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Perceived Organisational Support (POS) as a Mediator between Organisational Communication and Employee Engagement among Remote Workers in Akwa Ibom State

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ABSTRACT

This study investigated the mediating role of perceived organisational support in the relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State, Nigeria. Grounded in Organisational Support Theory (OST), the research posits that employees' perceptions of how much the organisation values their contributions and well-being shape their attitudes and engagement levels, particularly in remote contexts where informal social cues are limited. A survey research design was employed, involving 189 purposively and snowball-sampled respondents actively engaged in remote work. Data were collected using a structured questionnaire and analysed using correlation and regression techniques. Key findings revealed that communication clarity ($r = .52, p < .01$) and feedback quality ($r = .47, p < .01$) had strong positive relationships with employee engagement. Furthermore, perceived organisational support partially mediated this relationship, with communication predicting support ($\beta = .611, p < .001$) and support predicting engagement ($\beta = .376, p < .001$). Despite high levels of performance commitment (67.7%), emotional engagement was comparatively lower (57.1%), and lateral communication was found to be relatively weak (52.4%). Based on these findings, it is recommended that organisations strengthen upward and horizontal communication flows, institutionalise recognition practices, and implement relational engagement strategies such as virtual team-building and wellness check-ins to sustain engagement and foster a supportive communication climate in remote work environments.

Keywords: Organisational Communication; Perceived Organisational Support; Employee Engagement; Remote Work; Organisational Support Theory (OST).

INTRODUCTION

The increase of remote jobs as a result of the gig economy that the world has evolved into is dramatically transforming organisational operations and interactions with their off-site employees. This shift, propelled by advancements in digital communication technologies and accelerated by global disruptions such as the COVID-19 pandemic, has led to the reconfiguration of traditional workspaces into virtual environments (Carillo, Cachat-Rosset, Marsan, Saba, & Klarsfeld, 2021, Okpongkpong & Ukpong, 2021). While remote work offers flexibility and cost efficiency, it also presents unique challenges in maintaining effective communication and fostering a sense of belonging among employees. These challenges raise critical questions about how organisational dynamics adapt to maintain employee engagement in remote work settings, where technological and infrastructural disparities may further complicate remote work experiences.

In a remote work context, organisational communication dynamics these dynamics are heavily reliant on digital platforms, which can either enhance or hinder communication depending on factors such as clarity, frequency, feedback mechanisms, and the medium used (Toscano & Zappalà, 2020). Effective communication is essential not only for task coordination but also for building trust, transparency, and alignment with organisational goals. Inconsistent or poor communication can lead to confusion, isolation, and decreased morale among remote employees, making it a pivotal area for investigation. On the other hand, perceived organisational support (POS) is the extent to which employees believe that their organisation values their contributions and cares about their well-being. In remote work environments, where physical separation from the organisation can breed detachment, POS becomes even more critical. When employees feel supported, especially through transparent communication, accessible leadership, and responsive human resources, they are more likely to remain engaged and motivated (Chen & Eyoun, 2021).

Scholars have extensively examined the interplay between organisational communication, perceived support, and employee engagement. Organisational communication has been identified as a critical predictor of employee engagement, particularly when it fosters openness, feedback, and participatory decision-making (Men & Stacks, 2013). Likewise, studies suggest that perceived organisational support mediates the relationship between communication and various employee outcomes. For instance, Riggle, Edmondson, and Hansen (2009) found that employees who perceive strong organisational support are more likely to be engaged and committed. In the remote work context, recent studies reveal that effective communication enhances POS, which in turn positively impacts engagement (Toscano, Zappalà, & Galanti, 2023). Despite these insights, much of the existing literature focuses on Western or urban corporate settings, often overlooking regional differences in technological access, organisational culture, and socio-economic realities, particularly in developing regions like Akwa Ibom State.

