INFLUENCE OF INTERNAL COMMUNICATION ON EMPLOYEES' BRAND OUTCOMES

by

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Declaration

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Abstract

Internal branding studies indicate that organizations are pointing to effective internal communication as an influential factor in business success in ensuring the delivery of the brand promise by their employees, particularly the customer-interface employees. Internal communication satisfaction makes employees feel that they are identified with, committed and loyal to the brand, so they would behave in ways that support the brand reality. The Communication Satisfaction Questionnaire (CSQ) is the most widely used business communication satisfaction questionnaire. However, the constructs of internal communication satisfaction from the CSQ have not been used in the internal branding concept in developing countries.

Therefore, this researcher's aim was to conceptualise and evaluate the role of internal communication satisfaction constructs from the CSQ constructs, which include seven constructs (Organizational Perspective, Organizational Integration, Personal Feedback, Relationship to Supervisors, Horizontal Communication, Media Quality and Communication climate) on employees' brand outcomes in the hotel business in Thailand. Furthermore, this study provides empirical evidence to support the link between the domain of internal communication satisfaction and employees' brand attitudes and brand behaviours. Within a positivist paradigm, the study employed a survey to collect data from customer-facing employees in the hotel business in Thailand in both high ranking and low ranking hotels. The data consists of 1,212 customer-facing employees from high ranking hotels and the other 535 employees from low ranking hotels. The study then analyses the data using a structural equation model.

There are three notable findings upon which conclusions can be drawn from this study. First, the seven CSQ's constructs as the domain of internal communication satisfaction in the internal branding concept can help employees represent a brand to customers that come into contact with the brand. Second, this study confirms previous studies that claim internal communication satisfaction is a tool of internal branding that shapes employees' brand attitudes (e.g. identification, commitment, and loyalty) and employees' brand behaviours. Finally, the seven domains of internal communication satisfaction (created from the CSQ) in the internal branding concept can be used in both hotels of high and low customer ranking in Thailand context and communicated to staff to achieve higher employee brand performance.

The study contributes to marketing academic knowledge by: (1) identifying the seven CSQ's constructs as the domain of internal communication in the internal branding concept; (2) extending the concept of internal branding to explain how internal communication influences employees' brand performance, and (3) confirming the functional importance of both organizational and management communication from the corporate communication approach, which will help employees achieve the internal branding goals.

Managerially, the study provides a model for marketers to conceive and design the internal communication whose attributes work together to create employees' brand outcomes and competitive advantage in business. It isolates the key role played, in developing effective measurement internal communication tools for the business, by the desire to explore both employees high and low in the variable work performance.

The study consists of a series of philosophies and methods in quantitative research, and each tool for quantitative studies necessitates a choice. The researcher is aware that the same research objectives could have been met using a qualitative research methodology. The main limitations are now reviewed, and point the way towards future research.

Chapter 1: INTRODUCTION

1.0 Introduction

Alan, CEO of Inward Strategic Consulting, has defined internal branding as *'a cultural shift within an organization, where employees become more customer focused and more business focused'* (Allan, 2004, p. 9). His definition implies that, internal branding is not like traditional branding that targets its incentive at customers or external stakeholders; internal branding focuses its initiative on employees or internal stakeholders. It means that he looks at the importance of employees first for a company's success. Burmann & Zeplin (2005) and Punjaisri & Wilson (2007) have also supported that employees enhance business performance, because delivering the company's brand promise through employees is important for achieving the business's competitive advantage and it is the element that internal branding influences the most. Additionally, the study of Heskett & Schlesinger (1994) confirmed the importance of employees for providing brand promise or high quality services for a service business. Due to this, the high quality services have had a very positive impact on high levels of customer satisfaction and good customer retention and are shown to positively affect the profitability of service companies. As a consequence, the internal branding concept is vitally important in the service industries, especially in the hotel sector.

The study of Lee, Kim, & Kim (2013) helps both businesses and academics understand the importance of the internal branding concept in the hospitality industry. This study has described the key success factors that make Ritz Carlton Hotels go far ahead of other global companies as follows: *"Differentiation of services from the competitors is necessary because customers typically consider a set of alternatives during a service selection process. To make the matter worse, the boundary of competition has expanded to include those businesses that were once considered not in the picture of competition. In this environment, differentiation based on service employees has become one of the strategic solutions for many service organizations (e.g. Ritz Carlton hotel's service employees). One of the advantages of using service employees as a main differentiator is that well-performing*

employees are difficult to be replicated by competitors at least in a short period of time" (Lee et al., 2013, p. 1-2). The focus on internal branding of Ritz Carlton Hotels has influenced the ways other hotels run their business. As the hotel business is a service–oriented entity it would require a full-hearted commitment and efforts of employees play the most important role for its success. The hotel guest satisfaction depends entirely on employees and the functioning of hotel systems managed by them.

The concept of internal branding is grounded in the concept of communicating with employees, namely internal communication, which is defined as communicating with people inside an organization and it means to create and implement behaviour changes (Punjaisri & Wilson, 2007). According to the concept of internal branding, internal communication influences employees' brand attitudes, which in turn leads to delivery of brand promise to their customers (Asha & Jyothi, 2013; Blombäck & Brunninge, 2009; Punjaisri & Wilson, 2007; Lai & Hsu, 2015; Liu, Chapleo, Ko & Ngugi, 2015; Sharma & Kamalanabhan, 2012; Tosti & Stotz, 2001). In short, for internal branding concept, internal communication is a useful tool for communicating brand values and other brand-related messages to influence employees' behaviours.

As important as this is, the fact is that service industries need to understand the correlation of the internal communication with employee attitudes and employee performance. Understanding the internal communication constructs and processes underlying employees' brand attitudes in the internal branding concept is of significant importance in predicting employees' desirable attitudes in improving the organizational service orientation, especially the hotel business. However, little is known about the internal communication constructs which influence or lead to employees' brand outcomes in the concept of internal branding (Sharma & Kamalanabhan, 2012).

The Communication Satisfaction Questionnaire (CSQ) was developed by Downs & Hazen (1977). The CSQ is the most widely used business communication satisfaction questionnaire, which provides leaders with the knowledge and tools to build positive employee attitudes and performance (Mount & Back, 1999). According to the study of Downs & Hazen (1977) and Riel (1995), it is revealed that the constructs of the CSQ include both organizational and management communication from the corporate communication approach. Meanwhile in the concept of internal branding, the general theory of organizational communication and management communication from a corporate communication approach is the meta-theoretical approach to develop the constructs of internal communication in the concept of internal branding; and to bring about significant positive changes in the attitudes and behaviours of its strategic stakeholders, in this case, employees. In short, essentially, both the constructs of CSQ and internal communication in the concept of internal branding refer to the same approach in corporate communication. However, there is a lack of empirical studies to identify the CSQ constructs as internal communication satisfaction dimensions for employees' brand outcomes in the concept of internal branding.

Additionally, internal communication scales of the CSQ, which were developed in Western organizational settings, have influenced service companies from around the world to gather the resources needed to implement the internal communication strategies especially in developing countries (Bakar & Mustaffa, 2013). Therefore, firms in developing countries need to understand implementation and that requires a lot of research.

This thesis addresses the mechanisms by which internal communication influences employees' brand outcomes in the concept of internal branding in a developing country by investigating the influence of internal communication constructs which are developed from the CSQ scales, and their effect on employees' brand attitudes and performance in Thailand.

Under this line of thought, this chapter aims to:

1. Develop the rationale for the research initiative;
2. Present the research aims and objectives.

1.1 Research initiative

The rationale for the research is articulated in the following three sections.

1.1.1 Influence of internal communication on employee brand performance

With the development of internal branding concept, the importance of internal communication and its link to employees' perception was emphasized (Du Preez, & Bendixen, 2015; Punjaisri & Wilson, 2007). Internal communication influences employees' brand attitudes, which in turn affects employees' performance or employees' brand promise delivery. Researchers have shown the significance of relationships between effective internal communication practice and many organizations' performance outcomes (Bakar & Mustaffa, 2013; Du Preez, & Bendixen, 2015; Mishra, Sharma, & Kamalanabhan, 2015; Wyatt, 2006). Goris, Vaught, & Pettit (2000) and Gray & Laidlaw (2002), internal communication theorists, also gave much thought to the relationship between effective internal communication and positive employees' performance. They considered internal communication as the most important tools for improving employees' performance and for positive organizational outcomes. Accordingly, it is clear that internal communication is important for organizational functioning and significant impacts on subsequent profit growth (Heskett & Schlesinger, 1994; Yee, Yeung, & Cheng, 2010), which on an individual level relates to employees' performance or employees' brand promise delivery. Therefore, successful internal branding needs all stakeholders in a business to understand the domains of internal communication as a tool for business success.

The study of Gray & Laidlaw (2002) views the domains of internal communication as the significant factors, which are responsible for bringing about a change in positive employee

attitudes and performance. It means that the domains of internal communication help businesses to create internal communication strategies for improving their communication climate and organizational effectiveness. Therefore, Gray & Laidlaw (2002) suggest internal communication researchers should focus on the relationship between internal communication and other organization outcomes, identify aspects that could improve its business performance and competitive advantage, and develop a well-constructed instrument that is aligned to these business objectives.

However, theory and theoretical propositions of internal branding might not yet have sufficient empirical support to conceptualise the domain of internal communication. For these reasons, this thesis aims to examine and develop the measurements of internal communication in the internal branding theory.

1.1.2 Importance of The Communication Satisfaction Questionnaire (CSQ) with Internal Branding Theory

Previous research on internal branding confirms the role of internal communication on employees' brand attitudes and employees' brand performance in internal branding theory (Asif & Sargeant, 2000; Bambacas & Patrickson, 2008; Brunetto & Farr-Wharton, 2004; Camilleri, 2008; Carriere & Bourque, 2009; Chong, 2007; Clutterbuck, 2005; Du Preez, & Bendixen, 2015; Elving, 2005; Fawkes & Gregory, 2001; Gelb & Rangarajan 2014; Hargie & Dickson, 2007; Hawabhay, Abratt, & Peters, 2009; Kapoor, 2010; Mazzei, 2010; Melewar & Akel, 2005; Mestre, Stainer, Stainer, & Strom, 2000; Power & Rienstra, 1999; Punjaisri & Wilson, 2007; Tukiainen, 2001; van Vuuren, de Jong, & Seydel, 2007; Welch & Jackson, 2007). It means that a relation between internal communication and employees' brand outcomes is established. Internal communication programs are associated with internal communication satisfaction that further promotes a sense of positive brand attitudes and performance among the employees.

Although the domains of internal communication developed by these researchers can be used, many studies have shown that the underlying internal communication theory and practice have not been fully developed in the academic field (Goodman & Koul, 2009; Sharma & Kamalanabhan, 2012). According to the study of Sharma & Kamalanabhan (2012, p. 301), it is stated that, *'At a time when the effectiveness of internal branding in the context of turnover or employee engagement is highly discussed, it would be relevant to examine how ICC (internal corporate communication) dimensions can influence internal branding outcomes from employee's perspective'*. It means that scholars need to understand the effectiveness of internal communication in internal branding concept.

Downs & Hazen (1977) developed the communication Satisfaction Questionnaire (CSQ) to explore the relationship between communication and job satisfaction with employees across the United States. The CSQ resulted in eight stable dimensions of internal communication. The study of Gray & Laidlaw (2002) comments that the CSQ developed by Downs & Hazen (1977) is one of the most comprehensive instruments available. However, there is a lack of empirical studies to identify the CSQ constructs as internal communication for employees' brand outcomes in the concept of internal branding. The eight stable constructs of internal communication identified by Downs & Hazen (1977) are as follows:

Horizontal communication. The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine.

