growth of the business organisations as a motivated employee associates the growth of the business organisation with own growth and development (Bal *et al.* 2013, p.545). Tough competition in the market has augmented the notion of employee engagement to ensure long-term

sustainability. Hence, various communication methods e.g. *top-down communication* could efficiently be applied to improve communication within organisation between employees and the management. This makes it easier for the business organisation to encourage hard work and effective communication among the work force, which is the key to employee motivation and organisational development.

Earlier the business organisations identified employee satisfaction to be the key to employee motivation, which is essential for the organisational development. Hewitt in 1994 shifted this focus towards the ***employee engagement*** and stated that the passion and energy that employee exhibits towards the development and market position of the employee or the business organisation is the key influential factor that determines the success of business organisation within the competitive market (Barrick *et al.* 2013, p.139). Employees that work towards the achievement of the organisational goals are identified as a solid point for the start of organisational growth. Sonenshein and Dholakia (2012, p.22) identified this passion and enthusiasm for working for achievement of organisational goal as the outcome of employee engagement.

Figure 2.3: Elements of employee engagement in Aon Hewitt's model

(Source: Barrick *et al.* 2013, p.139)

As per this particular theory, the ***engagement*** includes combination of various different constructs such as continuance and affective commitment of the employee toward the organisation, motivation and behaviour of organisational citizenship. Thus, it can be deduced that employee engagement refers to the amalgamation of emotions, rational thoughts, behaviour that is required for the optimal performance and intention for such behaviour (Blader and Tyler, 2013, p.329). This particular theory has explained the employee engagement as a combination of the following six items that are composed based on three different facets that are explained vividly in the model (Irc.queensu.ca, 2016).

Say refers to the intention among the employees to speak positively about the organisation and benefit of working within the organisation. This can be explained through certain behavioural traits such as the intention among the employee to recommend the company to others as preferable place for employment or to explain positive aspects regarding the employment in the organisation

(Breevaart *et al.* 2014, p.138). ***Stay*** refers to the intense desire among the employees regarding staying within the organisation. Finally, ***strive*** refers to the motivation among employees to excel in their job as well as towards achievement of the organisational goals. Schaufeli (2012, p.06) criticised this conception concerning the employee engagement stating that it is not essential for the employees to meet each of these criteria for being considered as engaged with the organisation. Application of the theory serves in better employee engagement within the organisation enabling say, strive and stay.

2.8.2 Head down theory

It has been identified that there is basic structural and behavioural difference between a successful and struggling business organisation. Petrou *et al.* (2012, p.1120) identified that the companies that engage employees of the organisation actively in the organisational growth and the decisions that are taken for the organisational growth exhibit better prospect of success compared to the companies that keep employees out of such processes. Companies generally avail rewards and merchandises as the measure for motivating and engaging the employees yet the most effective way for ***engaging employees*** with the organisation is to allow the employees to avail their opinion concerning the organisational processes. Ruck and Welch (2012, p.297) argued that the most effective determinant of the employee engagement within a business organisation is the fairness within the business organisation. The head down theory explained that there are four distinctively identifiable quadrants within an unfair workplace. The work place culture of an unfair organisation and the reason of ***lack of employee engagement*** can be explained through the distribution of organisational employees in these quadrants.

The organisational employees that possess high confidence about their own skills and exhibit higher level of loyalty towards the business organisation, attempt to challenge the existing processes of the organisation for bringing positive change in the company (Sonnentag *et al.* 2012, p.842). Such challenge might be identified as negative influence towards the business of an organisation. In such cases, the higher level of organisational hierarchy might refuse to encourage such changes, which hinder the process of growth of the company and reduce the level of engagement of employees with the organisational processes. On the other hand, employees with lower level of loyalty towards the organisation ad high regards for own skills and talent might choose to leave the organisation and opt for some other company (Alfes *et al.* 2013, p.330). This is harmful for the image as well as performance of the business organisation in competitive market as skilled employees are one of the most important assets for the company that help in undertaking innovation and conducting difficult tasks. Contradicting to this Bamford *et al.* (2013, p.529) stated that a disloyal employee stays with the organisation only for the benefits that the company avails to the employee, thus in such cases rewards are the only motivator that might encourage them to exhibit loyalty towards the company.

Employees with superior level of loyalty and less confidence in own skills and talent might choose to incorporate as they might consider this as the only way for surviving in the organisation with unfair or dysfunctional culture. Bakker *et al.* (2012, p.561) argued that such behaviour might be the outcome of the inconsiderate approach of the organisation's management section towards suggestion of employees. Armstrong and Taylor (2014, p.11) opposed such opinion stating that an employee with strong confidence might state own opinion and choose to stand out even at the

adverse organisational situation thus the assimilation of the low confidence employee is rather the outcome of the low confidence of the employee.

Parker *et al.* (2012, p.506) added that employees that have low confidence on their skills and low loyalty towards the company might choose to internally exit from the organisation. That is to say, such employees might demonstrate unenviable performance in the company, increased level of absenteeism***, lower level of engagement*** with the organisational processes. Finally Shuck and Herd (2012, p.15344) identified that majority of the employees of a business organisations belong to the middle of these four quadrant, in the head down position. That is to say, such employees are focused towards completion of their job for ensuring their own survival in the organisation. Truxillo *et al.* (2012, p.354) criticised these employees stating that such employees are not loyalty to the company yet they are not desperate enough to internally or externally exit from the company thus they remain passively disengaged with the organisational processes other than their own roles in the company.

2.9Dispute in employee engagement

In the current context of the business, it has been observed that most of the organisations are facing certain challenges to engage their employees for the better development of the business. Those challenges are as follows:

Communication vehicles issues:

In the business context presently, organisations use communication vehicles such as email, newsletters, intranets, which are not so effective in the current circumstances (Clutterbuck and Hirst, 2012, p.20). Often it has been observed that these vehicles are not able to reach to the employees at a wide range and even they are not able to put across the important message fast. Therefore, messages or information cannot reach on within time.

Top-down communication:

In the modern organisational structure, it has often been observed that communication structure is the top-down one. In this case, Amaladoss and Manohar (2013, p.75) stated that employees necessitate to be able to appoint in a judicious manner with the inferior and superiors. It is required to have appropriate snaring of the innovative ideas, resources through the application of the modernised communication tools. However, it would be impossible if the companies would not active enough to implement those proper ways to share the ideas or enthusiasm for employees, then as a result, proper communication structure could not be framed.

Language and geographical barriers:

In each organisation, there are indeed certain issues regarding language and geographical territory. There has been the issue in sharing the information or any types of crucial messages with the other employees, who is not from the same language background (Amaladoss and Manohar, 2013, p.80). It has been also notified that those persons are from the different culture or different nations; therefore, it is hard to have the effective communication between these people.

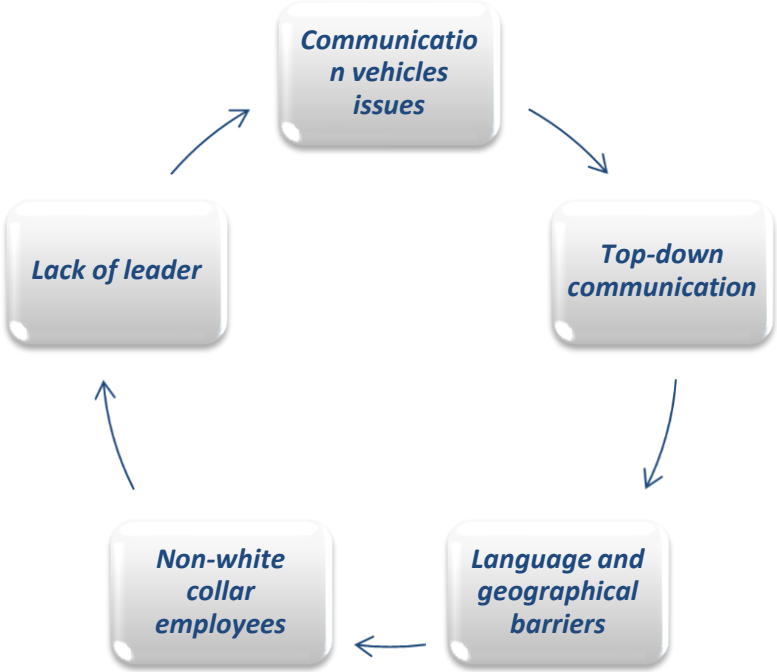


Figure 2.4: Dispute in employee engagement

(Source: Truxillo *et al.* 2012, p.354)

Non-white collar employees:

In a setting of the organisational structure, there are different types of employees from different level. Therefore, their working level and the procedures are not also same in this context (Andrew and Sofian, 2012, p.508). Thus, for the management of the organisation it is not possible to reach out to each employee with the same approach. However, in this aspect, company should be active in responding towards each employee with a significant approach.

Lack of leader:

In certain organisational setting, it has been necessary to have a leading figure, which can be able to guide the other employees as well towards a proper and right direction. Implementation for the communication programme it is centred in one or two perspectives- internal resources or human resources (Beer, 2014, p.143). Therefore, in order to work effectively and to avoid any types of misunderstanding in the working setting of the company it is important to incorporate the, these various departments necessarily needs the leading group or department to light up the path for the further development (Hatch and Cunliffe, 2013, p.99).

However, of an organisation would be able to overcome these challenges therefore the organisation could maintain an effectual communication procedure to be connected with the other employees as well.

2.10 Strategies for employee engagement

In order to overcome the above-mentioned challenges in the business context, certain strategies need to be incorporated in a noteworthy comportment. With the successful incorporation of the strategies, the concerned company could have the best employee engagement in terms of the bets service. Therefore, effectual strategies could include the following:

Connect the engagement efforts to the high performances:

In order to get the effective employee engagement it is chiefly necessary to connect the entire programme with the fruitful performance (Biswas and Bhatnagar, 2013, p.40). Thus, it has initiated that it should not be linked with the employee satisfaction, instead, with the high performance so that the organisation could get the effectual result of their service.

Incorporate the first line managers and smart communication process:

Breaugh (2014, p.20) observed for having the better and effective consequences in engaging employees, it has been suggested to include the first line manager so that the employees could have the lucid and direct communication with the management to offer their best possible service. In case of any issue in the working setting, first line manager would be capable enough to deal with it by giving the best effort. It would positively include the smart communication process through mobile phone, internets, visual conversation etc.

Individualise the engagement:

This particular strategy has been proved effective for most of the organisation. Earlier it has been notified that most of the organisation feels that the employees should be treated as per the management's will, but in the modern conception it was suggested to treat the employees in way, which the employee want, so that there would be a fruitful engagement of employees.

Keeping of record of progression:

In order to get the fruitful employee engagement, it has been necessary to have the lucid understanding and the notion of the progression in the service process. Leaders are the guide of the employees to show them the exact path for serving in the organisation as far as it is possible. Therefore, the leaders should communicate to have the better progression in order to get the better benefit.