Given the growing relevance of remote work and the pressing need for employee engagement in non-traditional work settings, this study aims to explore the mediating role of perceived organisational support in the relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State. While previous research has confirmed the importance of communication and support in enhancing engagement, there is a noticeable gap in understanding how these dynamics unfold in sub-Saharan African contexts where infrastructure, cultural norms, and management practices differ significantly from Western models. By addressing this gap, the study seeks to provide context-specific insights that can inform more inclusive and effective organisational strategies for remote workforce management. Ultimately, it contributes to a more global understanding of how communication and perceived support influence remote employee engagement.

STATEMENT OF THE PROBLEM

While remote work has opened new employment opportunities and introduced flexible work arrangements, it has also intensified issues related to organisational communication and employee engagement. With the distance, remote workers report feelings of isolation, decreased motivation, and a lack of connection with their organisations. These issues are exacerbated by infrastructural limitations, inconsistent digital communication channels, and a lack of strategic human resource policies tailored to the unique demands of remote work in the region.

Despite these insights, most existing research has concentrated on traditional office settings or urban-based organisations in technologically advanced environments. This gap in the literature presents a critical oversight. There is limited empirical evidence on how communication dynamics interact with perceived organisational support to influence employee engagement in remote work environments specific to developing contexts. As remote work continues to expand in Nigeria and similar settings, it is imperative to understand how local organisations can adapt their communication strategies and support mechanisms to maintain workforce engagement.

Motivated by these concerns, this study seeks to investigate the mediating role of perceived organisational support in the relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State. This leads to the central question: How does perceived organisational support mediate the relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State?

OBJECTIVES OF THE STUDY

The objectives of this study were to:

- i. examine the nature of organisational communication dynamics among remote workers in Akwa Ibom State.
- ii. investigate the level of perceived organisational support—with emphasis on recognition & appreciation, supervisor support, and resource support—experienced by remote workers in Akwa Ibom State.
- iii. assess the extent of employee engagement among remote workers in Akwa Ibom State.

RESEARCH QUESTIONS

- i. What are the organisational communication dynamics experienced by remote workers in Akwa Ibom State?
- ii. To what extent do remote workers in Akwa Ibom State perceive support from their organisations, particularly in terms of recognition & appreciation, supervisor support, and resource support?
- iii. What is the level of employee engagement among remote workers in Akwa Ibom State?

HYPOTHESES

H₀₁: There is no significant relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State.

H₀₂: Perceived organisational support—comprising recognition & appreciation, supervisor support, and resource support—does not significantly mediate the relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State.

LITERATURE REVIEW

Organisational Communication Dynamics

Organisational communication dynamics encompass the patterns, frequency, channels, and quality of interactions within an organisation. In remote work settings, these dynamics shift dramatically, relying heavily on digital platforms such as email, instant messaging, and video conferencing (Garg & Ranga, 2024; Raghuram *et al.*, 2019). Adequate use of digital communication significantly reduces operational distance by ensuring the right frequency of contact and maintaining message clarity. Remote job supervisors with strong digital communication skills enhance engagement by reinforcing psychological presence and trust among remote employees (Boccoli *et al.*, 2024).

The use of virtual and digital media, especially after the COVID-19 pandemic, becomes not only necessary but central to how organisations maintain communication flow and operational continuity in a post COVID-19 workplace (Okpongkpong & Ukpong, 2021). Digital communication tools such as video conferencing, instant messaging, and collaborative platforms have become integral to internal and external communication systems within organisations with increasing remote workers.

Moreover, strategic use of asynchronous tools such as collaborative platforms and scheduled check-ins has been shown to improve productivity and reduce miscommunication in remote work environments (El Attari, 2024). Virtual team-building and regular informal interactions enhanced sustaining engagement and addressed the limitations of purely task-focused communication (Dinh *et al.*, 2021; Garg & Ranga, 2024). Adding to this, Umoren and Ukpe (2025a) corroborates that digital tools and platforms significantly improve efficiency, collaboration, and accessibility within organisations. However, they also noted several limitations, including cybersecurity threats, digital divides, excessive information flow, and reduced face-to-face interactions.