Relationship to Subordinate. Upward and downward communication with subordinates. Only workers in supervisory positions responded to these items, which included subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication.

Media quality. The extent to which meetings are well organized and written directives are short and clear.

Organisational perspective. Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation.

Organisational integration. The degree to which individuals receive information about their immediate work environment.

Communication climate. The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals.

Personal feedback. Information concerning how workers are being judged and how their performance is being appraised.

Relationship to Supervisor. The upward and downward aspects of communicating with superiors.

The researcher believes that it is important to investigate which internal communication constructs influence employees' attitudes and performance. This thesis has used the CSQ constructs to examine and develop the measurement of internal communication for internal branding. There are three main reasons for using the CSQ constructs in this thesis.

First of all, from the internal branding literature review, internal communication dimensions in the concept of internal branding will need to include both organizational communication forms and management communication forms, in order to engender or improve employees' brand attitudes and behaviours (Asif & Sargeant, 2000; Bambacas & Patrickson, 2008; Brunetto & Farr-Wharton, 2004; Camilleri, 2008; Carriere & Bourque, 2009; Chong, 2007; Clutterbuck, 2005; Du Preez, & Bendixen, 2015; Elving, 2005; Fawkes & Gregory, 2001; Gelb & Rangarajan 2014; Hargie & Dickson, 2007; Hawabhay, Abratt, & Peters, 2009; Kapoor, 2010; Mazzei, 2010; Melewar & Akel, 2005; Mestre, Stainer, Stainer, & Strom, 2000; Power & Rienstra, 1999; Punjaisri & Wilson, 2007; Tukiainen, 2001; van Vuuren, de Jong, & Seydel, 2007; Welch & Jackson, 2007). Organizational communication is forms of communication that attempt to influence the behaviour of groups on which the organization depends, and management communication is communication by managers with target

groups (Riel, 1995). The CSQ constructs should be viewed as the internal communication dimensions in the concept of internal branding because they include both organizational and management communication forms. However, little is known about the CSQ constructs which influence or lead to employees' brand outcomes in the concept of internal branding.

Second of all, after reviewing the internal communication literature, this thesis found that there is a relationship between each construct of the CSQ with employees' brand attitudes and employees' brand performance in internal branding concept.

Finally, the CSQ has not been applied in the internal branding concept in the Thai hotel industry and this thesis will be the first to apply the CSQ to hotel employees in Thailand. According to the report of the Thai National Statistical Office (2014), it was found that there are 10,018 Thai hotels. Moreover, more than 80 percent of the hotels have difficulty creating competitive advantage, and more than 70 percent of the hotels need the Thai government to support them with potential to improve and grow. According to this report, doing research and development in Thailand is still rare for most of the Thai hotel industry. Therefore, this thesis aims to access the effect of each of the CSQ factors on employees' brand attitudes and employees' brand performance of hotel employees in Thailand, and in applying the new results to develop their business further.

1.1.3 Importance of the domains of Internal Communication in a developing country context for Internal Branding Theory

The landmark development in the evolution of internal branding theory is internal communication domains. In the past, knowledge about the domains of internal communication was created in part through employees in a developed countries context, and it was possible to derive some useful insights by this means. However, insight into internal communication domains derived from employees in developed countries context has its limitations, simply because perceptions of the internal communication of employees in

developing countries are not always reliable, partly due to the influence exerted by their attitudes and values. In addition, the studies of Hofstede (2003) and Bakar & Mustaffa (2013) suggest that management theories, which were borne out of developed country contexts are not universal and these studies found that business environment contexts can influence management practices, especially in the way that organizations communicate with employees in a developing economy. However, this aspect has received little attention in the internal communication literature (Bakar et al., 2007; Bakar & Mustaffa, 2013; Denison et al., 2004; Varona, 1996). For example, the study of Bakar et al. (2007) found that the domains of internal communication about supervisor-subordinate relationships in Malaysian organizations differ extensively from US organizations. According to the study of Varona (1996), it was shown that not all domains of internal communication in western organizational contexts were applicable in Guatemalan organizations. Thus, the third purpose of this thesis is to evaluate the domains of internal communication in a developing economy, especially Thailand.

1.2 Research Objectives

The three main research objectives are:

1. To conceptualise the domain of internal communication by using the constructs of Communication Satisfaction Questionnaire (CSQ) that are perceived as relevant and effective by employees
2. To determine the nomological network of internal branding
3. To evaluate the influence of internal communication on employees' behaviour from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand

1.3 Research Approach

This study is conducted with a positivist approach following a deductive methodology. After the conceptualisation of internal communication through internal branding theory, a pilot

survey is employed. In total, the sample includes 1,747 participants in the Thai hotel industry. The sample comprises customer-facing employees of hotels in Thailand.

In the data analysis process, survey data is transferred into the SPSS 20.0 for data purification. The next step to prepare for the multivariate analysis is to examine the reliability and validity of the measurement scales through confirmatory factor analysis (CFA), assisted by AMOS 20.0. Finally, survey-related hypotheses are tested through structural equation analysis.

1.4 Parameters of Research

The target population of the study was defined as all customer-facing employees who have worked in hotels in Thailand. This is because the internal branding concepts focused on customer-facing employees who have an impact on the perceived service quality, the customers' perceptions of brand image, and customer satisfaction (Parasuraman, Zeithaml, & Berry, 1985; Punjaisri & Wilson, 2007). The hotel industry in Thailand was selected as a unit for the single case study because this industry plays an important role in the Thai Economy, and moreover, this industry needs to build a competitive advantage and develop sustainable growth for all (Thai National Statistical Office, 2014).

1.5 Summary of Definitions

Definitions of internal communication satisfaction, three employees' brand attitudes and employees' brand performance are shown in Table 1-1.

Table 1.1: Summary of Definitions in the study

Abbreviation	Construct/Variables	Definition
	Internal Branding	Internal branding represents a firm's internal communication efforts to promote within the firm, a clear view of what makes it different and desirable as an employer (Punjaisri, Evanschitzky, & Wilson, 2009)
	Internal Communication	Communicating with people inside an organization and it means to create and implement behaviour changes (Punjaisri, 2008)
	Internal Communication Satisfaction	The satisfaction with the various aspects of communication practices prevailing in an organization (Downs & Hazen, 1977)
CC	Communication climate	The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals (Downs & Hazen, 1977)
Relation	Relationship to superiors	The upward and downward aspects of communicating with superiors (Downs & Hazen, 1977)
OI	Organisational integration	The degree to which individuals receive information about their immediate work environment (Downs & Hazen, 1977)
MQ	Media quality	The extent to which meetings are well organized and written directives are short and clear (Downs & Hazen, 1977)
HC	Horizontal communication	The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine (Downs & Hazen, 1977)
OP	Organisational perspective	Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation (Downs & Hazen, 1977)
PF	Personal feedback	Information concerning how workers are being judged and how their performance is being appraised (Downs & Hazen, 1977)
EC	Employees' Brand Commitment	The extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goals (Punjaisri et al., 2009)
EI	Employees' Brand Identification	An employee's sense of belonging to the organization and a perception of being aligned to the organization's brand values and promises (Punjaisri et al., 2009)
EL	Employees' Brand Loyalty	An employee's willingness to remain with the current organization (Punjaisri et al., 2009)
EB	Employees' Brand Behaviour	Employee behaviours in delivering the brand promise (Punjaisri, 2008)

1.6 Thesis Structure

This current study is constructed with 8 chapters, a synopsis of which is as follows:

In summary, Chapter 1 has set the research objectives, highlighting their relevance, importance, and place in the literature.

Chapter 2 aims to conceptualise internal branding and the roles of internal communication in the internal branding concept.

Chapter 3 focuses on the importance of the CSQ and the relationships between each CSQ construct and employees' brand outcomes in the internal branding concept.

Chapter 4 also highlights the importance of studying internal communication in the internal branding concept in the hotel industry in Thailand and the need to evaluate the moderating of internal communication differences between high ranking and low ranking hotels in Thailand.

Chapter 5 outlines the research design and methods utilised to address objectives and hypotheses.

Chapter 6 presents evidence of internal communication satisfaction constructs evolved from the exploratory study, reports the results of measures' development and validated measures, and discusses the obtained results. Additionally, this chapter reports validation of the existing measure included in this current study (Employees' brand identification, commitment, loyalty and performance).

Chapter 7 presents the results, interpretation and discussion of testing the hypotheses concerned with the effects of internal communication satisfaction on employees' brand outcomes.

Chapter 8 reports the contribution of this thesis to the existing knowledge as well as the managerial implications. The chapter closes with suggestions for future research.

CHAPTER 2: Conceptualising Internal Branding: The Influence of Internal Communication on Employee Brand Behaviour

2.0 Introduction

This research study focuses on conceptualising the domain of internal communication on employee brand behaviour in delivering the brand promise to customers within the concept of internal branding by developing from the Downs-Hazen Communication Satisfaction Questionnaire (CSQ).

This current study's research objectives are:

1. To conceptualise the domain of internal communication satisfaction within the concept of internal branding
2. To determine the nomological network of internal branding
3. To evaluate the influence of internal communication on employees' behaviour from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand

To address research objective 1 (objective 2 and 3 of this research are presented in the chapter 3 and 4), this chapter is structured to address the following research questions:

1.) What is internal communication in the concept of internal branding?
2.) How can internal communication be conceptualised in an internal branding context?

This chapter is divided into four main sections. The concept of internal communication has been researched in internal branding concepts, which have been investigated in Part One (Section 2.1-2.4). Part Two (Section 2.5-2.7) investigates the research studies that have linked internal communication dimensions and organizational outcomes.

Part 1 (Section 2.1-2.4)

2.1 Internal Branding

Many scholars have accepted the importance of internal branding to support the achievement of business objectives (Asha & Jyothi, 2013; De Chernatony & Cottam, 2006; Du Preez et al., 2015; Gelb & Rangarajan, 2014; Punjaisri & Wilson, 2007; Tavassoli, et al., 2014; Vallaster & De Chernatony, 2005). Scholars are interested in the impact of internal branding on building a strong corporate brand in order to gain competitive advantage. The current interest is in internal branding and corporate branding, referred to earlier in the importance of the behaviour of employees who make a positive overall contribution to the company because they create customer satisfaction and perceptions about the corporate brand. So, employees are one key factor in supporting the brand promise, and attaining and maintaining the desired identity. For these reasons, internal branding has become increasingly more important to both marketing academics and practitioners (Punjaisri & Wilson, 2007).

2.1.1 What is Internal Branding?

Mahnert & Torres (2007, p.54) observe that, *"much of the literature on internal branding to date has been disparate and lacking in focus and definition"*. Some of the definitions of internal branding are given below.

MacLaverty, McQuillan, & Oddie (2007, p. 3), for example, defined internal branding as *"the set of strategies and processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion"*. Stershic (2006, p.1) defined it as, *"the process of aligning day-to-day activities, business processes, job designs, and recognition and rewards with the brand identity to drive business results. It is part of a focused brand strategy that helps employees understand and integrate brand value(s) in their respective roles to ensure they can effectively deliver on the brand promise"*. Bergstrom, Blumenthal, and Crothers (2002, p. 135) argued that, *"Internal branding (IB) refers to three things:*

communicating the brand effectively to the employees; convincing them of its relevance and worth; and successfully linking every job in the organization to delivery of the brand essence". Punjaisri & Wilson (2007, p. 59-60) state that, *"Internal branding is considered as a means to create powerful corporate brands. It assists the organization in aligning its internal process and corporate culture with those of the brand"*. Asha & Jyothi (2013, p. 37) state that, *"The key role of internal branding in organizations is to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders in the external market"*.