Engaging of motivational culture and reward system:

Employees are considered as the decisive part in an organisational structure (Thompson, 2013, p.66). Therefore, is important to motivate the employees to make them work as per their best possible service towards the organisation. As a result, the company could gain the effective employee engagement. Thus, the organisation could opt for the motivational culture in the working setting for the employees in a very considerable approach. Along with this, the company might opt for the reward system in terms of the well-structured behaviour of the employees. It could be considered as one of the better way to engage employees in the working process.

With these procedures or strategies, organisations could overcome the existing challenges with the engagement of employees easily.

2.11 Relationship between Top-down communication and employee engagement

In the organisational setting, top-down communication might play for the better result in employee engagement. Therefore, there could be positive relationship between employee engagement and top-down communication in business setting.

Organizational discipline:

If there would be appropriate procedure of the communication in the top-down section, then there could be the positive result in the communication surroundings (Cooren, 2012, p.20). With this proper perspective, the organisation or the management of the organisation could get the better and profitable employee engagement for having the better development in the business procedure. As a result, the company could maintain the discipline inside of the organisation between the employees and the management.

Efficiency:

Lewis (2015, p.24) noted that by having the effective employee engagement and organisational discipline, the organisation could get the significant scope to prove their efficacy in terms of the providing service. With the noteworthy amalgamation of the discipline with the culture of the organisation, both the management and the employees could offer the better way to serve the customers, therefore, the organisation, as a whole shows there efficiency of service.

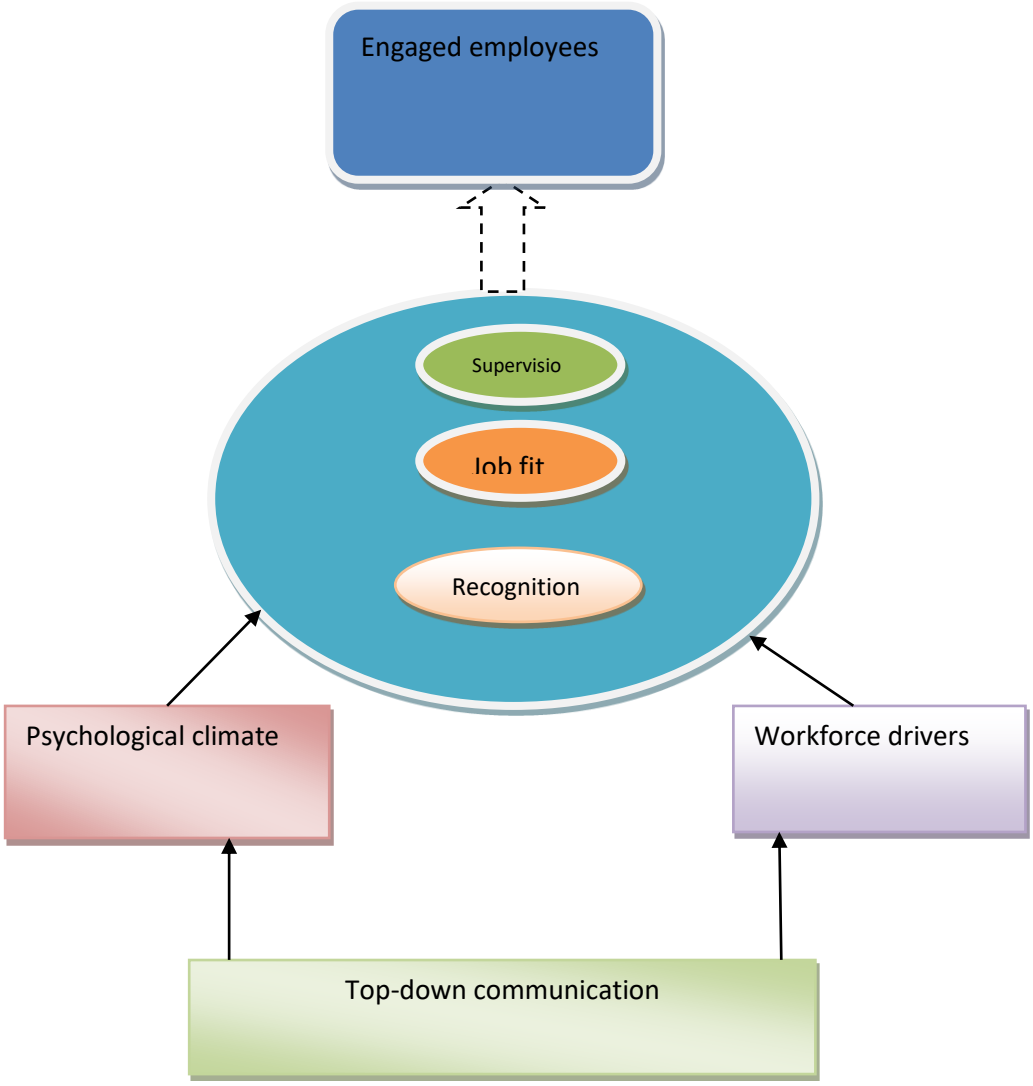
Effective communication of goals:

It was notified that each organisation has their essential objectives o accomplish for the better development of the organisation (Porter and Derry, 2012, p.53). Therefore, management should incorporate certain strategies to communicate with the employees in an effective advancement. Because of the easy communication (top-down) with the employees, management could accomplish the aims of the service through a momentous manner.

Ease of delegation:

Through the appropriate inclusion of the top-down communication in the organisational setting, the employees might gain the exact engagement in the working circumstances (Cooren, 2012, p.1). As a result, the management could provide the effective designation or the allocation of the job task to the employees in a very easy manner. Therefore, the organisation could be able to get the better consequences of their service.

2.12 Conceptual framework


Engaged employees
Supervisio
Job fit
Recognition
Psychological climate
Workforce drivers
Top-down communication

All Assignment EXPERTS

Figure 2.5: Conceptual framework

(Source: Created by Author)

2.13 Gap in the literature

In the season of conduction of the study, the researcher has found gap in the before composing made in this reported. Specifically it should be said that not very many investigation paper has been coordinated on this archived from the key data could be assembled. Besides, ought to be said that the investigation variables, for instance, top-down communication and employee engagement scarcely has theories and models. It was slippery hypotheses and models on employee engagement. As the result, the investigator could not finish up required data required for the present study.

2.14 Summary

Throughout this chapter, the researcher has discussed regarding the research variables with its relevant aspects with the proper incorporation of the theories and models. As a result, a lucid understanding has been gained to solve the research issues. It has initiated the researcher towards the next chapter that is methodology.

Chapter 3

Research Methodology

3.1 Introduction

In this very chapter, the researcher has aimed to discuss about the entire method of conducting the research along with the collection of the relevant information and the evaluation procedure. It has chiefly focused on the data collection and analysing process of the relevant research variables with a proper technique and design. With the incorporation of the method of the research, the consequences of the study could be helpful enough for the future researcher as well.

3.2 Method outline

In order to conduct the study with the effective approach, researcher has designed the entire process with the significant approach, which is befitted for having the consequences. In this context, the researcher has selected each separate sector in a considerable method. For this study the researcher has opted for the ***positivism philosophy, deductive research approach, descriptive research design, survey research strategy primary data collection*** and ***qualitative and quantitative analysis*** in order to get the fruitful consequence. In the setting of the data collection process the researcher has selected certain amount of respondent through ***probable*** and ***non-probable*** method.

3.3 Research onion

Saunders *et al.* (2009, pp. 52) has considered research onion as one of the effective tool to have clear understanding of the entire strategy for the research. It is comprised of six different stages such ***as research philosophy, research approach, research design, research strategy, data collection process, data analysis process and time Horizon.*** With the successful attempt of each stage by the researcher, the research would get the effective result for the future study. In order to maintain systematic path in the research, the researcher has followed the folds of research onion to get objective based outcomes.

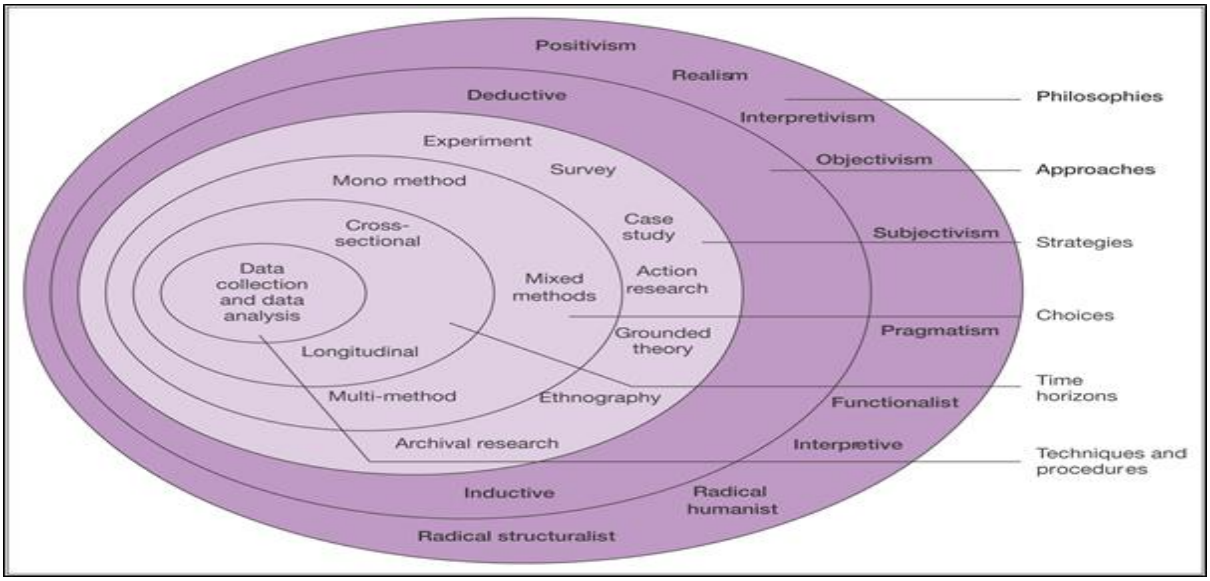


Figure 3.1: Research onion

(Source: Saunders *et al.* 2009, pp. 52)

3.4 Research paradigm

Through the proper incorporation of the research paradigm, the researcher would get proper guideline to complete the study. There are three fundamental sorts of examination perspective, for instance, ***Interpretive, positivism*** and ***realism*** (Leedy and Ormrod, 2012, p.78). Afresh, Post-positivism is the bit of positivism thinking. Interpretive can be useful for the researcher in order to understand reality and substances. It will in like manner give the information as for the acknowledgments, needs and experiences of the individual. Positivism helps researcher to predict and clearing up the exploratory learning changes of affiliation. In like way, in Interpretive, this hypothesis is having only a singular truth existed.