Perceived Organisational Support

Perceived Organisational Support (POS) refers to employees' beliefs that their organisation values their contributions and cares for their well-being (Eisenberger *et al.*, 1986; Rhoades & Eisenberger, 2002). It entails instrumental support such as access to necessary tools, training, and organisational resources, while emotional support involves recognition, empathy, and encouragement (Organizational Support Theory; MDPI, 2022). The dual presence of these supports enhances job satisfaction, organisational commitment, and psychological resilience among remote employees.

Recognition and appreciation are central to POS, serving as timely acknowledgements of effort and achievements. Informal acknowledgements (e.g., "thank you" messages or praise) can uplift productivity and morale by over 80% (Brun & Dugas, 2008). In remote settings, explicit recognition from supervisors becomes even more meaningful, compensating for the lack of spontaneous in-person interaction and reinforcing employees' sense of worth (Curtin University, 2021).

Supervisor support amplifies employee engagement by providing psychosocial and work-life facilitation resources. Supervisor support takes the form of frequent check-ins, responsiveness to concerns, clarity in expectations, and effective digital communication (Boccoli *et al.*, 2024; Frontiers, 2025). Meanwhile, resource support including technical infrastructure and training mitigates telework challenges by enabling seamless collaboration and reducing stress (Bentley, *et al.*, 2015).

Organisational Communication and Employee Engagement

In remote work settings, where physical interactions are limited or non-existent, how engaged employees feel depends largely on the quality and consistency of communication. Poor

communication can lead to ambiguity, mistrust, and disengagement, while clear and supportive communication promotes alignment, commitment, and motivation (Raghuram *et al.*, 2019).

Employees who receive regular updates, constructive feedback, and recognition through digital channels are more likely to feel valued and stay emotionally connected to their roles (Garg and Ranga (2024). Whereas, poorly designed or unidirectional communication frameworks hinder employee engagement (Akpan, Akarika, and Umoren, 2021). As a result, communication breakdowns are among the most cited reasons for disengagement in virtual teams. When employees feel "out of the loop" or perceive communication as top-down and one-sided, they may experience feelings of detachment and neglect, especially in remote settings. Boccoli *et al.* (2024) demonstrated that transformational leaders who engage in two-way, empathetic communication significantly enhance remote employees' emotional investment in their work. By contrast, transactional or overly rigid communication styles often reduce engagement and foster disengagement.

Organisational communication is a critical determinant of employee engagement. According to Umoren and Ukpe (2025b), communication strategies such as information flow, adequacy, and feedback influence faculty engagement and organisational commitment. Effective communication fosters trust, clarity, and a sense of belonging, all of which are essential for enhancing emotional and cognitive engagement. When communication flows across all levels: top-down, bottom-up, and laterally, it creates a transparent environment that empowers employees and encourages active participation. This multidirectional communication not only reinforces job clarity but also strengthens employees' psychological connection to their organisation (Nwogwugwu, Okpongkong & Ukpong, 2019).

REVIEW OF EMPIRICAL STUDIES

Empirical studies provide evidence-based insight into how organisational communication, perceived organisational support, and employee engagement interact. Akarika, Umoren, and Ikon (2021) revealed that in two tertiary institutions in Akwa Ibom State: Akwa Ibom State Polytechnic and Heritage Polytechnic communication policies contributed to a positive communication climate that supported engagement and cooperation. Qin (2024) found that supervisory listening had a direct effect on emotional attachment to the organisations of 527 sampled employees working remotely in the United States.