In light of the definitions presented above, scholars would support the view that employees' behaviour is influenced by internal branding. It means that internal branding can be described as the transfer of brand promise into brand reality for customers. According to the study of Mahnert & Torres (2007), it was found that internal branding is a key ingredient in corporate branding, and could be defined as the relative strength of the external brand with and involvement in the company. In summary, it is noted that internal branding helps employees to understand their corporate brand in "the big picture" and performs an important function in helping employees adopt "the big picture" in which they live (Bergstrom et al., 2002; MacLaverty et al., 2007).

A review of these definitions reveals three essentials of the internal branding concept:

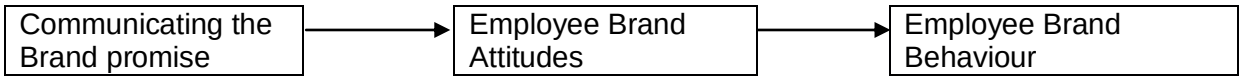
1.) Communicating the brand promise and its essence effectively to the employees

2.) Convincing employees about the brand and its meaning: Employee Brand Attitudes

3.) Implementing the brand into employees' daily work activities: Employee Brand Behaviour

Therefore, the aim of the internal branding concept is to operationalize the brand and integrate it within the whole business in order to encourage the employees to be more productive based on the brand essence (Bergstrom et al., 2002). Figure 2-1 shows the three essentials of the internal branding concept.

Figure 2-1: The Three Essentials of Internal Branding Concept



2.1.2 The Concept of Brand Promise

Smith & Rupp's (2002, p. 48-49) definition of a brand promise *"is an articulation of what target customers can expect from their experience with an organisation. It describes the proposition and the value that this represents to the customer"*. A strong brand acts as a promise for what to expect. It is important to convince the customers and buyers with a promise of value and then to ensure that the promise is kept (Ward, Goldstine, & Light, 1999). Therefore, meeting customer expectations, which are founded in the brand promise, is essential for customer retention. If businesses do not meet customer expectations customers will seek alternative companies (Chong, 2007).

When reviewing literature, there are many ways of looking at brand promise as well as interpretation about the concept of a brand. The interpretation of brands as a promise has been adopted by several writers (Ambler & Styles, 1997; De Chernatony & Segal-Horn, 2003; Hytti et al., 2015; Kotler & Armstrong, 2013; Ind, 2003).

The study of Ambler & Styles (1997) sees the brand promise as a bundle of attributes that someone wants to buy and that provides satisfaction. The attributes may be the functions for real and illusory, rational or emotional reasons, tangible or intangible products. The study of De Chernatony & Segal-Horn (2003) views the brand promise in terms of how functional and emotional values should be combined for brand positioning and personality. According to

Chong (2007), the concept of brand promise is a set of company core values, which are the fundamental beliefs of a person or organization. According to Kotler & Armstrong (2013), the concept of brand promise is a term used to describe the mission for a brand and a mission of what the brand must be and do. Kotler & Armstrong (2013) proposed that a brand promise is a major source of competitive advantage. A brand promise is the company's promise to deliver a specific set of features, benefits, services and experiences consistently to the consumers. These values can answer the questions of: who the company is and what it stands for. Ind (2003) views brand promise as an ideological aspect that transforms companies into value-based organizations. The ideology states a purpose and an organizational direction. It works as a philosophy for the employees to engage with. The ideology will provide a framework for how to communicate and behave internally and externally within the company.

Olins (2000) suggested that companies should make sure that the brand promise is always fulfilled and that the quality and service assurances are as per the level their consumers expect. Additionally, O'Loughlin, Szmigin, & Turnbull (2004) mention that the company brand promise should be articulated in every company communication so that a brand becomes credible and a focal point of trust and assurance is established.

There are many business benefits to the company of providing a brand promise. First of all, providing the brand promise can reduce the consumer's perceived risk in terms of their understanding of uncertainty and adverse consequences of buying a product or service. Second of all, benefits accrue to a service organisation where the service performance itself is basically intangible; therefore, a brand promise helps the consumers to evaluate the branded service being offered (values, benefits and quality) quickly. Finally, the brand promise helps consumers to capture what is being offered and what is not. It leads to a reduction of the buyer's search costs (Punjaisri, 2008; Kotler & Armstrong, 2013).

2.1.3 Brand Promise Delivery

Marketers must consistently deliver on their brand promise and also improve customer spending through external marketing. To make the company differentiate themselves from its competitors it is crucial to give a delivery on that promise (Kotler & Armstrong, 2013; Ward et al., 1999). Additionally, the studies of Asha & Jyothi, (2013) and Kimpakorn & Tocquer (2010) suggest that the company should try to find a balance between the internal and external perspectives because employees do not just represent the company's brand; to customers they become the brand.

The brand promise addresses customers' expectations about a product or service. Therefore, it is challenging to meet and realize the expectations driven by the advertising. There is brand promise failure if the brand promise made in the external marketing communication is not being realized internally (Asha & Jyothi, 2013; Burmann & Zeplin, 2005; Khan, 2009; Punjaisri & Wilson, 2007). Therefore, if the companies do not deliver their brand promise with help from their employees, all their external advertising is wasted (Khan, 2009).

A good of balance between the external marketing and internal marketing can create a strong corporate brand in the service sector, because customer perspectives are the sole judge of corporate branding. Customers access service by comparing the service they perceive brand promise though the internal marketing (e.g. knowledge and skills from employees) with the service they desire though the external marketing (e.g. advertising). A company can achieve a strong corporate brand only when it consistently meets customer service expectation. This is because customers collect all interactions they perceive from the company and create a brand image (De Chernatony & Segal-Horn, 2003); a consistent delivery of the brand promise is essential to promote a consistent brand image (Asha & Jyothi, 2013; Henkel, Tomczak, Heitmann, & Herrmann, 2007; Punjaisri, Evanschitzky, & Wilson, 2009).

2.2 The Customer-facing Employee: A Valuable Asset

Employees are the key within the service organization when it comes to providing the promise of the brand to customers. Therefore, the service organization has developed processes that enable employees to deliver the brand promise effectively and consistently (Abimbola, Lim, Foster, Punjaisri, & Cheng, 2010; Du Preez & Bendixen, 2015; King & Grace, 2012).

Employee-customer interface are the people who create the value for the service organizations by using their words and actions. Internal branding concept views the employee-customer interface as the service providers who enthusiastically deliver what the brand promises because they create good/ bad memorable experiences of the brand promise in the eyes of major customers through their knowledge and skills. Therefore, there is the relationship between customer-facing employees' positive and negative behaviours and customers' perception of the brand, i.e. brand image (Chong, 2007; De Chernatony & Cottam, 2006; Du Preez & Bendixen, 2015; Henkel et al., 2007; Joseph, 1996; King & Grace, 2012; Tavassoli et al., 2014). Similarly, the study of Stewart (2004) noted that the skills and talents of a company's workforce constituted an intangible asset, which service organizations can use as a competitive advantage. They have a crucial impact on the service brand building process (Burmann & Zeplin, 2005; Du Preez & Bendixen, 2015; Khan, 2009; Papasolomou & Vrontis, 2006; Punjaisri & Wilson, 2007; Tavassoli et al., 2014).

The above discussion clearly evidences that the employee-customer interface is the key to delivering brand promise in the concept of internal branding. The employee-customer interface is capable of delivering the brand promise and their responsibility is to turn the company's brand promise into brand reality, to determine it by their ability to meet customers' expectations and to deliver customer service excellence (Berry, 2000; Punjaisri & Wilson, 2007, 2011). Therefore, employees' attitudes and behaviour have a crucial impact in their

contact with the customer (Asha & Jyothi, 2013; Henkel et al., 2007; King & Grace, 2012; Kimpakorn & Tocquer, 2010; Punjaisri & Wilson, 2007). Now, the question is how well the customer-facing employees perform and mange to fulfil and deliver the company brand promise.

2.3 Internal Communication: Definition, Theory and Implication

According to the study of Bergstrom et al. (2002), the communication of the brand promise is the first element of the concept of internal branding, namely internal communication. There are so many meanings and definitions of internal communication since research on it is cross-disciplinary. Internal communication can be termed in internal media, cross-departmental communication, management communication (Greenbaum, Clampitt, & Willihnganz, 1988 Neves & Eisenberger, 2012), corporate or business communication (Kitchen, 1997; Valackiene, 2015), organizational communication, internal marketing, employee relations (Berthon et al., 2005; Chen et al., 2015; Quirke, 2000), integrated internal communication (Kalla, 2005) or strategic communication (Argenti, 2007; Henderson et al., 2015). In the present day, internal communication covers all aspects of communication within an organization (Horomia, 2007).

The definition of internal communication by Welch and Jackson (2007, p. 186) states that it is, *"a process between an organization's strategic managers and its internal stakeholders, designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims"*. In the internal branding concept, internal communication is considered to be communicating with people inside an organization and it means to create and implement behaviour changes (Gelb & Rangarajan, 2014; Punjaisri, 2008; Sharma & Kamalanabhan, 2012; Smidts, Pruyn, & Van Riel, 2001). Therefore, internal communication is a process of communicating brand values and other brand-related messages that have an influence on employees' behaviours.

According to the internal communication literature, this study found that there are two theories as to how internal communication in the concept of internal branding could have been created: Meta-theoretical Approach and Organizational Behaviour Theory. In the next section, Meta-theoretical Approach and Organizational Behaviour Theory will be examined.

2.3.1 Meta-theoretical Approach

The organizational communication and management communication from a corporate communication approach is the meta-theoretical approach to the internal communication in the concept of internal branding.

The definition of corporate communication by Riel (1995, p. xi) defines it as, *'a framework in which all communication specialists (marketing, organizational and management communication) integrate the totality of the organizational message, thereby helping to define the corporate image as a means to improving corporate performance'*. According to Riel (1995), 'marketing communication' covers all aspects of the promotion mix that support sales of particular goods or services. It includes advertising, sales promotions, direct mail, sponsorship, personal selling and other elements in the marketing communication strategies. It means that the objective of any form of marketing communication is to provide information to external target audiences or a company's customers and decide to purchase products or services. The organizational communication studied by Riel (1995) sees organizational communication as forms of communication that attempt to influence the behaviour of groups on which the organization depends. Using organizational communication (such as public relations, public affairs, environmental communication, investor relations, and labour market communication) in the context of corporate communication is considered an important development in emotionally influencing internal stakeholders (Riel, 1995). Thus, organizational communication is the process of communicating directly with internal audiences and building positive behaviours that promote the positive corporate image. The most important form of corporate communication is management communication; it is

communication between management (who is authorized to exert influence on internal and external stakeholders) and internal stakeholders that is fundamental to build a strong corporate image (Riel, 1995). An important consideration for the use of management communication as a theory is belief in the source of good communication in the workplace (McKenna, 2012; Riel, 1995). Three approaches have been put forward as ways of creating effective corporate communication to build a strong corporate image.

A development of corporate communication to define corporate image as a means to improving corporate performance by Riel (1995) is principles of corporate communication. The author focuses on what they call the three communication specialists, which include marketing, organizational and management communication. The three communication specialists are given both internal communication and external communication functions and then combined into a single message that initiates overall organizational excellence and effectiveness, so the company can ensure both customer and employee communication satisfaction and thereby define the corporate image as a means to improving corporate performance. In short, organizational, management and marketing communication forms of corporate communication are significant factors associated with the overall corporate image.