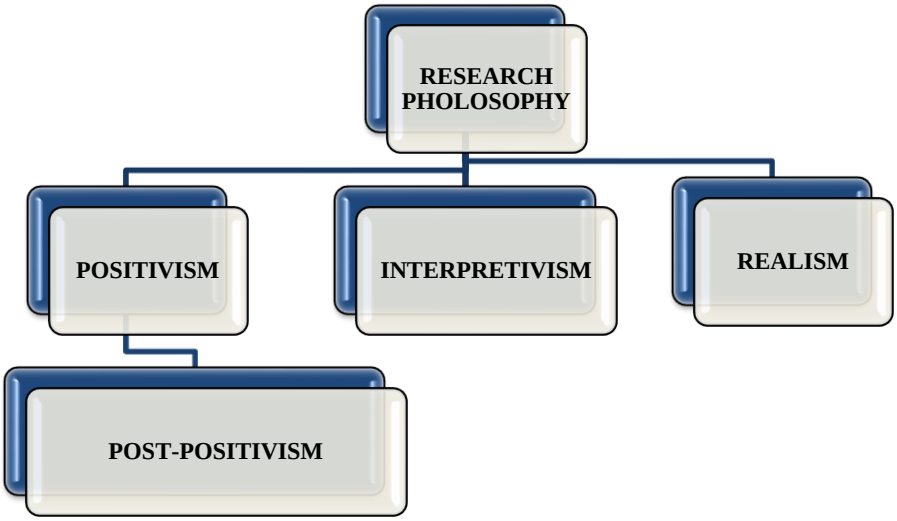


Figure 3.2: Research Philosophy

(Source: Leedy and Ormrod, 2012, p.78)

3.4.1 Justification for the chosen research paradigm

As per the research variables and existing issues in this case, researcher has selected ***Positivism Philosophy,*** as it would offer researcher to have different types of research experience and scope to evaluate the information in a productive comportment with successful completion of the study. Other philosophies in this study would not be helpful as they cannot be able to draw better implication of the issues in this case. In addition, the researcher has opted for positivism philosophy, as it would contribute towards logical and critical analysis of data. This philosophy is based upon factual evidence whereas interpretivism focuses on human perception. The researcher would be able to analyse research problem based on research rationale with the logical facts.

3.5 Research approach

There are key two sorts of examination strategies ***Deductive*** and ***Inductive*** research approaches. Deductive approach highlights the higher to lower worth, while the inductive approach moves from the considerable adjustment to little frame. Deductive philosophy is known as testing of speculations. With the help of this approach the expert, at first adds to a theory or hypothesis and setup the investigation technique to characterize the speculation. On the other hand, the inductive strategy is known as working of theory. Here the pro begins the investigation with social event data and after that development a theory (Neuman, and Robson, 2012, p.56). With the help of the examination approach, the expert can create some new thoughts, imaginative contemplations and theories. In this way, determination of true blue investigation strategy is the pivotal step of the examination logic.

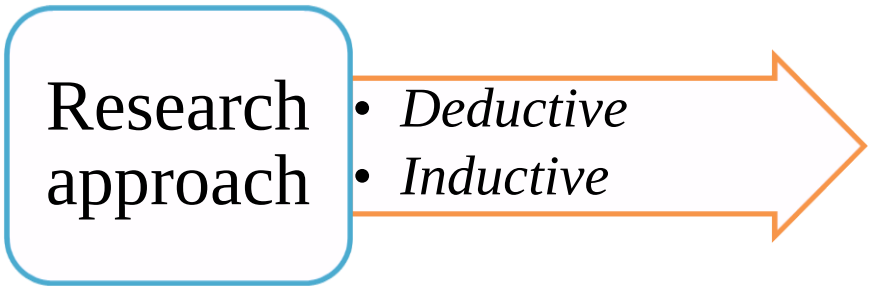


Figure 3.3: Research approach

(Source: Neuman, and Robson, 2012, p.56)

3.5.1 Justification for the chosen research approach

For this research study, the researcher has selected ***Deductive approach***, because this approach helped the researcher to gather the relevant information from the existing studies and there were no need of generating new theories, which the inductive could not be able to do. Deductive approach follows the principles of ***top to bottom approach*** in order to prepare *hypothesis* after having segmented knowledge from theoretical underpinnings and conceptual models. There was minimal chance for the researcher to develop new theories rather exiting theories and models of to-down communication and employee engagement are utilised to deduce knowledge.

3.6 Research purpose

There are three types of research purposes, such as, ***Exploratory***, ***Explanatory*** and ***Descriptive*** research purposes (Crowther and Lancaster, 2012, p.45). Exploratory examination is the key investigation of theoretical and theoretical contemplations. It helps the researcher to elucidate the investigation subject by using the momentum speculations to choose the future degree of study. Consequently, this investigation purposes sets up the fundamental stage without limits research. The accompanying stage is the realistic examination reason. It is essential when it needs to explore or clear up the additional information. On the other hand, legitimate investigation relates the distinctive musings to see better the circumstances and finished results and clearly elucidate what is truly going on.

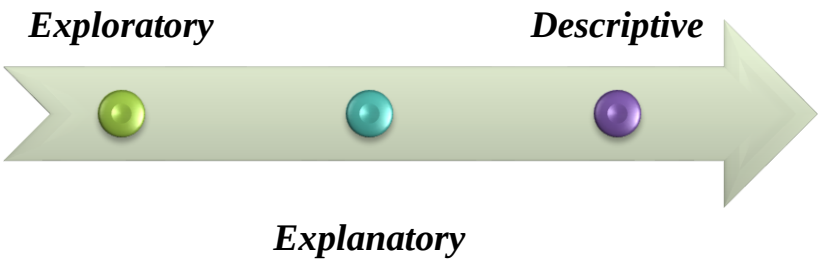


Figure 3.4: research purposes

(Source: Lewis, S., 2015, p.20)

3.6.1 Justification for the chosen research purpose

For this specific research study, researcher has opted for the descriptive research purpose through which researcher could gather more information and explain in detailed manner for having the successful completion. With the other purposes, researcher could not be able to explain the knowledge or information in details to have further consideration. Descriptive research purpose is chosen so that test association between the dependent, independent and uncontrolled (optional) variables can be done. Most importantly, the researcher has intended to analyse research problems from different viewpoints in order to uncover different dimensions to conclude new findings. Selection of this method is justified as the research objectives have already been framed.

3.7 Research strategy

Having research strategy helps the researcher to move with the proper plan and scheme to gather the information from source and evaluate in order to get an efficient upshot of research. In that context, Panneerselvam (2014, p.77) mentioned about main three types of strategy that includes ***Experiment, Case Study***, ***Survey and interview.***

3.7.1 Justification for the chosen research strategy

For this study, researcher selected ***Survey*** strategy, the researcher would lead a diagram on the overall public for social event data. For this circumstance, the expert contacts to the overall public either eventually or over phone and offer a couple conversation starters to them for social event data. Survey has been chosen so that data could be collected from a large scale of audience within a *small span of time and incurring less cost*. It is one of the cost and time saving methods to gather primary data using both online and offline survey. On the other hand, ***interview*** contributes towards gathering data from selected yet knowledgeable respondents concerning the field of research. Therefore, the researcher has opted for ***survey and interview*** as the research strategy for the current research.

3.8 Sample selection

Sampling technique:

Sampling methods can be classified as the probability or non-probability. In case of probability, every member of the population has a known non-zero probability to be selected. Consequently, probability methods are comprised of ***random sampling, stratified sampling and systematic sampling.*** For the conduction of the study, the researcher has selected the respondents using ***random sampling procedure*** in order to limit bias following principles of probability sampling for the selection of employees. For selecting, the employee's researcher opted for the ***probable sample technique*** and for selection of the managers researcher obtained ***non-probable sampling technique.*** Non-probability sampling to select the managers can further be categorised in ***convenience sampling, purposive sampling*** etcetera. Nevertheless, the researcher has opted for purposive sampling e.g. ***expert sampling*** to obtain valuable data based upon working experience of the mangers.

Population:

In the setting of the research study, population refers to the entire involvement in the study that certainly includes the concerned company's employees, managers, respondent including researcher as well.

Sample size: For the evaluation of the information entire population cannot be taken, hence the researcher has selected a sample size, that is 60 employees and 10 managers. However, among those sample size, **40 employees** and **4 managers** have responded towards the data collection process. The sample size has been justified as using random sampling method respondents were selected limiting biases. Most importantly, the chosen sample size may sufficiently represent whole employee base of Tesco providing enriching data required for the study. Minimal chance to select large sample size due to time and logical constraint justifies the abovementioned sample size appropriately based on the research problem.

3.9 Data collection procedure

Data and information is the most fundamental portion of the examination process. Data can be accumulated by applying diverse systems. There are two sorts of data social event techniques. One is

Primary data collection and another is ***Secondary data collection*** (Robson and McCartan, 2016, p.88). ***Primary*** data is accumulated from the two sources; fundamental sources and helper sources. The researcher accumulates primary data for the given association from the indiscriminately picked employees by asking a couple surveys to them and from the boss and workers of the association within the affiliation and conducting interview session with the managers. It should be noted that secondary data may not suffieciently provide logical data for the study augmenting scope of primary research. Interview and survey has been chosen as the method for primary data collection as it helps is acquiring reliable data within a minor span and incurring less cost yet from large base of audience. Books, journals and websites have been used as the source of secondary data for further development of the study.

Figure 3.5: Data collection procedure

(Source: Robson and McCartan, 2016, p.88)

3.10 Data analysis plan

It is important to have the better data analysing technique to get the result of the study, and there are mainly two types of data analysing technique such as ***Quantitative*** and ***Qualitative***. Quantitative data have been analysed with the help of ***statistical method*** by converting the numeric value into percentage form for further analysis based on research problem and rationale of the research. Qualitative data have in analysed by developing ***transcripts*** of managerial interviews.

3.11 Ethical Consideration

In the setting of the research study, certain ethics are there to be maintained such as ***liberty of contribution, good behaviour, data protection, data application*** etc. With the good behaviour of the researcher, respondent can be able to provide the relevant information. In that context, Mackey and Gass (2015, p.43) stated that participation of the data collection procedure should be offered the freedom, they can take part or they can withdraw their name form the participation. On the other hand, the researcher should protect the gathered data in the most effective manner so that that can be applied for the further study as well under ***Data Protection Act (1998)*** and the researcher in that setting should also be careful in applying those data for the academic use only.

3.12 Time table

Refer to appendix 1

3.13 Summary

Through the discussion of the research methodology, the researcher has provided the detailed understanding of the research methods with the each aspect from the perspective of study. With this symposium, this chapter has been flourished enough to get the advancements for the progression in next chapter.