In a Nigerian context, Eke and Adeyemi (2024) found that federal tertiary institutions in Rivers and Bayelsa States predominantly relied on traditional, one-directional communication formats such as memos and official letters, which limited interactive engagement. More so, Igbaji, Olorok, and Nwaka (2024) found that effective communication had a direct and positive influence on employee engagement, which in turn significantly enhanced productivity, in the fast-food industry in Akwa Ibom State, Nigeria. Also, Akarika, Umoren, and Okon (2021) highlighted that poor communication practices adversely affect employee motivation and productivity, thereby undermining job performance, in Cross River University of Technology (CRUTECH), Nigeria.

Theoretical Framework: Organisational Support Theory (OST)

Organisational Support Theory (OST) was developed by Eisenberger and colleagues in the mid-1980s to explore how organisational actions influence employees' perceptions, motivation, and commitment. It emerged from the broader foundation of social exchange theory, which posits that relationships—whether personal or professional—are maintained through reciprocal exchanges. OST was designed to explain how employees interpret the organisation's commitment to them, especially in contexts where work conditions are complex or rapidly changing (Eisenberger *et al.*, 1986).

OST is built on the assumption that employees view their organisation as a social entity capable of intentional action. Based on this, they form beliefs about the extent to which the organisation values their contributions and is concerned about their well-being. These beliefs, in turn, influence their level of affective commitment, job satisfaction, and work engagement. Organisational practices such as fairness, supervisor support, recognition, and access to resources are central in shaping these perceptions (Kurtessis et al., 2017). When these practices are perceived positively, employees are more likely to respond with higher motivation and loyalty.

This study, which investigates organisational communication and employee engagement among remote workers in Akwa Ibom State, draws on OST to understand how organisational behaviour affects engagement. In a remote work context, where direct contact is limited, the availability and quality of communication, supervisor support, recognition, and access to work resources become critical indicators of organisational care.

METHODOLOGY

This study adopted a survey research design. The estimated population of Uyo in 2025 stands at approximately 1,457,000 (MacroTrends, 2025). Due to the absence of a centralised registry of remote workers in Uyo, a purposive sampling technique was employed to identify participants actively engaged in remote work across various sectors. A sample of 189 respondents were selected using purposive and snowballing technique for this study. Data were collected using a structured questionnaire, which included validated items measuring organisational communication dynamics, perceived organisational support (recognition & appreciation, supervisor support, and resource support), and employee engagement. A pilot test involving 30 participants was conducted to ensure the reliability of the instrument, resulting in a Cronbach’s alpha coefficient of 0.82, indicating acceptable internal consistency.

DATA ANALYSIS AND PRESENTATION

Descriptive statistics were used for demographic analysis, while Pearson Correlation and Multiple Regression were employed to test the study hypotheses. SPSS (Version 23) was selected due to its suitability for these models.

Table 1: Perceptions of Organisational Communication Dynamics Among Remote Workers

| Item | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Total |
|---|----------------|---------------|---------------|---------------|-------------------|-------|
| My organisation maintains clear and timely communication channels. | 52 (27.5%) | 74 (39.2%) | 28 (14.8%) | 20 (10.6%) | 15 (7.9%) | 189 |
| I receive regular updates about organisational changes or policies. | 47 (24.9%) | 68 (36.0%) | 30 (15.9%) | 26 (13.8%) | 18 (9.5%) | 189 |
| Feedback is encouraged and acknowledged by my supervisors. | 43 (22.8%) | 65 (34.4%) | 33 (17.5%) | 29 (15.3%) | 19 (10.0%) | 189 |
| Cross-departmental communication is efficient in my organisation. | 40 (21.2%) | 59 (31.2%) | 35 (18.5%) | 32 (16.9%) | 23 (12.2%) | 189 |

Source: Fieldwork, 2025

Table 1 shows that most remote workers perceive internal communication as relatively timely and structured, especially regarding top-down channels. However, feedback mechanisms (57.2% positive) and cross-departmental communication (52.4% positive) are notably weaker. This suggests a prevailing top-down communication style with limited lateral or bottom-up engagement.