The corporate communication approach and the concept of internal branding have similar aims or outcomes, which are the balance between external marketing and internal marketing. The external marketing attempts to communicate a company's brand promise to its customers, which influences customers' perceptions about a product or service (Kimpakorn & Tocquer, 2010; To et al., 2015). For external marketing to be successful, the company's employees need to perform and manage to fulfil and deliver the company's brand promise (Burmann & Zeplin, 2005; Khan, 2009; To et al., 2015). Without employee support, all their marketing communication is wasted (Khan, 2009; To et al., 2015). For this reason, the company needs to implement the concept of internal branding through effective internal communication (both organizational and management communication) as a process by

communicating brand values and other brand-related messages that have an influence on employees' behaviours. Therefore, to achieve the balance between external marketing and internal marketing, both marketing communication with its customers and internal communication with its employees must be integrated to deliver a consistent message, which is associated with the overall corporate brand. Both marketing communication and internal communication are parts of a corporate communication approach (Riel, 1995), and therefore it is not a surprise that there is a link between the corporate communication approach and the concept of internal branding.

Major aims of the meta-theoretical approach (organizational communication and management communication) relevant to this study are that both organizational and management communication from the corporate communication approach have an important role to play in developing the internal communication dimensions in the concept of internal branding. Here, a number of research studies in the internal branding literature will be considered with both organizational communication and management communication as a vehicle for changing employees' attitudes and behaviours (Du Preez et al.; 2015; Gelb & Rangarajan, 2014; Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012).

From the point of view of this current study, both organizational communication and management communication of a corporate communication approach are seen to be involved in the domains of internal communication satisfaction in the concept of internal branding, to increase the positive employee attitudes and behaviours, and to assist the organization in improving corporate performance. However, these did not existed in the internal branding research in Thailand prior to this study. This study will use both organizational and management communication from a corporate communication approach to develop the domain of internal communication in the concept of internal branding.

2.3.2 Organizational Behaviour Theory

This current study aims to explore the relationship between internal communication satisfaction and employees' brand outcomes in the concept of internal branding. Therefore, a subject that refers to the study of human behaviour in organizations falls within the boundaries of organizational behaviour. According to the study of McKenna (2012, p. 6), organizational behaviour is defined as *"a field of study that endeavours to understand, explain, predict, and change human behaviour as it occurs in the organizational context"*. It means that this theory focuses on the individual, and organizational behaviour is related with the association between the employee and the group, and how both interact with the organization. The major goal of this theory is to explore associations between variables (e.g. internal communication and employee performance). At the heart of variables in organizational behaviour theory lies communication (Huczynski & Buchanan, 2013; McKenna, 2012; Robbins & Judge, 2014).

In the organizational behaviour theory, there is the relationship between employees' perceptions of communication in the organization and employee attitudes and behaviours. The communication status during organizational behaviour refers to the methods of communicating, such as oral and written communication, nonverbal communication, information and communication technology, and communication networks. Furthermore, the communication in this theory suggests that both the improving communication (such as storytelling aided by social networks) and the communication skills (active listening and the provision of feedback) have a positive impact on employee attitudes and behaviours (Huczynski & Buchanan, 2013; McKenna, 2012; Robbins & Judge, 2014).

The relevance of communication in organizational behaviour theory to this current study is the benefits of source domain for the conceptualization of internal communication in the concept of internal branding. In order for the company to achieve its internal branding goals and be successful in delivering on the customer brand promise through its employees'

behaviour, it needs effective internal communication. An effective internal communication accompanied by formal and informal communication, channels of communication, feedback and communication skills will embolden staff members to take accountability and deliver on that brand promise at every point of customer contact. According to the theory, effective internal communication will affect employees' satisfaction with the organization's communication. In turn, this will develop employees' positive attitudes and behaviours towards it, leading to the building of competitive advantage and increased profits and goal achievement.

2.4 Internal Communication Satisfaction

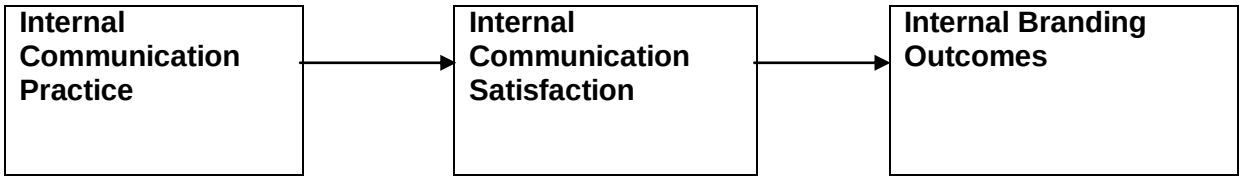
Hecht (1978) placed emphasis on the internal communication approach, with the spotlight on the interaction between internal communication behaviour and internal communication satisfaction. The internal communication satisfaction here is important in the context of interpersonal perception. Also, it is critical for the effective organizational development strategies (Hecht, 1978; Huczynski & Buchanan, 2013; McKenna, 2012; Robbins & Judge, 2014).

Internal communication satisfaction is associated with how well our personal expectations about communication at work are in line with work performance (Hamilton, 1987). According to internal communication literature, the study of Carriere and Bourque (2009, p. 31) has defined internal communication satisfaction as "an employee's affective appraisal of the organization's communication practices". Bakanauskienė et al. (2015) also refer to the "internal communication satisfaction", which is the personal satisfaction experienced by an individual when communicating successfully.

When internal communication is discussed in the concept of internal branding, many scholars in internal branding literature often make reference to internal communication satisfaction and employees' brand outcomes. Internal communication satisfaction is defined

as the extent to which a person is gratified or fulfilled by internal communication received (Bakanauskienė et al., 2015; Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012). Another way to look at it is that internal communication practice is associated with internal communication satisfaction, which in turn leads to employees' brand outcomes. The study of Sharma & Kamalanabhan (2012) showed the studies that have linked specific internal communication satisfaction constructs to internal communication outcomes as shown in Figure 2-2.

Figure 2-2: The Model of Internal Communication and Internal Branding Outcomes



Source: Adapted from Sharma & Kamalanabhan (2012, p. 308)

Past studies confirmed internal communication satisfaction as a mediating variable between internal communication practice and employees' attitudes and behaviours (Du Preez et al., 2015; Gelb & Rangarajan, 2014; King & Grace, 2010; Power & Rienstra, 1999; Punjaisri & Wilson, 2007). There is empirical evidence to show the link between internal communication satisfaction and employees' attitudes is strong (Davies et al., 2010). Sharma & Kamalanabhan (2012) studied the petroleum public sector and found that internal communication satisfaction promoted a sense of employees' brand loyalty, identification and commitment. According to Davies et al. (2010), reflecting on the relationship between internal communication satisfaction and employees' attitudes, there are two possible outcomes: employee positive attitudes and customers' satisfaction toward the brand. It means that the effective internal communication is help an employee offer good quality customer service that meets the expectation of customers. If a customer has expectations that are fulfilled, he or she is likely to have found very high levels of customer satisfaction.

With regard to the relationship between internal communication satisfaction and employees' brand behaviour, Asha & Jyothi (2013) conclude that employees who are satisfied with internal communication are more likely to do their best for an organization as brand ambassadors than those who are dissatisfied. Gelb & Rangarajan (2014) found that internal communication is significant, as it requires telling employees convincingly and frequently that they are the brand ambassador. According to Gelb & Rangarajan (2014), creating a brand ambassador from employees by using internal communication satisfaction can help a business achieve customer service excellence and strong profit levels. According to King & Grace (2012), there is said to be a positive relationship between internal communication satisfaction and employees' brand outcomes. That is, when internal communication satisfaction is high, both employees' brand commitment and employees' brand behaviours tend to be high (King & Grace, 2012). An alternative view of the relationship between internal communication satisfaction and employees' brand behaviour is put forward by Du Preez & Bendixen (2015). They found that internal communication influence employees' brand behaviour by increasing job satisfaction and motivate employees to deliver what their business promises to their customers. There were other employee outcomes such as the feeling of organizational commitment and identification among the employees (Smidts et al., 2001; Trombetta & Rogers, 1988); employees' satisfaction (Taylor, 1997); positive workplace relationship (Hunt, Tourish, & Hargie, 2000); job satisfaction (Moorehead & Griffin, 2010); deterioration in productivity of employees (Clampitt & Downs, 1993); job performance (Pincus, 1986) and high service quality (Snipes, Oswald, LaTour, & Armenakis, 2005). Therefore, internal communication satisfaction in these studies is related independently to positive organizational outcomes in support of the perspective of the concept of internal branding.

Before examining the outcomes of internal communication satisfaction in the concept of internal branding in the next section, this current study ought to say something about the

opposite of internal communication satisfaction, which is internal communication dissatisfaction. Employees can feel dissatisfied with some aspect of the internal communication. The behavioural manifestations of internal communication dissatisfaction could include the following: reduced employee commitment, resigning from the organization and going elsewhere, being reluctant to accept guidance or instructions from supervisors and managers, and poor overall job performance (McKenna, 2012).

This current study also aims to adopt an internal communication approach to measure internal communication satisfaction that is designed to provide feedback on employee satisfaction, which can expect certain outcomes or consequences in the concept of internal branding.

2.5 An Outcome of Internal Communication Satisfaction

According to the Organisational Behaviour Theories, employee perception is an important part of the internal communication process, and at work there are different types of communication. The concept of internal communication satisfaction provides a positive work environment that influences the moods and attitudes of employees (Huczynski & Buchanan, 2013; McKenna, 2012; Robbins & Judge, 2014). Therefore, the importance of internal communication satisfaction and its links to employee perception are emphasized. There were two main reasons as to why companies should be concerned with internal communication. First of all, there is a regulation that requires employers to communicate with their employees about the organizational context, and requires them to take on their duties and responsibilities (Hall, 2005; McKenna, 2012). Finally, effective internal communication is considered to be a key business tool, which can improve employee engagement and practices to increase corporate performance (MacLeod & Clarke, 2011).

According to internal branding literature, Ind (2003) proposes that internal communication satisfaction leads to employees understanding and believing in the values of a company and

as a result, a corporate brand can successfully be developed. In this context, internal communication is used to assure that internal stakeholders are involved in corporate culture and strategy (Backhaus & Tikoo, 2004; Foreman & Argenti, 2005). Additionally, the empirical research of Punjaisri et al. (2009) shows that effective internal communication can encourage employees' brand commitment, identification, loyalty and performance. According to the study of McKenna (2012) and Morhart et al. (2009), the internal communication can transmit brand-related information up, down, and sideways within a company, and on a one-way or two-way basis. Therefore, it is beneficial to develop an understanding of brand-related information in order to assist employees to facilitate the internalization of brand values by employees (Morhart et al., 2009), and to align their behaviour with these brand values when delivering the brand promise (Vallaster & de Chernatony, 2005). In summary, according to Davies et al., 2010; Huczynski & Buchanan, 2013; McKenna, 2012; and Robbins & Judge, 2014; there is evidence to indicate that the internal communication could attempt to positively impact employees' attitudes and behaviours and consequently customers' satisfaction toward the corporate brand.

As the internal communication function matures within the concept of internal branding (Asha & Jyothi, 2013; Backhaus & Tikoo, 2004; Foreman & Argenti, 2005; Ind, 2003; Punjaisri et al., 2009; King & Grace, 2012; Sharma & Kamalanabhan, 2012), internal branding amounts to a combination of employees' brand identification, commitment and loyalty within the set of organizational values and goals through effective internal communication, which, in turn, impacts employee behaviour to deliver on the brand promise.

Recent research in internal branding literature has investigated the association between internal communication satisfaction and employees' brand commitment. Burmann & Zeplin (2005) found that internal communication satisfaction helps employees conform and identify themselves with the brand and the company before their values become aligned with the brand. Some empirical evidence shows that the link between internal communication

satisfaction and employees' commitment and performance (Thomson, De Chernatony, Arganbright, & Khan, 1999). According to Thomson et al. (1999), organizations with more satisfied internal communication tended to be more effective in delivering the brand promise to their customers than organizations with less satisfied internal communication. According to Asha & Jyothi (2013) and King & Grace (2012), employees' brand commitment arises when the employee is satisfied with their internal communication, and is willing to make an effort on its behalf. Other researchers have supported that employees' brand commitment enhances employees' brand performance with the brand values encapsulated in the brand promise (Ambler & Barrow, 1996; Rucci, Kirn, & Quinn, 1998).