Chapter 4

Result, analysis and evaluation of findings

4.1 Introduction

Data analysis is regarded as one of the most important chapters of dissertation. This chapter was helpful in order to gather first-hand data directly from the respondents. The researcher has conducted online survey with the low-level employees of in order to gather quantitative data to assess how top-down communication has ensured their engagement with Tesco. 2 store managers each from two different branch such as Tesco, Bridge Retail park and Tesco, Lockerbie Road have been interviewed to gather qualitative data. The researcher approached 60 low-level employees of Tesco and 10 managers from different store but was able to gather data from 40 employees and 4 managers from 2 different stores respectively. Deduced data have been analysed using mathematical and statistical methods have been represented using tables and charts.

4.2 Quantitative data analysis

4.2.1 Demographic analysis

Question 1: Which gender group do you belong to?

Response	Response %	Number of responses	Total respondents
Female	37.50%	15	40
Male	62.50%	25	40

Table 4.1: Gender group that respondents belong to

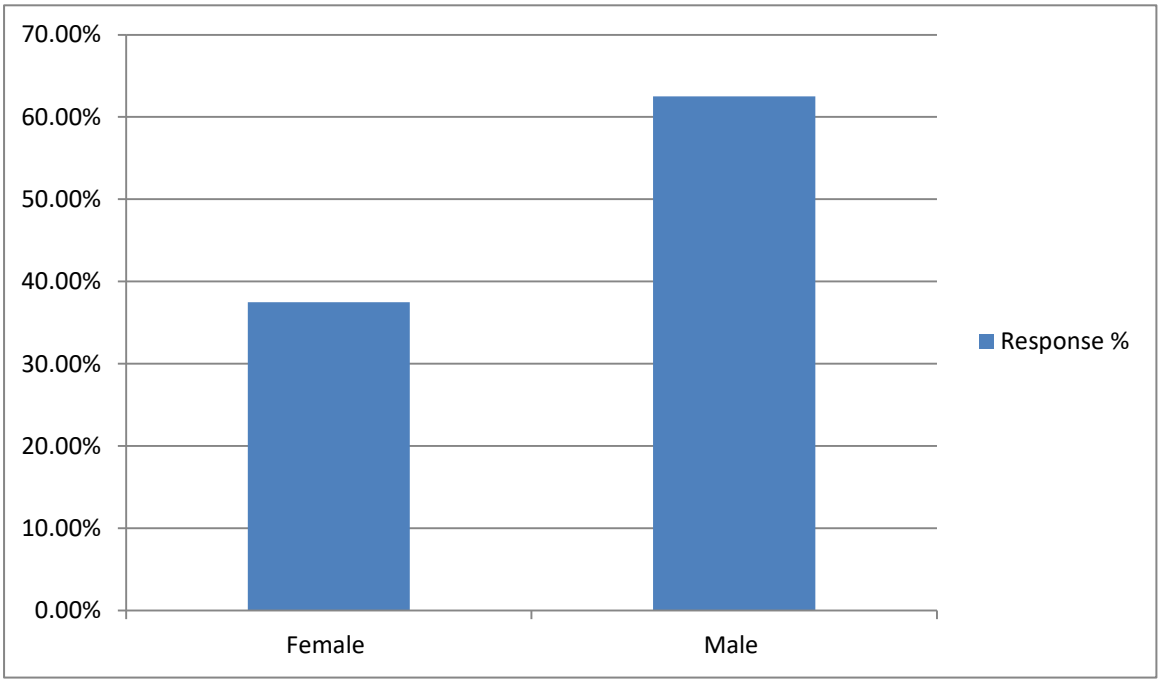


Figure 4.1: Gender group that respondents belong to

Analysis and interpretations

The above table shows female and male ratio of the employees in Tesco. The researcher has used simple random sampling thus it cannot be stated that the organisation is male oriented. Both male and female employees are working in the organisation. As per the data shown in the above table, it can be seen that male workers are keener to take part in the survey procedure other than the female workers. Due to participation of the male workers in more number showed distinct distribution of ratio regarding gender. Findings represent the further involvement of the male employees in the survey procedure other than the female employees. It can also be mentioned that male employees are more concerned on the subject of top-down communication in order to radically enhance engagement with the organisation.

Question2: Which age group do you belong to?

Response	Response %	Number of responses	Total respondents
21 years	17.50%	7	40
22-30 years	37.50%	15	40
31-40 years	20.00%	8	40
40-50 years	12.50%	5	40

Above 50	**12.50%**	**5**	**40**

Table 4.2: Age group that respondents belong to

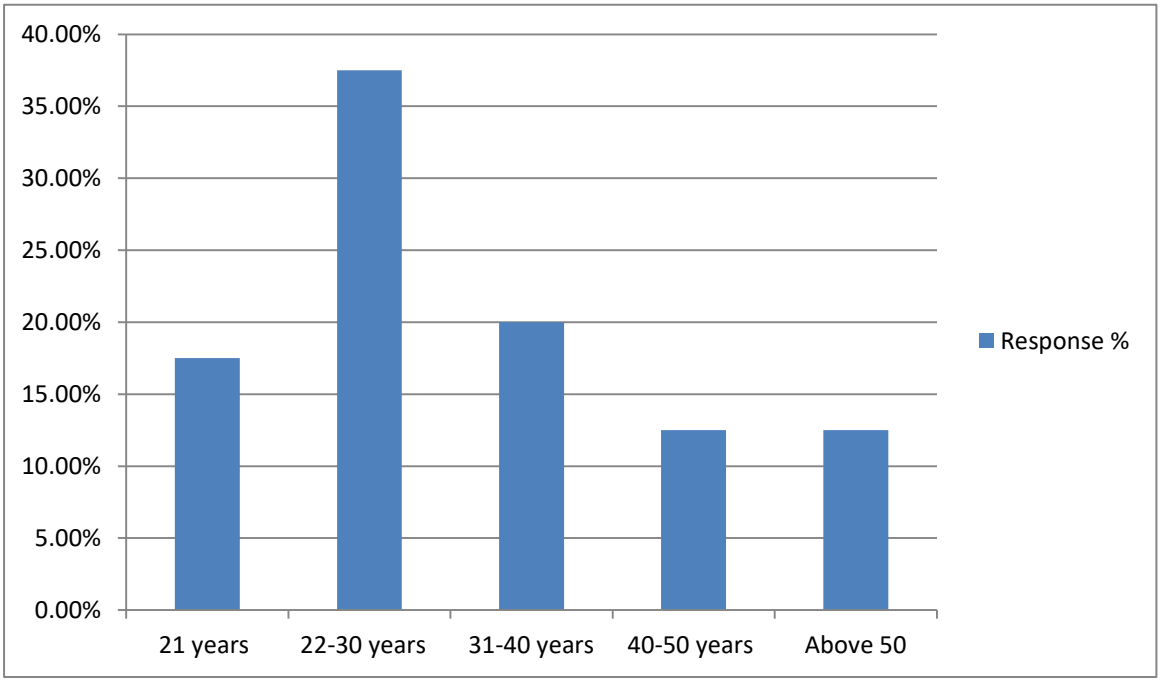


Figure 4.2: Age group that respondents belong to

Analysis and interpretations

Observing the table in the aforementioned section, the researcher has found that majority of the respondents took part in the survey process has been working in Tesco belongs to age group between 22 to 30 years. From the result, it can be seen that Tesco has given priority to the middle-aged employees while recruiting them in the Tesco stores. Noticeable fact is that Tesco hardy own employees from age group 40 to 50 above. After interpreting data, it can be stated that the organisation has given priority to recruit young employees. It can be seen that the organization uses screening to select employees from the bulk of candidates. It can be stated that young employees are given preference by Tesco to maintain workforce and it accelerates performance of the employees. Findings also represents that more young employees have taken part in the survey procedure as they are more concerned about employee engagement through proper communication methods within Tesco. It indicated that effective communication enhances their engagement with organisation.

Question 3: How long have you been working with Tesco?

Response	Response %	Number of responses	Total respondents
Less than 1 year	**12.50%**	**5**	**40**

1-2 years	**17.50%**	**7**	**40**
2-3 years	**30.00%**	**12**	**40**
3-5 years	**35.00%**	**14**	**40**
More than 5 years	**5.00%**	**2**	**40**

Table 4.3: Working years with Tesco

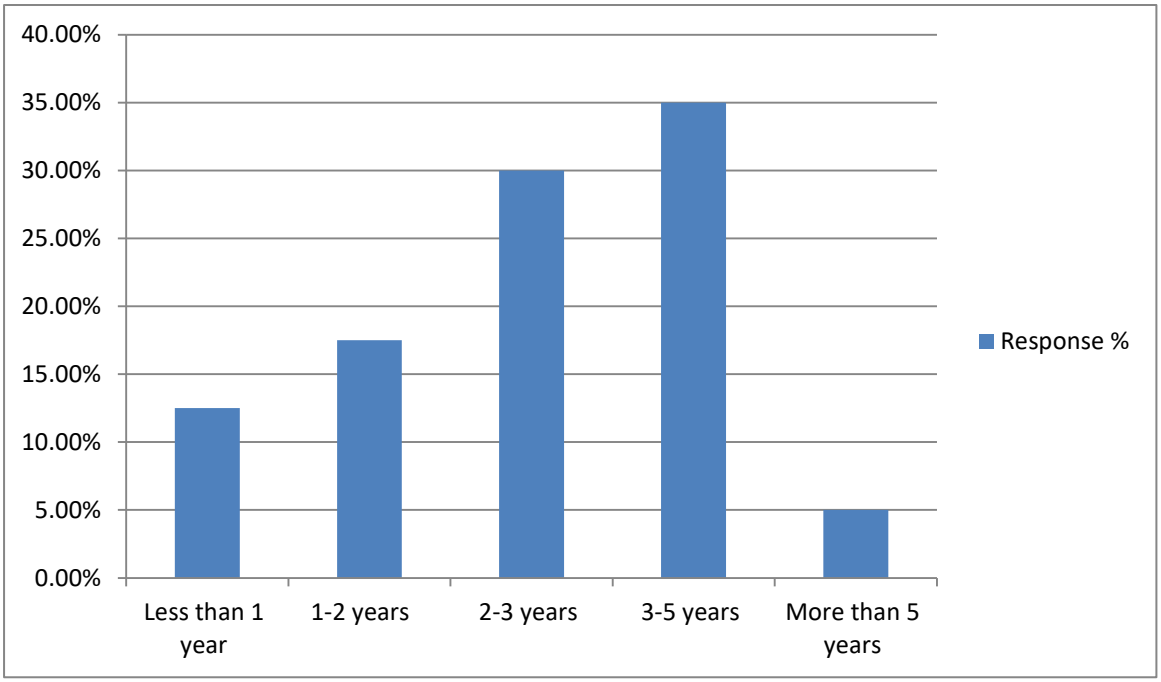


Figure 4.3: Working years with Tesco

Analysis and interpretations

Data represented in the above section shows that most of the employees have been working in Tesco since last 3 to 5 years. Majority of the participants have been working with the organisation for a long time. It should be observed that major portion of employees have been working over the last 2 years with organisation. However, from the respondents, the researcher hardly found employees working above five years with Tesco. The reasons might be that they have not participated in the online survey process. It uncovers that employees might not be satisfied with the communication technique adopted by the management resulting in leaving the organisation. In the competitive era, retention of employees in Tesco has raised question so the engagement with the organisation due to lack proper communication method maintaining flow of information in every level of employees.