Table 2: Perceived Organisational Support Among Remote Workers

| Item | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Total |
|---|----------------|---------------|---------------|---------------|-------------------|-------|
| My efforts are regularly recognised and appreciated. | 38 (20.1%) | 61 (32.3%) | 36 (19.0%) | 34 (18.0%) | 20 (10.6%) | 189 |
| I feel supported by my immediate supervisor. | 49 (25.9%) | 70 (37.0%) | 30 (15.9%) | 24 (12.7%) | 16 (8.5%) | 189 |
| I have access to adequate digital tools and infrastructure. | 44 (23.3%) | 62 (32.8%) | 35 (18.5%) | 29 (15.3%) | 19 (10.1%) | 189 |

Source: Fieldwork, 2025

Table 2 shows that perceived supervisor support ranks highest (62.9%), followed by access to digital tools (56.1%). However, only just over half (52.4%) of respondents feel adequately recognised. These results highlight a moderate but uneven support climate. Recognition, vital for morale and motivation in remote contexts, is relatively underutilised.

Table 3: Employee Engagement Among Remote Workers

| Item | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Total |
|---|----------------|---------------|---------------|---------------|-------------------|-------|
| I feel emotionally connected to my organisation. | 42 (22.2%) | 66 (34.9%) | 34 (18.0%) | 27 (14.3%) | 20 (10.6%) | 189 |
| I am highly committed to delivering excellent performance. | 55 (29.1%) | 73 (38.6%) | 26 (13.8%) | 20 (10.6%) | 15 (7.9%) | 189 |
| I frequently go above my formal job duties to support the team. | 50 (26.5%) | 64 (33.9%) | 28 (14.8%) | 25 (13.2%) | 22 (11.6%) | 189 |

Source: Fieldwork, 2025

Table 3 illustrates that cognitive and behavioural engagement levels are relatively high, with 67.7% expressing strong commitment to performance and 60.4% demonstrating discretionary effort. This signals a need for targeted relational strategies, such as virtual team-building and leadership empathy, to nurture the affective dimension of engagement in distributed workforces.

TEST OF HYPOTHESIS

Hypothesis One:

H01: There is no significant relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State.

Table 4: Pearson Correlations Among Organisational Communication and Employee Engagement Variables (N = 189)

| Variable | 1 | 2 | 3 |
|--------------------------|-------|-------|-------|
| 1. Communication Clarity | — | .45** | .52** |
| 2. Feedback Quality | .45** | — | .47** |
| 3. Employee Engagement | .52** | .47** | — |

Note. *p < .01 (two-tailed).

Table 4 shows strong, positive, and statistically significant correlations between employee engagement and both communication clarity (r = .52, p < .01) and feedback quality (r = .47, p < .01). The relationship between clarity and quality of feedback is also significant (r = .45, p < .01), indicating that as communication becomes clearer and feedback improves, engagement among remote workers increases. These findings lead to the rejection of H01, confirming that organisational communication dynamics are significantly and positively related to employee engagement.

Hypothesis Two:

H02: Perceived organisational support does not significantly mediate the relationship between organisational communication dynamics and employee engagement among remote workers in Akwa Ibom State.

Table 11: Multiple Regression Analysis Assessing Mediation Role of Perceived Organisational Support (N = 189)

| Step | Predictor | B | SE | β | t | p |
|------|---|-------|-------|------|-------|-------|
| 1 | (Constant) | 1.205 | 0.390 | — | 3.088 | .002 |
| | Organisational Communication → Employee Engagement | 0.482 | 0.078 | .522 | 6.182 | <.001 |
| 2 | (Constant) | 0.845 | 0.345 | — | 2.451 | .015 |
| | Organisational Communication → Perceived Organisational Support | 0.565 | 0.065 | .611 | 8.692 | <.001 |
| 3 | (Constant) | 0.422 | 0.457 | — | 0.924 | .357 |
| | Organisational Communication | 0.298 | 0.057 | .322 | 5.228 | <.001 |
| | Perceived Organisational Support | 0.312 | 0.069 | .376 | 4.522 | <.001 |

Note. Perceived Organisational Support entered as mediator in Step 3. All predictors are standardised.