The study of Papasolomou & Vrontis (2006) proposed that effective internal communication led to employees' brand loyalty, and when employees' loyalty exists, they tend to internalise the brand values that translate into on-brand behaviours (Punjaisri et al., 2009). With regard to the relationship between internal communication satisfaction and employees' brand loyalty, Du Preez et al. (2015) conclude that employees who are satisfied with their internal communication are less likely to leave the company than those who are dissatisfied.

According to the social identity theory, internal communication satisfaction has an impact on the employee's brand identification so the employee adopts the characteristics of the group in order to sustain a valued relationship (Asha & Jyothi, 2013; McKenna, 2012). De Chernatony & Segal-Horn (2001) suggest that there is a relationship between internal communication satisfaction and employee identification, and it is said that employees who are satisfied with their internal communication are more likely to establish or maintain a satisfying relationship with others in the company (De Chernatony & Segal-Horn, 2001; McKenna, 2000; Sharma & Kamalanabhan, 2012).

Additionally, there is said to be a positive relationship between internal communication satisfaction and level of employee brand performance, as when internal communication is

high, employee brand performance tends to be high (Punjaisri et al., 2009). Khanyapuss Punjaisri et al. (2009) have empirically proved that, when employees internalise the brand values, they are more attuned to the behaviours that are appropriate for brand sustainability, namely employee's brand behaviour. With regard to the relationship between internal communication satisfaction and level of employee brand performance, King & Grace (2012) found that good internal communication could not only lead to employees' brand attitudes, but could raise the level of employees' brand performance.

A commonplace view is that if an organization does not create internal communication for the provision of minimum level of employee satisfaction, one cannot expect certain outcomes to follow, such as employees' brand identification, commitment, loyalty, and performance (Punjaisri et al., 2009; Sharma & Kamalanabhan, 2012).

According to the above, internal communication satisfaction in the concept of internal branding creates the four employee brand outcomes: employees' brand commitment, identification, loyalty and performance. In the following section, these attitudes and behaviours will be discussed from various researchers' and academics' perspectives.

2.6 Employee Brand Attitudes: Outcome of Internal Communication in Internal Branding Concept

2.6.1 Employees' Brand Commitment

According to Appelbaum (2000), employee commitment is defined as an employee's feeling about their employers and the individual's psychological attachment to the organization. It is a major contributing factor towards achieving organizational goals and sustaining long-term success. The study of Thomson et al. (1999) defined employee brand commitment as employees' emotional attachment to the brand and its values, which drives them to make an extra effort to reach the brand goals. Additionally, employees' brand commitment can be defined as an active relationship with the company that makes internal stakeholders willing

and proud to share their brand values with others (Kimpakorn & Tocquer, 2010). Similarly, the study of Burmann & Zeplin (2005, p. 284) defined employees' brand commitment as, *"the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goals"*.

The effective internal communication helps the employees to obtain some material benefit and accept the demands of the organizational culture in order to maintain a good relationship with co-workers. Consequently, employees adopt the cultural values and produce intrinsic satisfaction because these values are in line with their own personal values, which in turn, enhance commitment to the organization (McKenna, 2012).

Mowday, Porter, & Steers (2013) have purported that successful employee commitment leads to a low level of employee turnover and absenteeism. Meyer, Paunonen, Gellatly, Goffin, & Jackson (1989) and McKenna (2012) add that employees rated with "high" commitment tended to be better performers than those rated "low". The study of Khanyapuss Punjaisri et al. (2009) is the empirical study to investigate the effects of brand commitment on employee brand behaviour, i.e. the brand promise delivery among customer- facing employees. They considered employee brand commitment as a competitive variable, which employees develop on the job (e.g. interaction skills). There is an impact on the level of morale, which in turn enhances performance to the organization.

Several studies have confirmed that the level of brand commitment results in the quality of brand promise delivery (Khan, 2009; Punjaisri & Wilson, 2007). The study of Burmann & Zeplin (2005) and Punjaisri & Wilson (2007) confirmed that, brand commitment helps organizations to align employees who represent them and deliver on brand promise, since when employees live the brand, they live the brand promise.

Regarding the consequences of employees' brand commitment, one should note the following points. First, employees' brand commitment is said to influence employees' performance outcomes (Asha & Jyothi, 2013; Du Preez et al., 2015). Also, commitment could be reflected in the employees' willingness to undertake duties beyond the standard requirement of the brand (Asha & Jyothi, 2013; Du Preez et al., 2015; McKenna, 2012). The study of Wright, Gardner, and Moynihan (2003) reveals that employee brand commitment plays a role in predicting employee brand productivity. It plays a large role in the performance of both in-role and extra-role behaviours, which is consistent with employee behaviours that are not part of a formal job description, and this also leads to better quality in-role behaviour (Wright et al., 2003).

2.6.2 Employees' Brand Identification

Identification is *"the process of adopting the characteristics of the group in order to sustain a valued relationships"* (McKenna, 2012, p. 317). The study of Mael and Ashforth (1992, p. 104) defined employee identification as, *"the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member"*. According to the study of Punjaisri et al., (2009), employees' brand identification could be defined as an employees' sense of belonging to the organization and a perception of being aligned to the organization's brand values and promise.

The study of McKenna (2012) and Welch & Jackson (2007) revealed the relationship between internal communication satisfaction and employee identification. The effective internal communication helps employees to conform to the expectations of groups and organizations because the groups and organizations have the power to reward them if they conform to the group's values, and to punish them if they fail to do so (McKenna, 2012). When employees conform to the values, they can also serve to adopt the characteristics of

the group and organization and increase employees' identification with an organization (McKenna, 2012; Welch & Jackson, 2007). According to Du Preez et al. (2015) state that, an objective of effective internal communication is to help employees refer to the process of adopting the characteristics of the group in order to sustain a valued relationship. Therefore, if a company does not create conditions for the provision of a minimum level of internal communication satisfaction, one can expect certain employees' brand identification. Similarly, the study of De Chernatony & Segal-Horn (2001) and Punjaisri et al. (2009) confirmed that employee identification is employee attitude outcomes of effective internal communication.

Employee identification is important since employees engaged in their organization will naturally desire to achieve goals on behalf of the organization (Van Knippenberg, Van Knippenberg, De Cremer, & Hogg, 2004). The study by Van Knippenberg et al. (2004) concluded that employees with high organizational identification contribute to their organization in a positive manner. Furthermore, in answer to the questions of why organizations should care if employees have strong identification, Dutton, Dukerich, and Harquail (1994) argued that strong organizational identification helps to achieve their desired outcomes, such as a satisfying relationship with others in organization.

Many other studies have also examined possible links between employee identification and employee brand behaviour. For example, Pratt, Rockmann, and Kaufmann (2006) produced evidence that employee identification is positively associated with employee behaviour. Meanwhile, the study by Smidts et al. (2001) measured employees' organizational identification in three organizations. The study concluded that employee identification is positively related to behaviour and performance of the individuals. Walumbwa, Avolio, and Zhu (2008) revealed that employees' identification with their workplace was related to employee behaviour, while Walumbwa, Cropanzano, and Hartnell (2009) investigated the mediated effect of employee's identification with employee behaviour. The conclusion was

that a worker's sense of self could improve work performance. Asha & Jyothi (2013) and Löhndorf & Diamantopoulos (2014) explain the influence of employees' brand identification influences on employees' brand behaviour. There is said to be a positive relationship between employees' brand identification and employees' brand behaviour, and when employees' brand identification is high, employees' brand behaviour tends to be high. Therefore, employees' brand identification plays a critical role in developing the work performance of employees towards reaching the brand goals.

2.6.3 Employees' Brand Loyalty

Allen & Meyer (1990) defined employee loyalty as an affective commitment among employees. Employees who have a strong sense of loyalty towards the organization will remain with the organization because they believe they want to do so (Allen & Meyer, 1996).

The study findings by Loveman (1998) found that there is a positive relationship between internal communication satisfaction and level of employees' loyalty, so when internal communication satisfaction is high, employees' loyalty tends to be high. The effective internal communication of a company can build employee loyalty, which enhances the behaviour of employees (Asif & Sargeant, 2000; Huczynski & Buchanan, 2013; McKenna, 2012; Papasolomou & Vrontis, 2006; Robbins & Judge, 2014; Silvestro, 2002) because the effective groups in the workplace require the characteristics of effective internal communication. These include informality, understanding, listening, consensus decision-making, awareness of decisions, leadership roles undertaken by most suitable members and frequent reviews of group operations (McGregor, 1960; McKenna, 2012). McKenna (2012) argues that effective groups can establish job satisfaction because they appear to have good intra-groups and supportive colleagues. In this way, job satisfaction addresses the positive influence of employees' loyalty (McKenna, 2012). Additionally, Clegg (1983), and Scott & Taylor (1985) have depicted the influence of the high levels of job satisfaction on the low level of absenteeism, which subsequently affects the success of the organization.

Heskett & Schlesinger (1994) concluded that employee loyalty is positively associated with high service quality. This study suggested that employee loyalty is important for business because it improves customer satisfaction and increases the company profits. Furthermore, Heskett & Schlesinger (1994, p.164-165) state that, *"Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of services provided to customers. Value is created by satisfied, loyal, and productive employees. Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers"*.

Meanwhile, Yee, Yeung, & Edwin Cheng (2010) explored the link between employee loyalty and firm performance in high-contact service shops in Hong Kong. This study found that the consequences of employee loyalty could include good service quality with a low incidence of error and wastage, which may be reflected in increased customer satisfaction and customer loyalty. Yee et al. (2010, p.110) argued that, *"loyal employees who are satisfied with their job demonstrate their loyalty to the employing organization by working hard and being committed to delivering services with a high level of quality to customers"*. Therefore, loyal employees are viewed as an asset to the organization because a company's profitability is totally dependent upon them (Michlitsch, 2012). According to Asha & Jyothi (2013) and Punjaisri et al. (2009), employees' brand loyalty, a key ingredient in internal branding outcomes, could be defined as an employees' willingness to remain with the current organization. Employees' brand loyalty arises when employees' strongly identifies with the organization, agrees with their brand goals and values, and are willing to expend effort on their behalf.

2.7 Employees' Brand Behaviour: Outcome of Employees' Brand Attitudes

When the internal communication of an organization aids in developing employees whose attitudes are that of commitment, with identification with the company and loyalty to the

brand promise, then they will represent the brand through their words and actions and deliver the brand promise in a consistent manner (Gapp & Merrilees, 2006; Ind, 2003 Ind, 2014; Sharma & Kamalanabhan, 2012). According to the study of Mayer, Davis, and Schoorman (1995), they confirmed this concept because they found that there is a link between positive employees' attitudes and employees' performance. Therefore, positive attitudes from employees play an important role in the productivity and success of the organization. The study of De Chernatony (2002) and Khan (2009) mentions the outcome of employees' brand attitudes as living the brand or being the brand. Additionally, Punjaisri (2008, p.226) defined employee brand behaviour as, *"employee behaviours in delivering the brand promise"*. This means that employee brand behaviour can be measured by supervisors and others as a means of developing human resources for corporate branding, and delivering the brand promise. Similarly, other researchers of internal branding concluded that the employee brand behaviour is the results of the internal communication process to be shared with the employees in a positive way so that the person concerned is given the support to put right deficiencies or maintain good brand promise (Ahmed, Rafiq, & Saad, 2003; Asha & Jyothi, 2013; Drake, Gulman, & Roberts, 2005; Free, 1999; Punjaisri, 2008; Löhndorf & Diamantopoulos, 2014).