4.2.2 Analysis for objective 1

Question 4: How far do you agree top-down communication system increases clarity, transparency and accountability in employee-management relationship?

Response	Response %	Number of responses	Total respondents
Strongly agree	37.50%	15	40
Agree	27.50%	11	40
Neutral	20.00%	8	40
disagree	10.00%	4	40
Strongly disagree	5.00%	2	40
Mean	Median	Mode	Standard Deviation
2.175	2	1	1.19588

Table 4.4: Impact of top-down communication system on clarity, transparency and accountability in employee-management relationship

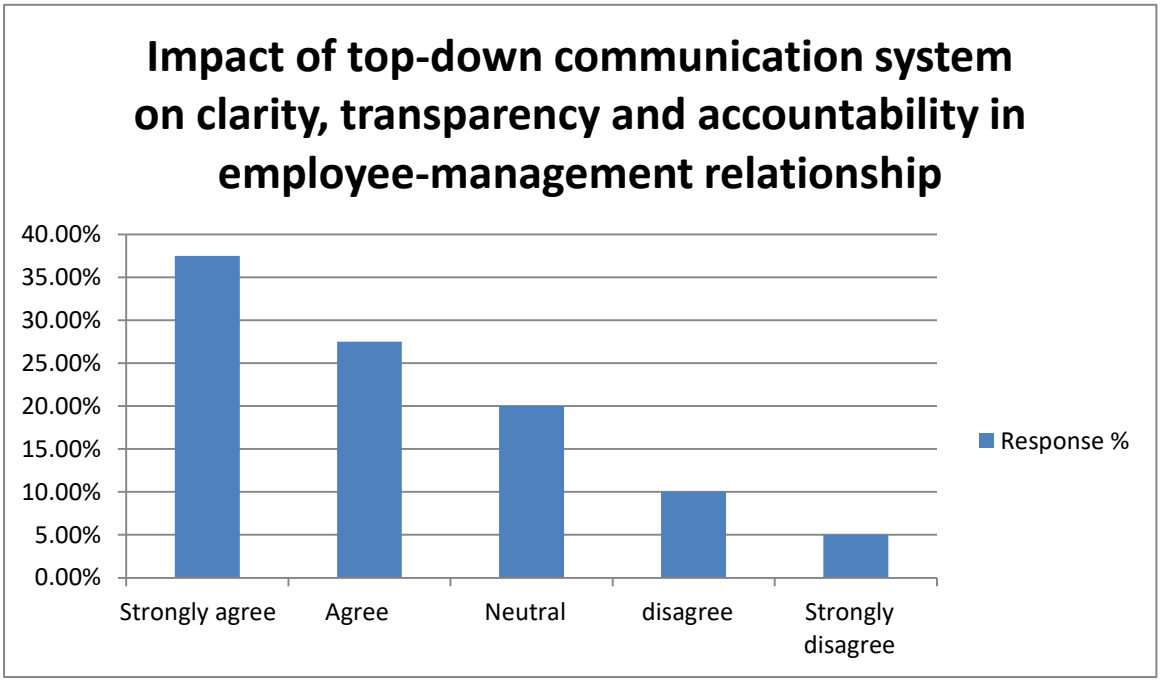


Figure 4.4: impact of top-down communication system on clarity, transparency and accountability in employee-management relationship

Analysis and interpretation

Through the evaluation of tables and chart above the researcher has deduced that majority of the respondents have opted for the first option, which provides that around 37.5% respondents accepted that application of top-down communication process increases the level of clarity, transparency and accountability in the employee management. Standard deviation of this question is 1.19588, that is to say, it is more than 1, thus the company might face risk of losing its transparency and accountability if it fails to apply the top-down communication in the organisational processes in appropriate manner. As represented in ***Head down theory***, employees generate engagement and satisfaction towards the organisational processes if they identify the company valuing their contribution. Thus, application of top-down communication needs to be done keeping this aspect in mind for avoiding risk of losing organisational transparency and accountability.

Question 5: How far do you agree employee engagement through communication can increase employee productivity?

Response	**Response %**	**Number of responses**	**Total respondents**
Strongly agree	15.00%	6	40
Agree	32.50%	13	40
Neutral	15.00%	6	40
disagree	17.50%	7	40
Strongly disagree	20.00%	8	40
Mean	Median	Mode	Standard Deviation
2.95	3	2	1.395046

Table 4.5: Influence of employee engagement developed through communication on employee productivity

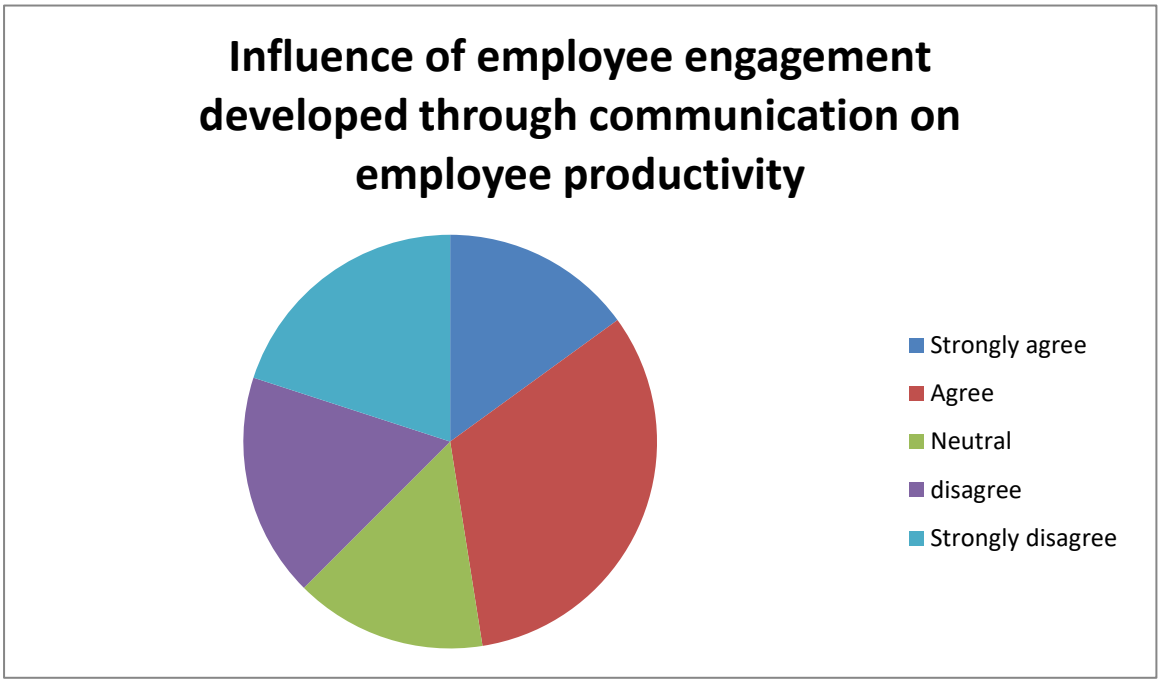


Figure 4.5: Influence of employee engagement developed through communication on employee productivity

Analysis and interpretation

Mode of this question is 2, which provides the understanding that majority of the respondent, that is around 32.50% of the employees have agreed that employee engagement through appropriate communication process has the capability of generating higher level of employee productivity. On the other hand, standard deviation of this question is 1.395046, which is the indicator of the potential risk that the organisation might face if it fails to generate appropriate level of employee engagement through communication. This can be explained through the ***head down theory***, which clearly explained that at the absence of a fair organisational environment the intention of employees to bring development in organisational performance reduces which affect their productivity. Findings also uncovers that communication ensures engagement of the employees and they become more productive to the organisation.

4.2.3 Analysis for objective 2

Question 6: How far do you agree that Tesco has used top down-communication effectively?

Response	Response %	Number of responses	Total respondents
Strongly agree	30.00%	12	40

Agree	**17.50%**	**7**	**40**
Neutral	**25.00%**	**10**	**40**
Disagree	**12.50%**	**5**	**40**
Strongly disagree	**15.00%**	**6**	**40**
Mean	Median	Mode	SD
2.65	3	1	1.424151

Table 4.6: Tesco has used top down-communication effectively

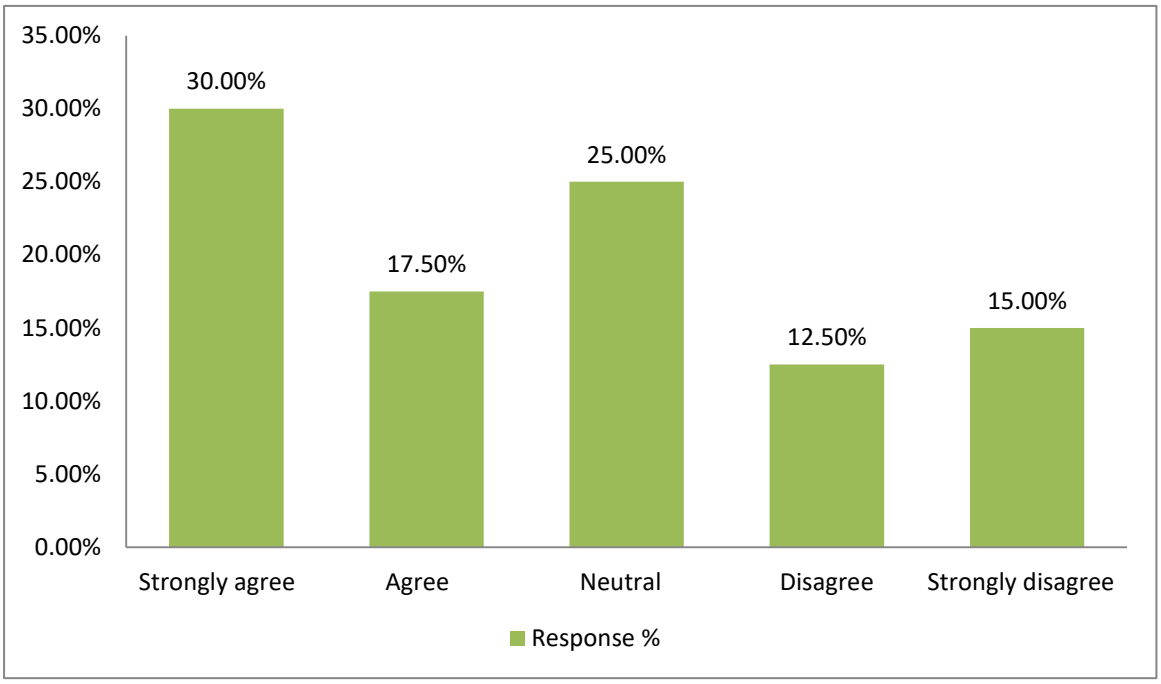


Figure 4.6: Tesco has used top down-communication effectively

Analysis and interpretations

Data findings represented in the above table and chart show that top-down communication has been proven effectual for Tesco. The organisation has sent executive to the stores and applied different tools such as intranet, e-mail etc to ensure employee engagement through top-down communication. Data shows that majority of the respondents chosen from simple random sampling showed positive responses. 30% of the total respondents have agreed to the question whereas 25% remained neutral in case of responses. Statistical calculation represents that mode value is 1 and it shows that most of the respondents have opted for this option. On the other hand, SD value is more than 1, thus employees are confused regarding the effectiveness of the top-down communication process. ***Shannon's model*** used in literature review showed that from the source of message to the

receiver, noise might be created and it should be minimised in order to maintain effective communication.