In Table 5, Step 1 confirms a significant direct effect of organisational communication on employee engagement (β = .522, p < .001), rejecting H01. Step 2 shows communication also significantly predicts perceived support (β = .611, p < .001). In Step 3, perceived support significantly predicts engagement (β = .376, p < .001), while the direct effect of communication diminishes but remains significant (β = .322, p < .001). This pattern indicates partial mediation, supporting the rejection of H02. The implication is that communication positively influences engagement both directly and indirectly through enhanced perceptions of support—underscoring the importance of perceived organisational support in the communication-engagement link.

DISCUSSION OF FINDINGS

In response to the first research question: What are the organisational communication dynamics experienced by remote workers in Akwa Ibom State? A majority of respondents perceived organisational communication as relatively clear and timely. Specifically, 66.7% agreed or strongly agreed that communication channels were clear, and 60.9% reported receiving regular updates. However, fewer respondents (57.2%) agreed that feedback was encouraged or acknowledged, and only 52.4% were satisfied with cross-departmental communication. This pattern reveals that while top-down communication is functional, lateral and upward communication remain weak. From the perspective of OST, this limited two-way and horizontal communication could negatively affect how supported employees feel, as interactive communication is a key signal of value and trust.

This finding aligns with those of Akarika, Umoren, and Okon (2021), who reported that downward communication dominated university settings, often leaving employees feeling disconnected and undervalued. Similarly, Eke and Adeyemi (2024) found that traditional, one-directional communication formats, such as memos, limited engagement in public tertiary institutions. In contrast, the findings of Akarika, Umoren, and Ikon (2021) suggest that institutions with communication policies that emphasised innovation and human relations cultivated a more supportive climate, highlighting a need for more inclusive and dialogic communication systems in remote work settings.

Addressing the second research question: To what extent do remote workers perceive support from their organisations, particularly in terms of recognition, supervisor support, and resource provision? There was a moderately positive but uneven perception of organisational support. The highest-rated dimension was supervisor support, with 62.9% of respondents feeling supported by their immediate supervisors. This was followed by access to digital tools and infrastructure (56.1%). However, only 52.4% felt their efforts were regularly recognised and appreciated. It becomes clear that while instrumental and supervisory support are being delivered to some extent, emotional support, such as recognition and appreciation, were barely given to remote workers. This is critical because emotional recognition more strongly influences affective commitment and long-term engagement than logistical support alone.

The limited recognition perceived by respondents is consistent with findings by Qin (2024), who demonstrated that supervisory listening, not just instruction, had a significant influence on employees' emotional attachment and engagement. Qin's study concluded that active listening practices and empathetic communication foster a stronger sense of support. Similarly, in the Nigerian context, Akarika, Iwok, and Ikon (2021) suggest that emotional and relational forms of support remain underdeveloped in many remote work contexts in Akwa Ibom, requiring targeted intervention.

In addressing the third research question: What is the level of employee engagement among remote workers in Akwa Ibom State? There was a relatively high levels of cognitive and behavioural engagement among remote workers. About 67.7% of respondents expressed a strong commitment to excellent performance, and 60.4% reported frequently going beyond their formal duties. However, just a little above half (57.1%) indicated a strong emotional connection to their organisation. This pattern suggests that while remote workers remain task-focused and performance-oriented, their emotional engagement is somewhat compromised. OST helps explain this discrepancy: when employees feel emotionally unsupported or disconnected, their affective commitment to the organisation weakens. This is particularly salient in remote settings, where the lack of physical presence can dampen relational bonds unless intentionally nurtured.