Additionally, Collis & Montgomery (2008) concluded that employee brand behaviour has a significantly positive effect on organization performance because it provides an organization with a competitive advantage. As a result, the organizations aim to maximise employee performance and align individual effort with organizational objectives. Some empirical evidence shows that the link between employees' brand behaviour with sustainable competitive advantage for a financial service company is strong (Lai & Hsu, 2015). There is a significant positive correlation between these two variables. It was found that organizations with more satisfied employees' brand behaviour tended to be more to gain competitive advantage than organizations with less satisfied employees (Lai & Hsu, 2015).

From an internal branding perspective, the business needs to build employee brand attitudes, which include employee brand commitment, identification and loyalty to achieve a high level of employee performance. Additionally, from the literature it is clear that internal communication is influential in enabling employees to perform their role in delivering the brand promise in the concept of internal branding. This means that internal communication satisfaction has a positive influence on employees' brand attitudes and employees' brand behaviour (Carriere & Bourque, 2009; Du Preez et al., 2015; Sharma & Kamalanabhan, 2012).

Research in the concept of internal branding has shown important links between internal communication satisfaction and employees' brand outcomes. However, Gray & Laidlaw (2004) and Zwijze-Koning & de Jong (2007) underscore the need for more research on internal communication dimensions. The studies on internal communication have to accept that effective internal communication satisfaction measurement is notoriously difficult to get right, nevertheless many companies consider such a procedure as an essential tool for assessing the employees' brand outcomes in the concept of internal branding (Bakar & Mustaffa, 2013). Therefore, within the internal communication literature, the internal communication has been constructed differently, leading to a myriad of constructs.

Thus, the main objective of this study is to conceptualise the domain of internal communication in the Thai hotel industry. The importance of specifying the domains to be used in internal communication satisfaction evaluation in the concept of internal branding must not be understated. The following section discusses the constructs of internal communication satisfaction from existing internal communication instruments, whereby the relevant and important techniques are addressed.

2.8 The Construct of Internal Communication Satisfaction

Measuring internal communication satisfaction is done via the gauge of organizational climate and health in terms of employee satisfaction/ dissatisfaction (Downs, 1988). The study of Gardner (2009) views an evaluation of communication satisfaction as a benchmark for the progress and future of the organization. The Macmillan English Dictionary (Macmillan, 2009, p.123) defines a benchmark as, *"an amount, level, standard etc. that you can use for judging how good or bad other things are"*. Gardner (2009) suggests that an evaluation of internal communication satisfaction as benchmarks is a comparative analysis of internal communication practice across divisions within a company. It reveals two sides: strength and weakness and is used to diagnose actual or perceived communication obstructions that may undermine the success of any organization. Additionally, an internal communication satisfaction survey may improve an internal communication system and may also affect the variables that characterize the system. The survey will improve planning, organizing and managing control of internal communication networks, policies and activities, and help an organization to adapt to new situations or detect negative trends. Communication satisfaction is typically measured through personnel surveys or questionnaires (Gardner, 2009).

The study of Gray & Laidlaw (2002) shows advantages of internal communication audits and assessments of internal communication satisfaction. The information revealed from the survey lists an organization's strength and weaknesses, which will help the organization develop its communication strategies. The communication strategies will help the organization develop and improve work relationships, which is important for finding satisfaction in employees' jobs, the transmission of information and the organization's overall performance.

In the field of organization communication theory there is a belief that internal communication is the framework in which all production relies; without internal

communication an organization ceases to exist (Hart et al., 2015). According to Hart et al., (2015), the internal communication audits are powerful tools to investigate internal communication processes and often answer the questions where, what, how, and when internal stakeholders are receiving and sending information as well as the quality of the information transmitted. They appeal to us in what is working well, and what is not working well, and areas that can be improved. Therefore, managers can use the internal communication audits to improve every aspect of their company's performance (Hart et al., 2015).

Within the organization communication literature, the internal communication satisfaction dimensions have been approached differently, leading to a myriad of dimensions. Apart from the different dimensions of internal communication, two groups of internal communication dimensions are used by researchers in the literature; they are identified as follows: the specific internal communication dimensions developed by researchers; and the internal communication dimensions using a standardised instrument. Under each group, a variety of internal communication dimensions are subcategorised.

The section 2.8.1 provides a review of the specific internal communication dimensions developed by researchers. The section 2.8.2 then reviews the internal communication dimensions by using a standardised instrument. This aims to show the domain of internal communication of each instrument. Finally, section 2.8.3 concludes by identifying the research gap.

2.8.1 The Specific Internal Communication Dimensions

Apart from the different dimensions of internal communication, the literature has revealed a variety of dimensions developed in an internal communication campaign. From the literature review and the study of Sharma & Kamalanabhan (2012), three broad categories of

dimensions are used by researchers in the literature to communicate with employees; they are identified as follows:

1.) A dialogue communication

2.) Communication channels

3.) Communication and a sense-making activity

The use of a dialogue communication reflects the notion of applying corporate vision and values to implement an internal branding project. According to the study of Grunig, Grunig, Sriramesh, Huang, & Lyra (1995), it was found that a dialogue communication, in respect to communication, is considered to be a vehicle for changing attitudes and behaviours. Similarly, Sharma & Kamalanabhan (2012) suggest that the organization must engage its staff members in a dialogue communication about what the corporate values and vision are because it supports value internalization by employees. Of all the different dialogue communication dimensions used, two-way communication is found to be the most successful dimension because they effectively share an added challenge and extra information to develop staff members' ideas in the direction a company wants (Brunetto & Farr-Wharton, 2004; Juholin et al., 2015; Kapoor, 2010; Power & Rienstra, 1999; Sharma & Kamalanabhan, 2012). Using a dialogue communication is considered an important development in influencing internal stakeholders emotionally. In any discussion of internal communications nowadays, the importance of a dialogue communication is underlined (Juholin et al., 2015). The dialogue communication is important in the context of interpersonal perception in the organization and it provides a basic framework for understanding organizational change and helps business to convey to employees the logic of the change, for by doing so it is assumed that resistance can be reduced (McKenna, 2012).

Additional attention of internal communication dimensions should be paid to the communication channels. Argenti (2007) & Tukiainen (2001) suggest the use of internal

communication channels to charm and attract employees. Their suggestion is in accordance with De Chernatony & Segal-Horn (2003), who underline the use of internal communication channels to transmit information about mission and vision of the company to the receiver. De Chernatony & Segal-Horn (2003) show that the link between internal communication satisfaction and positive employee behaviours with the corporate values are strong if the internal communication channels are effective. The formal and informal communication channels have been observed by Herstein, Mitki, & Jaffe (2008) to be mostly used as the dimensions of internal communication channels. The dimension that exerts the foremost pervasive influence is argued to be face-to-face communication or informal communication. Other studies (Hargie & Dickson, 2007; Power & Rienstra, 1999; Tukiainen, 2001) have so far supported this argument because when we use the face-to-face communication, the sender of a message has the opportunity to observe feedback, answer questions, and provide additional information about corporate values by way of classification. Therefore, face-to-face communication is a forum to exchange information on the implementation of corporate values so as to decide on the appropriate action with corporate brand image among the employees (Herstein et al., 2008; McKenna, 2012; Sharma & Kamalanabhan, 2012). The communication channels are considered as the way of forming a relationship within organization (McKenna, 2012). It was found that employees who came across as genuine on the internal communication channels were most likely to form a close and lasting relationship. According to To et al. (2015), it was also found that the communication channels usually consisting of both formal and informal internal communication affected employee work attitudes. To et al. (2015) suggested that the internal communication channels can help employees to be more positive in the workplace and to put in the extra effort when it is needed.

The use of communication and a sense-making activity become increasingly important for its virtues of enhancing all staff members within an organization to help an organization create a strong identity among internal stakeholders (Sharma & Kamalanabhan, 2012; Weick,

1987). The use of language (e.g. news, feature-writing) is a common dimension in a communication and sense-making activity to establish and develop employees' attitudes and behaviours that are aligned with the expectations of an organization and customers (Weick, 1987). Additionally, the studies of Melewar & Akel (2005) and Mestre, Stainer, Stainer, and Strom (2000) provide evidence of the use of visual communication as part of brand messages with all employees that is a vital internal communication dimension to shape employees' attitudes and employees' behaviours so that they deliver on the brand promise. According to McKenna (2012), traditional employees received one-way messages from their supervisors and the HRM department of companies. These can be challenged nowadays because employees can get assitance and information from other internal stakeholaders by soliciting opinions or visiting social network sites. McKenna (2012) suggests that using social network sites, for example; facebook and Twitter, in the context of organizational storytelling is considered an important development in influencing employees' attitudes and behaviour.

Various organizational outcomes are attributed to different specific internal communication satisfaction dimensions and these are shown in Table 2.1.

Table 2-1 Studies showing the link between internal communication satisfaction and organizational outcomes

Authors	Internal Communication Satisfaction Constructs	Organizational Outcomes
Fawkes & Gregory (2000)	1. Messages 2. Channels 3. Sender and Receiver	Effect on internet based communication
Hargie & Dickson (2007)	1. Messages 2.Channels (formal and informal) 3. Source of information	Awareness
Hawabhay et al. (2009)	1. Visual identity symbols 2. Messages (value statements) 3. Top management communication	Corporate Brand Image
Kapoor (2010)	1. Messages 2. Channels 3. Feedback	Employer branding
Mazzei (2010)	1. Messages 2. Channels 3. Training	Impact on communication behaviours
Melewar & Akel (2005)	Visual Communication	1. Corporate identity 2. Corporate image
Mestre et al. (2000)	Visual communication	1. Work life 2. Employee performance
Power & Rienstra (1999)	1. Message 2. Face-to-face communication 3. Two way communication (feedback) 4. Communication training	1. Impact on employee behaviours 2. Impact on employee attitudes
Punjaisri et al. (2007)	1. Channels (orientation programmes, group meetings, briefings) 2. Training	Employee brand identification Employee brand commitment Employee brand loyalty Employee brand performance
Sharma & Kamalanabhan (2012)	1. Message effectiveness 2. Channels 3. Brand Feedback 4. Brand Training	1. Employee brand identification 2. Employee brand commitment 3. Employee brand loyalty

Table 2-1 Studies showing the link between internal communication satisfaction and organizational outcomes

Authors	Internal Communication Satisfaction Constructs	Organizational Outcomes
Teeni (2001)	1. Messages 2. Channels	Mutual Understanding between internal stakeholders and influencing behaviour and attitude
Tukiainen (2001)	1. Communication Channels 2. Face-to-face communication 3. Supervisor communication	Communication satisfaction
Vuuren et al. (2007)	Supervisory communication	Affective organizational commitment
Welch & Jackson (2007)	1. Sender 2. Messages 3. Channels 4. Organization communication relationships	1. Employee belonging 2. Employee awareness 3. Employee commitment 4. Employee loyalty 5. Job/ personal satisfaction
To et al. (2015)	1. Formal internal communications 2. Informal internal communications	Employees' work attitudes
Karanges et al. (2015)	Internal supervisor communication	Employee engagement
Du Preez (2015)	1.Brand identity 2.Internal brand communication 3.External brand communication	1.Brand commitment 2.Job satisfaction 3.Intention to stay
Asha & Jyothi (2013)	1.Compensation and Rewards 2.Training 3.Employee Growth Need Strength 4.Participation in Decision Making 5.Quality of Work Life 6.Organizational Socialization 7.Management Communication	Organizational Citizenship Behaviour

Table 2-1 Studies showing the link between internal communication satisfaction and organizational outcomes

Authors	Internal Communication Satisfaction Constructs	Organizational Outcomes
Matanda & Ndubisi (2013)	1.Training 2.Internal communication 3.Human resources involvement in branding	1.Person–organisation fit 2.Intention to stay
Lee et al. (2014)	1.Training 2.Communication 3.Reward	1. Job engagement 2. Organization engagement 3. Job satisfaction 4.Employee Loyalty
Chowdhury et al. (2015)	1.Training 2.Orientation 3.Group Meeting 4.Briefing	1. Quality Commitment 2. Affective Quality Commitment 3. Behavioural Quality Commitment 4. Cognitive Quality Commitment

According to the above literature, the importance of internal communication has become increasingly apparent in the concept of internal branding. However, internal branding scholars are concerned with internal communication constructs in the concept of internal branding (Argenti, 2007; Sharma & Kamalanabhan, 2012). Sharma & Kamalanabhan (2012, p. 301) have proposed that, *"At a time when the effectiveness of internal branding in context of turnover or employee engagement is highly discussed, it would be relevant to examine how ICC (Internal Corporate Communication) dimensions can influence internal branding outcomes from employee's perspective".* The study of Sharma & Kamalanabhan (2012) clearly suggests that internal branding becomes crucial for marketers to know how to align employees' brand performance with the brand promise. Internal communication satisfaction develops the positive employees' brand attitudes that can align employees' performance with brand promise. However, internal branding literature is lacking domains of internal communication satisfaction in the concept of internal branding and the interplay between these domains and employees' brand outcomes. Similarly, Smidts et al. (2001) supported

that internal branding is already successfully utilised by marketing practitioners when developing and measuring internal communication satisfaction aimed at providing feedback on specific examples of internal communication satisfaction and dissatisfaction.