Question 7: How far do you agree that top-down communication process of Tesco Plc is sufficient in leading to intended level of employee engagement?

Response	**Response %**	**Number of responses**	**Total respondents**
Strongly agree	**37.50%**	**15**	**40**
Agree	**25.00%**	**10**	**40**
Neutral	**12.50%**	**5**	**40**
disagree	**17.50%**	**7**	**40**
Strongly disagree	**7.50%**	**3**	**40**
Mean	Median	Mode	SD
2.325	2	1	1.347124

Table 4.7: Top-down communication process in leading to intended level of employee engagement

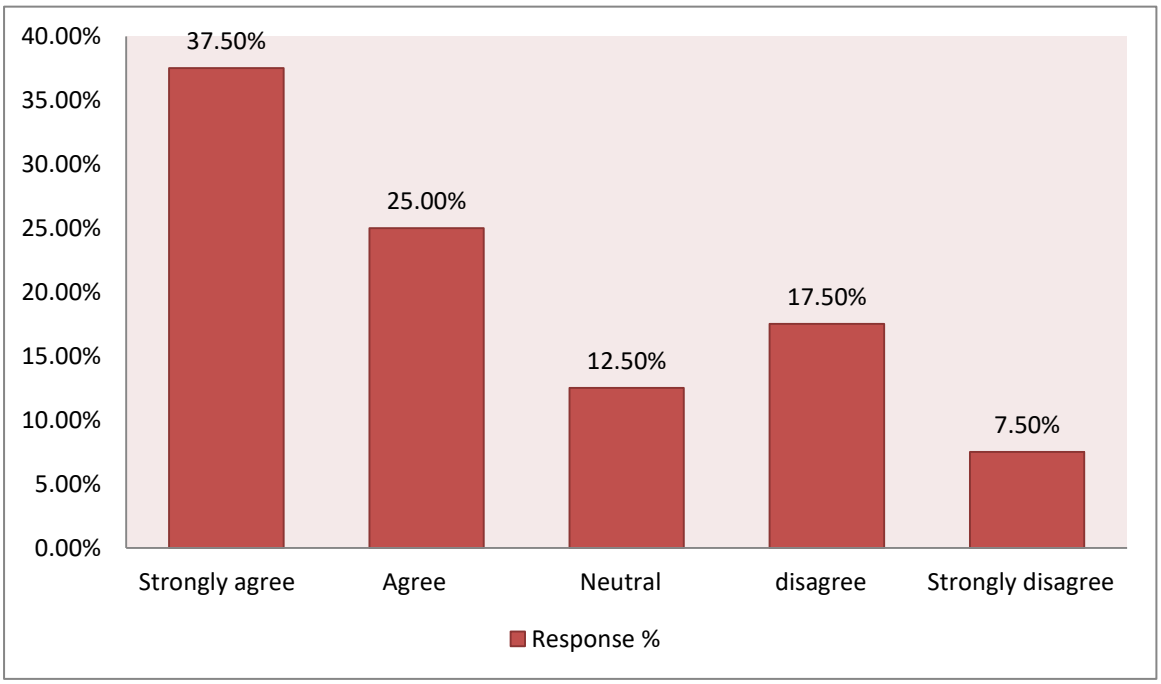


Figure 4.7: Top-down communication process in leading to intended level of employee engagement

Analysis and interpretations

Majority of the respondents have given positive responses for the question. The employee also agreed that it ensured their engagement with the organisation. The data interpretation shows that the strategies applied by Tesco have proven to be effective that helped in ensuring employee engagement and maintain workforce. From the result, it can be stated that Tesco is successful in applying appropriate top-down communication strategies. Statistical data on the other hand shows that mode value is 1 and most of the respondents have opted for the option. SD value is 1 that shows employees are bit confused regarding the effectiveness of top-down communication applied by Tesco. It should be noted that research problem intensified lack of proper communication technique has proven to be drawback for Tesco but the findings does not necessarily signify that. ***Aon Hewitt's model*** can be asserted here that defines three important components for employee engagement but the findings do not compliment the research issue sufficiently.

Question 8: What strategies do you think Tesco has applied for establishing effective communication within workforce?

Response	**Response %**	**Number of responses**	**Total respondents**
Intranet	35.00%	14	40
E-mail	30.00%	12	40
Company website	17.50%	7	40
SharePoint	5.00%	2	40
Text messages	12.50%	5	40
Mean	Median	Mode	Standard Deviation
2.3	2	1	1.343551

Table 4.8: strategies applied in Tesco for establishing effective communication within workforce

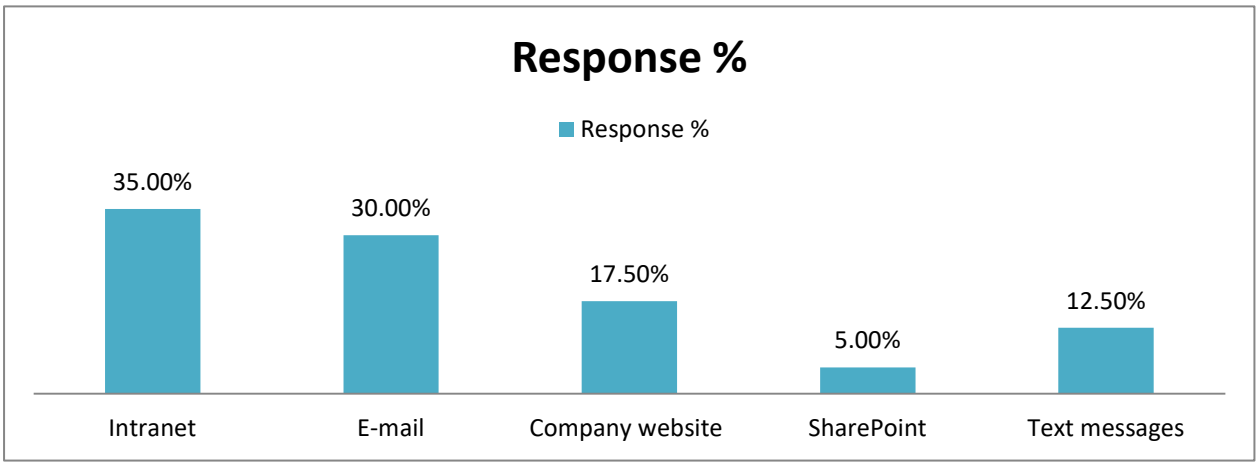


Figure 4.8: strategies applied in Tesco for establishing effective communication within workforce

Analysis and interpretation

Mode for this particular question is 1, which is the indicator of the fact that majority of the respondent agreed that the organisation uses intranet most for the internal communication within the organisation while several other measures could be used for ensuring effective top-down communication within Tesco. SD value for this particular question is 1.343551, which is indicator that the organisation might face risk for not using the rest of the measures or communication channels enough to enforce top-down communication. In this context ***Aon Hewitt's employee engagement model*** can be mentioned, which explained that for ensuring employee engagement within a business organisation is essential to avail the employees enough opportunity to communicate for which the organisation might use several other communication measures mentioned in the table above.

4.2.4 Analysis for objective 3

Question 9: What drawbacks did you identify in the top-down communication process of Tesco Plc?

Response	**Response %**	**Number of responses**	**Total respondents**
Less scope for feedback	12.50%	5	40
Generally one way information flow	37.50%	15	40
Negative impact on employee morale	27.50%	11	40
Ignorance of special skills of employees	17.50%	7	40
Others	5.00%	2	40
Mean	Median	Mode	Standard Deviation
2.65	2.5	2	1.075365

Table 4.9: Drawbacks in the top-down communication process of Tesco Plc

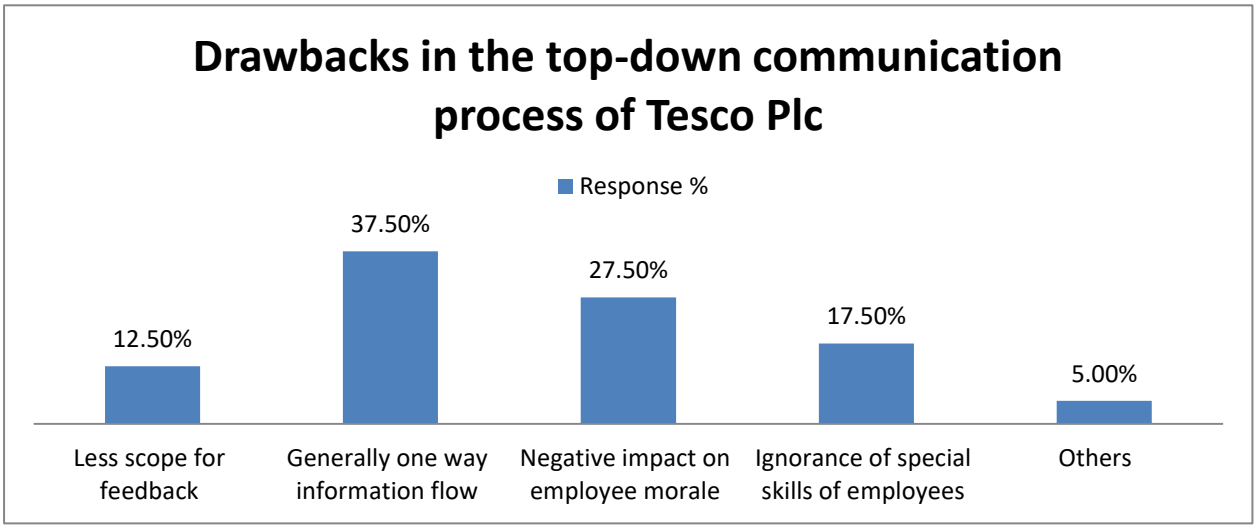


Figure 4.9: Drawbacks in the top-down communication process of Tesco Plc

Analysis and interpretation

Mode of this question is 2, from this it can be deduced that majority of the respondents identified one way information flow as the major drawback of the top-down communication process that Tesco applies. Standard deviation of the question is 1.075365, which provides the understanding that such drawbacks are to be eliminated for avoiding any risk of losing employee engagement due to the existing communication measure of the organisation. This can be evacuated through the communication barriers identified in the literature review, which provides the organisational a clear understanding that in retail sectors the distance between different units of the organisation as well as inconsistency in the information flow makes it difficult to encourage larger engagement in part of employee though incorporation of employee's inputs as well.