The results aligns with Qin's (2024) findings, which indicated that emotional engagement among remote employees was highly dependent on perceived supervisory care and empathy. Likewise, Igbaji, Olorok, and Nwaka (2024) found that in Akwa Ibom's fast-food sector, effective communication and supportive leadership were crucial in promoting emotional and

behavioural engagement. The lower levels of emotional attachment reported in the current study suggest that while technical engagement remains intact, relational strategies such as virtual team-building, empathy-driven leadership, and consistent recognition are required to enhance emotional engagement.

The hypotheses tested in the study further reinforce these insights. The first hypothesis, which established significant relationships between organisational communication dynamics (Communication clarity ($r = .52$) and feedback quality ($r = .47$) and employee engagement. These findings are consistent with Igbaji *et al.* (2024), who found that communication and leadership significantly influenced employee engagement and productivity in the commercial sector. The second hypothesis revealed a partial mediation where communication had a strong direct effect on engagement ($\beta = .522$), predicted perceived support ($\beta = .611$), and, when both were entered into the model, the effect of communication on engagement reduced ($\beta = .322$), while perceived support had a significant independent effect ($\beta = .376$). This supports the central tenet of OST that organisational practices influence employee outcomes indirectly by shaping their perceptions of support.

SUMMARY OF FINDINGS

The findings of this study are:

- i. A majority of remote workers (66.7%) agreed that their organisation maintains clear and timely communication, but a little more than half of them (52.4%) viewed cross-departmental communication as efficient, indicating limited lateral engagement.
- ii. While 62.9% of respondents felt supported by their supervisors, there was a 10.5% decrease in the number of those that felt adequately recognised and appreciated, reflecting a gap in emotional and motivational support.
- iii. A strong commitment to performance was reported by 67.7% of respondents, yet emotional engagement was lower at 57.1%, suggesting reduced affective connection in remote contexts.
- iv. Communication clarity ($r = .52, p < .01$) and feedback quality ($r = .47, p < .01$) showed strong positive correlations with employee engagement, confirming a significant direct relationship.
- v. Perceived organisational support partially mediated the communication–engagement relationship, with communication predicting support ($\beta = .611, p < .001$) and support predicting engagement ($\beta = .376, p < .001$).

CONCLUSION

The quality of internal communication and the presence of perceived organisational support are critical to sustaining a healthy and engaged remote workforce. In increasingly digitised work environments, where traditional forms of workplace connection are disrupted, the relational aspects of communication: clarity, feedback, recognition, and responsiveness emerge as key pillars of organisational stability and employee morale. The dynamics explored in this study are not simply administrative tools; they are the channels through which belonging, motivation, and commitment are built, especially when physical co-presence is no longer guaranteed.

It was revealed that perceived organisational support comprising supervisor support, recognition, and access to resources partially mediates this relationship. This highlights that communication alone is not enough; how employees interpret and internalise organisational support plays a crucial role in shaping their engagement levels. Thus, the future of work demands more than operational efficiency; it requires relational attentiveness. Organisations that wish to thrive must now invest in structures and cultures that keep their people connected, valued, and inspired; regardless of distance.

RECOMMENDATION

It is recommended that:

- i. Organisations should diversify their communication channels by strengthening upward and horizontal communication flows through collaborative platforms, virtual town halls, and cross-functional team meetings to foster inclusion and innovation among remote workers.
- ii. Management should institutionalise regular recognition and appreciation practices—such as virtual awards, shout-outs during meetings, and personalised feedback—to enhance employees' emotional well-being and reinforce a culture of value and support.
- iii. Organisations should implement relational engagement strategies such as virtual team-building activities, wellness check-ins, and mentorship programmes to bolster emotional engagement and counteract the psychological distancing effects of remote work.
- iv. Clear, consistent, and two-way communication should be prioritised through regular updates, feedback loops, and active listening mechanisms to reinforce trust, alignment, and employee motivation in remote work environments.
- v. Since organisational support enhances the impact of communication on engagement, leaders should integrate supportive behaviours such as prompt responsiveness, resource provision, and empathy into all communication efforts, ensuring employees feel both heard and empowered.

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