2.8.2 The internal communication dimensions by using a standardised instrument

The most frequently adopted approach to measuring internal communication satisfaction involves the use of rating scales. These are standard instruments that are designed to provide feedback on specific examples of employee satisfaction and dissatisfaction in internal communication. Four existing internal communication instruments have been identified (Bakar & Mustaffa, 2013):

1.) Organizational communication questionnaire (OCQ) by Roberts & O'Reilly (1974)
2.) Communication satisfaction questionnaire (CSQ) by Downs & Hazen (1977)
3.) Communication audit survey questionnaire (CAS) by Goldhaber & Rogers (1979)
4.) Organizational communication audit questionnaire (LTT) by Wiio & Helsila (1974)

The organizational communication questionnaire (OCQ) was one of the first systematic instruments to internal communication measurement and was developed by Roberts & O'Reilly (1974). The following are the internal communication factors, which were considered in attempts to establish the cause of internal communication satisfaction:

- The communication variables. The level of satisfaction will depend on the acceptability of ways of communication, which would embrace desire for interaction, directionality upward, directionality downward, directionality lateral, accuracy, summarization frequency, gate keeping, overload, satisfaction, and the four modalities of written, face-to-face, telephone, and other channels of communication.
- The communication-related variables. Where communication-related variables are trust in superior, influence of superior, and mobility aspirations.

The communication-related variables with respect to internal communication satisfaction would be bleaker if the communication-related variables were poor.

In the internal communication satisfaction measurement developed by Downs & Hazen (1977), the communication satisfaction questionnaire (CSQ) was designed to measure the overall internal communication satisfaction (Bakar & Mustaffa, 2013). The eight communication satisfaction variables are communication climate, supervisory communication, organization integration, media quality, co-worker communication, corporate communication, personal feedback, and subordinate communication.

The communication Audit Survey Questionnaire (CAS), developed by Goldhaber & Rogers (1979), makes a continuous comparison between the perceived actual situation and the desired situation (Riel, 1995). The measurement deals with the following topics: judgement of the amount of information to be received; judgement of the amount of information to be sent to others; and judgement of the feedback received on the information sent (Bakar & Mustaffa, 2013; Riel, 1995). It means that the CAS aims to measure employees' perception about the steps involved in the communication cycle, including encoding the communication, the ways of communication, decoding the communication, and feedback messages.

The organizational Communication Audit Questionnaire, developed by Wiio & Helsila (1974), was originally called LTT, then OCD, and sometimes it is called OCA (Riel, 1995). The LTT consists of 12 communication variables, which are:

- Overall communication satisfaction;
- Amount of information received from different source – now;
- Amount of information received from different source – ideal;
- Amount of information received about specific job items – now;

- Amount of information received about specific job items – ideal;
- Areas of communication that need improvement;
- Job satisfaction;
- Availability of computer information system;
- Allocation of time in a working day;
- Respondent's general communication behaviour;
- Organization-specific questions; and
- Information-seeking patterns.

Table 2.2 provides the dimensions of internal communication categorised into four existing internal communication instruments, which are derived from the literature.

Table 2.2: Four existing internal communication instruments

Organizational communication questionnaire by Roberts & O'Reilly (1974)	**Communication satisfaction questionnaire by Downs & Hazen (1977)**	**Communication audit survey by Goldhaber & Rogers (1979)**	**Organizational communication audit questionnaire by Wiio & Helsila (1974)**
-Desire for interactions -Directionality upward -Directionality downward -Directionality lateral -Information accuracy -Communication frequency -Gate keeping -Overload -Satisfaction -Modalities of communication	-Communication climate -Supervisory communication -Organization integration -Media quality -Co-workers communication -Corporate information -Personal feedback -Subordinate communication	-Information accessibility -Information adequacy -Communication satisfaction -Clarity -Accuracy -Utility -Appropriateness -Timeliness -Communication relationship -Communication outcome	-Overall communication satisfaction -Amount of information received from different source – now -Amount of information received from different source – ideal -Amount of information received about specific job items – now -Amount of information received about specific job items – ideal -Area of communication that need improvement -Job satisfaction

Source: Bakar & Mustaffa (2013, p. 90)

Table 2.2: Four existing internal communication instruments

Organizational communication questionnaire by Roberts & O'Reilly (1974)	**Communication satisfaction questionnaire by Downs & Hazen (1977)**	**Communication audit survey by Goldhaber & Rogers (1979)**	**Organizational communication audit questionnaire by Wiio & Helsila (1974)**
			-Availability of computer information system -Allocation of time in a working day -Respondent's general communication behaviour -Organization specific questions -Information seeking patterns

Source: Bakar & Mustaffa (2013, p. 90)

Within the existing organizational communication constructs literature, Bakar & Mustaffa (2013) have offered four characteristics that are evident across these constructs:

1.) Communication climate

2.) Information flow

3.) Message characteristics

4.) Communication structure

According to the existing organizational communication constructs literature, communication climate can be termed as information accuracy, communication frequency (Roberts & O'Reilly, 1974); communication climate, (Downs & Hazen, 1977); clarity, accuracy, appropriateness, timeliness (Goldhaber & Rogers, 1979); overall communication satisfaction, organization specific questions, area of communication that need improvement (Wiio & Helsila, 1974). The study of Clampitt & Downs (1993) suggests that the characteristics of good communication climate which includes warm, tolerant and participative, will be considered with respect to communication as a vehicle for changing employees' attitudes. Therefore, a good communication climate can help organizations to ensure that it obtains positive perceived outcomes on both organizational and personal levels such as quality of work life, innovation and organizational development (Clampitt & Downs, 1993). According to van den Hooff & De Ridder (2004), there are many characteristics of a good communication climate, which include horizontal communication flow, openness, vertical information flow, and reliability of information. Van den Hooff & De Ridder (2004) found that communication climate can have positive effects on employees' knowledge sharing behaviours.

According to the study of Miller (2014), the information flow refers to ways in which the information can move in an organization. The free information flow encourages staff members in an organization to give feedback and share ideas to improve business performance (Miller, 2014). The information flow can be termed as desire for interactions (Roberts & O'Reilly, 1974); personal feedback (Downs & Hazen, 1977); information accessibility (Goldhaber & Rogers, 1979); respondent's general communication behaviour (Wiio & Helsila, 1974).

McKenna (2012) suggests that various characteristics of the message will be considered with respect to communication as a vehicle for changing attitudes. This suggestion is supported by Petty & Cacioppo (1984), who view the nature of a message as a vehicle for

playing a role in persuasion. For example, McKenna (2012) found that the credibility of the source of a message is applicable to persuasion. Credibility depends on the general trustworthiness, qualifications dynamism, or energy of the person (McKenna, 2012). Additionally, a two-sided communication, which is two sides of the argument, appears in the message and would be more effective in changing the attitudes of all stakeholders than one-sided communication (McKenna, 2012). According to the existing organizational communication constructs literature, message characteristics can be termed as overload (Roberts & O'Reilly, 1974); organization integration, organization perspective (Downs & Hazen, 1977); utility (Goldhaber & Rogers, 1979); amount of information received from different sources, amount of information received about specific job items (Wiio & Helsila, 1974).

According to the study of Miller (2014), communication structure consists of both style of communication and communication channels in an organization. The style of communication was considered by Miller (2014), and he proposes the combination of formal and informal communication to ensure the performance of employees and behaviours that supports the corporate goals and values. For communication channels, there are different channels to facilitate communication flow such as face-to-face communication, oral and written communication, nonverbal communication, new technology and communication network (McKenna, 2012; Miller, 2014). The study of McKenna (2012) found that communication channels have a direct impact on the company's performance. The communication structure can be termed as directionality upward, directionality downward, directionality lateral, gate keeping (Roberts & O'Reilly, 1974); relation to supervisor, relation to subordinate, horizontal communication, media quality (Downs & Hazen,1977); utility (Goldhaber & Rogers, 1979); availability of computer information system; information seeking patterns (Wiio & Helsila, 1974).

Additionally, the four existing organizational communication constructs have been tested for reliability and validity by various authors. A comparative instrument assessment schedule of the four instruments used by Greenbaum et al. (1988) containing a summary of judgements made about the instruments is shown in Table 2.3.

Table 2.3: Comparative Instrument Assessment Schedule (Greenbaum et al., 1988)

	OCQ	**CSQ**	**CAS**	**OCD**
General structure				
Item: total	35	51	134	76
communication items	27	40	109	54
demographics	-	5	12	7
outcome variable items	-	6	13	7
comm.-related items	8	-	-	-
org.-specific items	-	-	-	8
Dimensions	16	10	13	12
Response format:				
Type of scale	7-point	7-point	5-point	5-point
Open-ended	none	Limited	extensive	limited
Multiple choice inc. demographics	-	5 items	12 items	16 items
Administration				
Ease of administering	high	High	high	moderate
Ease of tabulating	high	High	moderate	moderate
Past use of instrument	moderate	moderate	high	high
Norms availability	none	Yes	yes	yes
Psychometric data				
Reliability overall	.70	.94	.838	n/a
Inter-item within scale	.84 to .53	.86 to .75	.90 to .70	n/a
Item to total				.39 to .22
Validity				
Face validity	high	High	high	high
Discrimination valid	high	High	high	n/a
Factor stability	moderate	moderate	low	moderate
Evaluated by other researchers	yes	Yes	yes	yes

Source: Riel (1995, p. 71)

However, the four existing organizational communication constructs were developed in the western context. These instruments are considered as conducting the internal communication audit and provide a basis for planning the future scope and quality of the internal communication function. However, according to the study of Bakar & Mustaffa, (2013) these standardised instruments did not examine developing countries in the development of internal communication constructs in the internal branding concept. Furthermore, according to this gap theory, a limited number of research studies have been conducted into the processes required to develop internal communication instruments, particularly in the context of developing countries. These findings point to the need for more research of internal communication instruments in organizations in developing countries.