4.2.5 Analysis for objective 4

Question 10: What strategies could be suggested to mitigate the drawbacks that Tesco faced while communicating with its work force?

Response	Response %	Number of responses	Total respondents
Scope for feedback	40.00%	16	40
Modification of information based on requirement of job roles	12.50%	5	40
Delivery of information keeping the capabilities of employee in mind	0.00%	0	40

Regular report taken from executives about performance and requirements of employees	35.00%	14	40
Others	12.50%	5	40
Mean	Median	Mode	Standard Deviation
2.675	2	1	1.591443

Table 4.10: Suggestion to mitigate the drawbacks

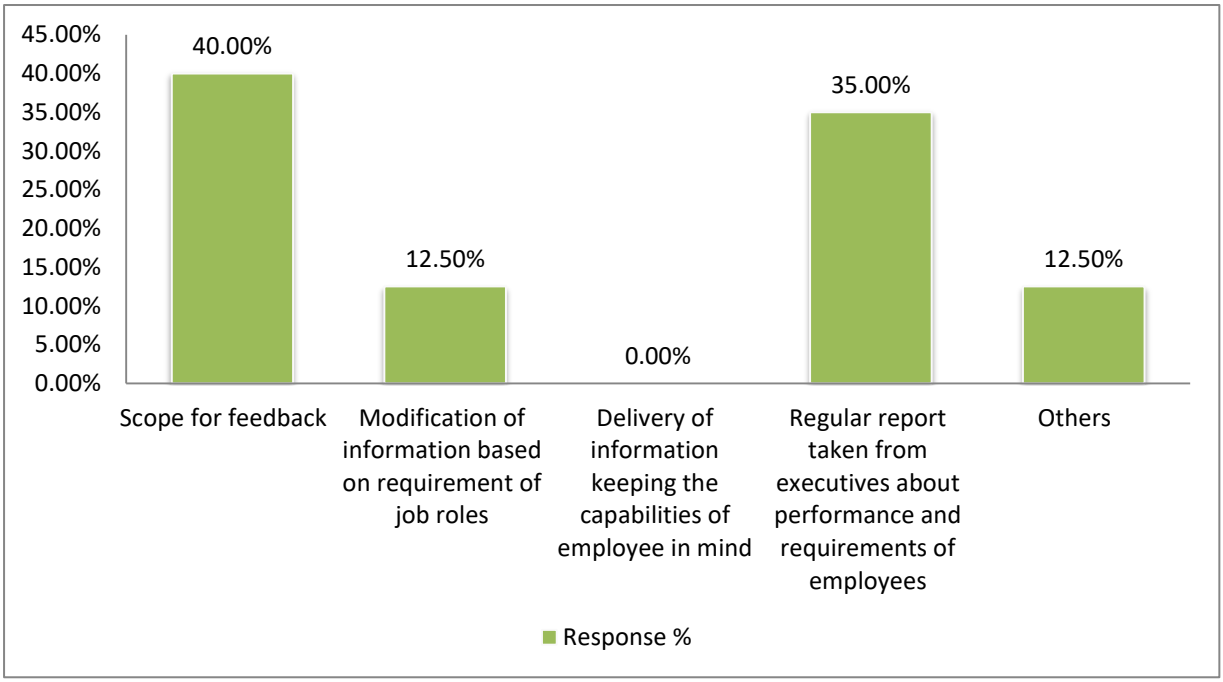


Figure 4.10: Suggestion to mitigate the drawbacks

Analysis and interpretation

Maximum of the respondents identified the scope of feedback as essential for ensuring the success of communication system used in Tesco, which can be identified through the fact that mode of this question is 1. Finally, standard deviation of this question is 1.591443, which might be considered as the indicator of the fact that the organisation might face risk of losing engagement of its employees if it fails to mitigate its communication issues with the help of this suggestion. It should be noted that findings highlights the communication gap between the top engagement and employee base that can be mitigated by maintaining communication flow. There should be wider scopes for feedbacks and the management needs to be keener to those.

4.3 Qualitative data analysis

Q1: How do you find top down communication followed by the company is fruitful in terms of ensuring employee engagement?

Managerial viewpoints of ***first and second manager of Bridge Retail Park*** reveals Tesco as one of those companies where top-down communication is used to ensure employee engagement by enabling two way communication process and giving priority to employees' feedbacks including both *interpersonal relation and exchange of information*. It is notified that to-down communication is co-related with career satisfaction of the low-level employees.

Based on the viewpoint of ***first and second manager of Lockerbie Road*** it can be asserted that communication creates positive perceptions among the employees and make them satisfied. Different communication methods such as *intranet, e-mail, company website, text message* have been used widely. It is noted that top-down communication is used to resolve work uncertainty rather task-oriented knowledge as defined in ***Aon Hewitt's employee engagement model***. Lack of communication might reduce the organisational performance hence therefore; Tesco gives careful attention to this concern in order to maintain organisational performance. Thereby, it can be asserted that application of appropriate communication techniques proven to be fruitful to wider extent.

Q2: What strategies the company take to initiate effective communication?

Based upon the viewpoint of ***second manager of Lockerbie Road*** store it is identified communication plays vital role in order to ensure employee engagement. Therefore, Tesco uses different tools such as meetings, e-mail, and phone to disseminate message from higher level to lower level of employees. While using the mediums the management needs to be aware of the noise as evaluated in ***Shannon's model*** so the effectiveness of the message and information flow remains flawless. In addition, non-verbal, electronic and visual communication is entertained to maintain systematic flow of information. Otherwise, communication gap creates confusion among the employees and it hampers their work performance. Tesco is one of those organisations that enabled effective organisational communication through sending and receiving of message among interrelated individuals within specific environment or setting to achieve common and individual goal.

Second manager emphasised that face-to-face communication as well as written and through mediated channels. Top-down communication can be regarded as the effective internal communication process with the employees to ensure their engagement with the organisation. ***The first manager of Bridge Retail Park*** mentioned that executives are sent to the stores to have consultation with the employees. This reveals that how Tesco has encouraged interactive communication process within the stores to ensure employee engagement. The executives talk to the employees and enquires whether they have any issue regarding exchange of information among different levels such as store manager, supervisor etc.

Q3: What do you think as effective procedure to engage employees at work?

Viewpoint of ***first manager*** Bridge Retail Park uncovers that employee engagement is attachment and active participation of employees in tasks provided by the organisation. It reveals different ways to ensure engagement of the employees with the organisation and Tesco has used top-down communication methods to ensure managerial hierarchy and transfer information from high level to low-level staffs. Through this Tesco could disseminate information from the high-ranking officials to

the low-level staffs. In addition, other ways concluded by ***second manager*** such as *career-path meetings, informal learning opportunities, giving real feedback, acknowledge the effort made by the employees, maintaining transparency* are the effective ways to ensure employee engagement.

In addition, it needs to be mentioned that top-down communication is the downward communication through which employee can understand the message or information as ***first manager of Lockerbie Road*** mentioned that keeping promise would be very crucial for the organisation. It can be considered that when the organisation promises to perform such things, it means the organisation is supposed to perform those. On the other hand, productive work environment should be there including trusting people and having fun at work. Employee should be given the feeling that their voices are being heard. ***The second manger*** of the same branch concluded that different tools such as intranet, company website are used to ensure employee engagement with the organisation this is complimentary with Head down theory as analysed in preceding chapter.

Q4: What challenges do you face in employee engagement through top-down communication?

Based on the view point of ***first manager*** of Bridge Retail Park it is identified that distortion*; slow feedbacks* are two of the vital challenges that the organisation faced. Top down communication is having impact over the morale of the employees. ***The second manager*** identified that employees sometimes employees possess emotional and intellectual take in their jobs hence, the top management finds it hard to understand the level of talent exist in the workforce.

It can be asserted that downwards communication can be distorted as it comes through various levels of the organisation. ***The first manger*** of Lockerbie Road mentioned that slow feedback is another disadvantage of this type of communication process. Therefore, it can be stated that the message takes time to be disseminated among the employees. Slow feedback thus creates problem in the dynamic environment. Due distortion, employees sometimes fail to understand the message clearly. In other words, there is lack of clarification of the conveyed message based on the interpretation ability of the employees within the organisation.

4.4 Summary

The chapter was helpful for the researcher in order to gather data directly from the respondents by conducting survey and interviews. Mathematical and statistical methods have been used to analyse data. Data analysis helped in finding out the gaps applied by Tesco regarding top-down communication and based on the gaps recommendations are developed.

All Assignment EXPERTS

Chapter 5

Conclusion and recommendation

5.1 Conclusion

Completion of this particular study has availed the researcher a clear understanding of the influence that top-down communication procedure of a business organisation might have upon the level of engagement of its employee. Theories concerning communication measures used within a business organisation specifically focusing on the top-down communication process and employee engagement has enabled the researcher to gain generalised understanding of the employee engagement. Such generalised information is used for evaluating the primary and secondary data in the fourth chapter of this study. Through the completion of the former four chapters, the researcher has been able to deduce the top-down communication system might be effectively used for maintaining systematic information flow within a business organisation, which might be effective in generating employee engagement. Yet, inappropriate application of the procedure might also generate dissatisfaction among the employees, which might bring downfall in employee engagement level.

5.2 Linking with the objectives

In this section, findings of this particular research have been compared to objectives of this study for identify if the study has been able to achieve its objectives in appropriate manner, which is essential for evaluating its success as a research.

Linking with the objective 1: To analyse top-down communication

It was very important for the researcher to assess the top-down communication in order to scrutinise how it affects employee engagement with the organisation. In the literature review chapter, several models such have been used to fulfil the objective. ***Question 4 and 5 in the quantitative section and question 1 in the qualitative section*** has direct link with the objective. It is noted that that top-down communication can be used to ensure employee engagement with the organisation. In case of Tesco, findings indicated that the organisation maintains transparency, accountability in the top-down communication process that helps in ensuring employee engagement with the organisation. Based on the findings it can be asserted that top-down communication can be the effective method ensuring employee involvement. Thereby, it can be mentioned that the researcher successfully accomplished this objectives in compliance with data findings revealing various advantageous aspects of top-down communication.

Linking with the objective 2: To analyse the level of employee engagement at Tesco

The researcher has intended to examine the level of employee engagement in Tesco. Based on the findings gathered through ***Question 6 and 7 in the quantitative section and question 3 in the qualitative section*** it is found the Tesco sends executive to have communication with the employees. In addition, intranet, e-mail and website are used for the purpose and maintain effective communication with the employees of Tesco. From the analysis of the questions, effective measures

have been found regarding the strategies used by Tesco. It should be mentioned that employee engagement of the organisation is not that flourishing as it was expected to be utilising the aforementioned methods. Negative perception of some of the employees have undermines the engagement with the organisation. Thereby, the researcher has accomplished this objective too with the help of gathered evidence.

Linking with the objective 3: To analyse the impact of top-down communication on employee engagement

The researcher has intended to scrutinise the impact of used top-down communication strategy. ***Question 7 in the quantitative section and question 2 in the qualitative section*** has direct link with the objective. By fulfilling requirements of the objective, it can be said that the researcher has successfully fulfilled this objective. It is noted that top-down communication maintains the flow of information within employee and management base that radically makes the employees productive as they contribute more to the organisation. In addition they feel valued that significantly affect their performance level. However, drawbacks sometimes lessen the impact of top-down communication that may need alternative methods. Thereby, the researcher successfully accomplished this objective.

Linking with the objective 4: To provide recommendations to Tesco to improve its top-down communications to ensure better employee engagement

Evaluation of the ***question 10*** of the quantitative data analysis section has enabled the researcher to identify the different suggestions that employees of the organisation that participated in the study, availed for reducing the challenges. The recommendations are developed based on researcher's understanding of the shortcomings that are availed in the following section.

5.3 Recommendation

Incorporation of feedback availing facility along with top down communication

As top-down communication strategy avails scope for information flow from the upper level of organisational hierarchy to the lower level thus strict application of such method might restrict the possibility of identify the issues in bottom level of the organisational structure. Thus, Tesco might avail an opportunity for feedback from the lower level while applying top-down communication process for ensuring effective information flow within the company and engagement of employees towards organisational development. Development of feedback measures for employees such as blogs, social network groups and performance review session. This can be measured through the increased level of engagement of employees towards organisational processes and through reduced number of issues in bottom level of organisational hierarchy. This recommendation is identified as achievable as the organisation has enough financial resource for generation of appropriate feedback programmes. This is considered as reliable as the organisation can directly achieve feedback of employees, which might prove to be effective in identifying solutions for organisational processes and for generating deeper engagement in part of the employees. Period of 6 months has been assigned for this recommendation. ***(Action plan refer to appendix-4)***

Determination of employees' access to information based on employee capability and role

Analysis of the response of employees of the organisation that participated in data collection process has enabled the researcher to identify that the major issue with top-down communication process of a business organisation is that it avails the organisation very little scope for incorporating the opinion of organisation's members that belong to the lower level of organisational hierarchy. This might reduce the scope of identifying the potential of employees of the organisation in appropriate manner, which could be essential for availing the employees, larger responsibilities and exploring their potential exhaustively. On the other hand, the position of the employee might call for less information than what is required for completion of their job. Gathering performance report from the organisational executive regarding performance of the employees of the organisation .Assignment of responsibility of employees based on that report. Availing information concerning organisational operations based on that role and capability. Effectiveness of this strategy can be measured through improved performance of the employee and increased productivity of the work force. This strategy is attainable as executive officers of the organisation develop employee performance record only they need to develop employee performance report based on that record. The procedure can be considered reliable as it avails the organisation, appropriate opportunity to gain deeper understanding of its work force and utilise them appropriately. This objective is expected to be achieved within 6 months. ***(Action plan refer to appendix-5)***

Regular report taken from executives about performance of employees

It would be very crucial for Tesco to analyse the effectiveness of the applied communication methods through the provided report by the executives. Report would be helpful for the organisation to assess the performance level of the employees resulted from their engagement with the organisation. In addition, sending the executives to the stores has been entertained to enhance the communication process thereby; regular report would be helpful in monitoring effectiveness of the applied communication technique. Possible gaps would have been identified in the initial stage before performance of the employee is hampered. Due to identified shortcomings of the communication technique, applied by Tesco the management needs to give serious attention based on its relevance to ensure employee engagement through evaluation of employee performance and indentifying most effective method to maintain communication flow (top-down communication). ***(Action plan refer to appendix-6)***

5.4 Research limitations

During the completion of this particular study, the researcher has faced several different kinds of hazards that restricted achievement of further knowledge concerning the research issue in considerable manner. The researcher faced limitation in terms of time, which restricted the researcher from taking larger sample size for the researcher. Limitation of financial budget is another severe restriction that caused the researcher to limit sample size.

5.5 Future scope for the study

Availability of larger time and financial allocation could have enabled the researcher to undertake larger sampling for the data analysis process, which could have enhanced the quality of this particular research in considerable manner. Moreover, comparison of the data acquired from the sources of Tesco with that of the other organisation could have enabled the researcher to acquire a

generalised understanding of the research issue, which could have served as a starting point for further researches on this particular issue.

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Appendices

Appendix 1

Activities	1st Week	2nd - 7th Week	8th– 11th Week	12th - 15th Week	16th – 19th Week	20th – 23st Week	24nd – 25rd Week	26th week
Topic selection	✓							
Secondary data collection	✓	✓						
Primary data collection	✓	✓						
Literature review		✓	✓					
Methodology identification			✓					

Analysis and interpretation of primary data			✓	✓	✓			
Findings of the study and comparing them with literature					✓	✓		
Conclusion					✓	✓		
Draft formation							✓	
Submission of final work								✓

Table: Gantt chart

Appendix 2

(Questionnaire for employees of Tesco)

Name: Age:

Gender: Contact No.

Email ID:

Question1: Which gender group do you belong to?

- Female
- Male

Question2: Which age group do you belong to?

- 21 years
- 22-30 years
- 31-40 years
- 40-50 years
- Above 50

Question3: How long have you been working with Tesco?

- Less than 1 year

- 1-2 years
- 2-3 years
- 3-5 years
- More than 5 years

Question4: How far do you agree that Tesco has used top down-communication effectively?

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

Question 5: How far do you agree that top-down communication process of Tesco Plc is sufficient in leading to intended level of employee engagement?

Strongly

- agree
- Agree
- Neutral
- disagree
- Strongly disagree

Question 6: How far do you agree top-down communication system increases clarity, transparency and accountability in employee-management relationship?

- Strongly agree
- Agree
- Neutral
- disagree

- Strongly disagree

Question 7: What strategies do you think Tesco has applied for establishing effective communication within workforce?

- Intranet
- E-mail
- Company website
- SharePoint
- Text messages

Question 8: How far do you agree employee engagement through communication can increase employee productivity?

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

Question 9: What drawbacks did you identify in the top-down communication process of Tesco Plc?

- Less scope for feedback
- Generally one way information flow
- Negative impact on employee morale
- Ignorance of special skills of employees
- Others

Question 10: What strategies could be suggested to mitigate the drawbacks that Tesco faced while communicating with its work force?

- Scope for feedback
- Modification of information based on requirement of job roles

- Delivery of information keeping the capabilities of employee in mind
- Regular report taken from executives about performance and requirements of employees
- Others

All Assignment EXPERTS

Appendix 3

(Questionnaire for store managers of Tesco)

Name: Age:

Gender: Contact No.

Email ID:

Q1: How do you find top down communication followed by the company is fruitful in terms of ensuring employee engagement?

Tesco, Bridge Retail Park

First manger- 'I think interpersonal and exchange of information marinating clarity is maintained.'

Second manager- 'yes, the process has been successful as it augments employee engagements'.

Tesco, Lockerbie Road

First manger – 'Communication creates positive perceptions among the employees and makes them satisfied'

Second manager- 'Top-down communication is used to resolve work uncertainty rather task-oriented knowledge'

Q2: What strategies the company take to initiate effective communication?

Tesco, Bridge Retail Park

First manger- 'Tesco has enabled different strategies'

Second manager- 'Face-to-face communication as well as written and through mediated channels is used by Tesco.'

Tesco, Lockerbie Road

First manger- 'The executive team talk to the employees.'

Second manager- 'I think formation of executive team is proven to be effective for Tesco'

Q3: What do you think as effective procedure to engage employees at work?

Tesco, Bridge Retail Park

First manger- 'Employee engagement is attachment and active participation of employees in tasks provided by the organisation'

Second manager- 'It needs to be mentioned that top-down communication is the downward communication through which employee can understand the message or information'

Tesco, Lockerbie Road

First manger- ‘When the organisation promises to perform such things, it means the organisation is supposed to perform those.’

Second manager- ‘Intranet, company website are used to ensure employee engagement with the organisation’

Q4: What challenges do you face in employee engagement through top-down communication?

Tesco, Bridge Retail Park

First manger- ‘Distortion challenge is the biggest challenge.’

Second manager-‘Slow feedback is such a challenge that hampers top-down communication process.’

Tesco, Lockerbie Road

First manger- ‘The message takes time to be disseminated among the employees’

Second manager- ‘Due distortion, employees sometimes fail to understand the message clearly’

Appndix-4

Action plan for first recommendation

Actions	Week 1	Week 2-4	Week 5-7	Week 8-12	Week 13-17	Week 18-20	Week 21-23	Week 24
Consulting the authority and employees	•							
Identification of need	•							
Evaluation of different measures that can be used	•	•	•					
Identification of most suitable measure for feedback collection			•	•				
Identification of the process				•	•			
Evaluation					•	•		
Rectification							•	
Application								•

All Assignment EXPERTS

Appendix-5

Action plan for second recommendation

Actions	Week 1	Week 2-4	Week 5-7	Week 8-12	Week 13-17	Week 18-20	Week 21-23	Week 24
Market research	•	•	•					
Consulting the employees	•	•	•					
Need identification			•					
Evaluation of possible measures			•	•				
Instructing organisational executives to develop employee performance report				•	•			
Development of report				•	•			
Evaluation					•			
Determination of role of employees					•	•		
Identification of required information as per employees' role						•	•	
Implementation								•

All Assignment EXPERTS

Appendix-6

Action plan for third recommendation

Actions	Week 1	Week 2-4	Week 5-7	Week 8-12	Week 13-17	Week 18-20	Week 21-23	Week 24
Research	•	•	•					
Consulting the employees	•	•	•					
Need identification			•					
Evaluation of possible measures			•	•				
Development of report				•	•			
Evaluation					•			
Determination of role of executives					•	•		
Implementation								•