2.9 Conclusion and research gap of the construct of internal communication satisfaction

Along with the rise of internal branding, the literature has increasingly stressed the crucial role of the constructs of internal communication in influencing employees' attitudes and performance in the concept of internal branding. Relatively few studies have been carried out to understand the domain of internal communication from the viewpoint of employees in the context of developing countries. Furthermore, a limited amount of research has been conducted into the internal communication processes required to encourage employees' brand outcomes in the concept of internal branding.

The first objective of this study was to conceptualise the domain of internal communication that is perceived as relevant and effective by employees. When internal communication measurements were discussed earlier in this chapter, reference was made to various existing communication constructs. The constructs of Communication Satisfaction Questionnaire (CSQ) was considered by this current study in an attempt to establish the causes of internal communication satisfaction in the concept of internal branding. According to the internal branding literature, the internal communication satisfaction was considered as

a vehicle for changing attitudes and behaviours in the concept of internal branding. Additionally, there is a link between the CSQ constructs and employees' outcomes in the concept of internal branding.

Chapter 3: Conceptualization and Nomological Network of Internal Communication Satisfaction

3.0 Introduction

The previous chapter revealed the influences of internal communication satisfaction on the internal branding outcomes. According to the internal communication literature, many researchers have highlighted a need for more research into the dimensions of internal communication. Apart from the different dimensions of internal communication, this current study can be classified into two main groups: the specific internal communication dimensions developed by researchers; and the internal communication dimensions by using a standardised instrument.

The overall goal of this study is to explore the influence of internal communication on employees' brand outcomes in the concept of internal branding by using constructs from a standardised instrument. The specific research objectives have been broken down as follows:

The first objective of this study was to conceptualise the domain of internal communication by using the constructs of Communication Satisfaction Questionnaire (CSQ) that are perceived as relevant and effective by employees.

The second objective of this study was thus to determine the nomological network of internal branding by using the constructs of the Communication Satisfaction Questionnaire (CSQ).

Finally, the third objective of this study was to evaluate the influence of internal communication on employees' behaviour from high/low performance employees based on a developing country context using evidence from the hotel sector in Thailand.

This chapter provides a review of the CSQ constructs, which are distinctively associated with employees' brand outcomes and formulated in the first, second and third research objectives and hypotheses that form the literature review.

3.1 The Construct of Downs-Hazen Communication Satisfaction Questionnaire (CSQ)

In the questionnaire developed by Downs and Hazen (1977), eight communication satisfaction variables were considered one of the most comprehensive instruments available (Gray & Laidlaw, 2002). This study of Gray and Laidlaw (2002) found that there are three reasons why CSQ is the most comprehensive instrument available:

First of all, the CSQ assesses the direction of information flow because its constructs can transmit information up, down, and sideways within an organization (Gray & Laidlaw, 2002). Therefore, the CSQ constructs create the organizational communication networks that are not the same as the lines of communication found on an organization chart. It is beneficial to assist supervisors and subordinates to facilitate communication and to foster much needed integration within the organizational system (Gray & Laidlaw, 2002; McKenna, 2012).

Second of all, the CSQ assesses the formal and informal channels of communication, because informal organizational communication can be used to supplement formal communication channels. The informal communication can raise morale when it transmits positive information about the organization (Gray & Laidlaw, 2002; McKenna, 2012).

Finally, the CSQ assesses the relationships with various members of the organization (Gray & Laidlaw, 2002). The communication roles and functions of people in organizations are crucial for the proper functioning of the communication network and the organization as a whole, such as Gatekeeper, Liaison, Cosmopolite, Isolate, and Isolated dyad (McKenna,

2012). Therefore, the CSQ constructs are beneficial to capitalize on the strengths and orientations of individuals within the organization (Gray & Laidlaw, 2002; McKenna, 2012).

In a later study, Zwijze-Koning & de Jong (2007) concentrated their attention on evaluating the communication satisfaction questionnaire as a communication audit tool, rather than the impact of this tool in employees' outcomes. They found that the CSQ can be used to estimate employees' communication satisfaction by asking employees a large number of questions regarding eight different communication topics that these topics vary from interpersonal communication to assessment of the organization-wide communication climate. Additionally, Zwijze-Koning & de Jong (2007) suggested that researchers may use established statistical techniques to assess the instrument's reliability and to analyse its results for business management.

Downs & Adrian (2012) state the functional benefits of the Communication Satisfaction Questionnaire (CSQ) as a communication audit tool are likely to put forward the following case.

- The CSQ provides an excellent backdrop for tracing some of the organizational communication culture. Their results are particularly helpful for management to use to understand the general organizational communication culture that also influences what is happening within the company.
- The CSQ is helping employees' perceptions about the way the company works and judgments about whether or not it operates effectively.
- The CSQ gives management the new information about internal communication it needs to plan organizational development.
- The CSQ provides feedback about internal communication effectiveness that can be applied to the development of internal organizational communication strategies.

- The CSQ offers a benchmark for the progress and future of corporate communication programs.
- Management can use the CSQ as a useful forum for employees' participation to make a difference in their organization, which is referred to as a horizontal organization. The horizontal organization can facilitate suggestions from subordinates, and provides all employees with a feeling of security and belonging, which in turn fosters satisfaction and group stability.

In short, acording to the studies of Gray & Laidlaw (2002) and Downs & Adrian (2012) confirmed that items on the Communication Satisfaction Questionnaire are adequate indicators and support the original factor structure hypothesized by its developers.

Downs and Hazen (1977) have developed the Communication Satisfaction Questionnaire (CSQ), which places emphasis on communication satisfaction. This study views the internal communication concept that is multidimensional. In the questionnaire developed by Downs and Hazen (1977), eight internal communication satisfaction variables were made for the rating scales.

The development of CSQ measurement begins by identifying all internal communication tasks and the standard procedures prescribed for each. It then develops the original questionnaire and factor-analysis of the data. Next comes a detailed review and evaluation of the questionnaire and its administration in four different organizations. The findings of the measurements show the correlation analysis to identify which communication factors were strongly related to job satisfaction. The study of Downs and Hazen (1977) suggest that the CSQ provides a basis for planning the future scope and quality of the internal communication function. Internal communication is potentially an important tool in competitive differentiation. Additionally, the results of the study of Downs and Hazen (1977)

show that the CSQ should also be used in different types of organizations. The eight internal communication satisfaction dimensions are as follows:

- Horizontal communication. The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine (Downs, 1988; Gray & Laidlaw, 2002).
- Relationship to Subordinate. Upward and downward communication with subordinates. Only workers in supervisory positions responded to these items, which included subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication (Downs, 1988; Gray & Laidlaw, 2002).
- Media quality. The extent to which meetings are well organized and written directives are short and clear (Downs, 1988; Gray & Laidlaw, 2002).
- Organisational perspective. Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation (Downs, 1988; Gray & Laidlaw, 2002).
- Organisational integration. The degree to which individuals receive information about their immediate work environment (Downs, 1988; Gray & Laidlaw, 2002).
- Communication climate. The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals (Downs, 1988; Gray & Laidlaw, 2002).
- Personal feedback. Information concerning how workers are being judged and how their performance is being appraised (Downs, 1988; Gray & Laidlaw, 2002).
- Relationship to Supervisory. The upward and downward aspects of communicating with superiors (Downs, 1988; Gray & Laidlaw, 2002).

3.2 The Communication Satisfaction Questionnaire (CSQ) Constructs as an Internal Communication Satisfaction Constructs in Internal Branding Concept

Within the concept of internal branding, studies have shown the relationship between internal communication dimensions and employees' brand outcomes. For example, Punjaisri and Wilson (2007) found that employees who are satisfied with their internal communication, including channels and training, are high likely to increase employees' brand outcomes, including employees' brand identification, commitment, loyalty, and performance, than those who are dissatisfied. Additionally, the study of Sharma and Kamalanabhan (2012) found that there is said to be a positive relationship between internal communication satisfaction, including messages, channels, feedback, and training, and level of employees' brand outcomes, including employee brand identification, commitment, and loyalty; that is, when internal communication satisfaction is high, employees' brand outcomes tend to be high.

Some empirical evidence shows that the link between internal communication satisfaction and employees' brand attitudes is strong (To et al., 2015), and that there is a significant positive correlation between these variables. According to To et al. (2015), with regard to formal and informal internal communication, satisfied employees with both formal and informal internal communication could lead to feeling good about employees' brand attitudes, which, in turn, could raise the level of job satisfaction. According to Karanges et al. (2015), reflecting on the relationship between internal communication satisfaction and employees' brand attitudes, at least one moderating variable - namely internal supervisor communication – come to mind. With regard to internal supervisor communication, the correlation between internal communication satisfaction and employees' brand attitudes is stronger for groups of employees; they are satisfied with their supervisors' communication in the workplace (Karanges et al., 2015).

With regard to the relationship between internal communication satisfaction and employees' brand behaviour, according to Asha & Jyothi (2013), they found that employees who are

satisfied with their internal communication tended to be more effective than employees who are less satisfied. In a specific sense, as internal communication satisfaction increases, it is suggested that the employees' brand behaviour tends to increase, irrespective of the level of internal communication satisfaction (Asha & Jyothi, 2013).

However, in these studies only the specific internal communication dimensions are related significantly to employees' brand outcomes in the concept of internal branding, but they did not investigate and interpret the internal communication dimensions by using a standardised instrument. The constructs of the Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) was considered particularly relevant to this current study; it was based on the theoretical assumption of internal branding that if an organization does create internal communication conditions for the provision of a minimum level of employee satisfaction, one can expect certain outcomes or consequences to follow, including employees' brand identification, commitment, loyalty, and performance (Sharma & Kamalanabhan, 2012). Furthermore, this current study was to evaluate the CSQ applicability to the concept of internal branding, and implementation in the developing country context. The rationale for selecting the Downs-Hazen CSQ was the following in the next sections.

3.2.1 The Downs-Hazen CSQ Integrated the Corporate Communication Approaches with the Internal Branding Approaches

Internal communication has been introduced to the internal branding literature as one of the crucial corporate communication elements that it will enable receivers or staff members to deliver the brand promise to the customers at all customer contact points (Punjaisri & Wilson, 2007).

The study of Riel (1995) has offered three main forms in approaching the corporate communication: management communication, marketing communication and organizational communication. To build a successful business, it is even more important to use all

communication specialists (management, marketing and organizational communication) as a means of integrating the organizational message into the customer's mind of the corporate image, and they in turn improve future corporate performance (Riel, 1995). Management communication is one of the most significant communication specialists of corporate communication (Riel, 1995). The definition of management communication by Riel (1995, p. 2) is *"communication by (senior) managers with internal and external target groups"*. Marketing communication is considered as the tools an organization uses to deliver the promotional messages that it had promised to its customers, such as advertising, sales promotions, direct mail, sponsorship, personal selling and other (communication) elements in the promotion mix (Riel, 1995, p. 2). The forms of organizational communication are directed primarily at target groups in order to gain influence over the behaviour of groups on which the organization depends, for example public relations, public affairs, environmental communication, investor relations, labour market communication, corporate advertising and internal communication (Riel, 1995, p. 2).

In three main forms of corporate communication, internal branding becomes a process of value and meaning creation through the synthesised management and organizational communication to be endowed to a corporate image. The importance of internal communication which includes both management communication and organizational communication is underlined. However, few studies have been carried out to understand the internal communication constructs in the internal branding concept from the viewpoint of management and organizational communication approaches. The CSQ constructs developed by Downs and Hazen (1977) provide both management communication forms and organizational communication forms. Therefore, the CSQ constructs should be used in the internal branding concept in order to gain influence over the employees' brand performance.

3.2.2 The Downs-Hazen CSQ as an Aid in Investigating Effective Internal Branding

It is a common event for internal communication to be evaluated by employees as a means of developing internal communication systems, with productivity firmly in mind (McKenna, 2012). If the internal communication audits are applied with care, there is usually little resistance to it, and it can lead only to improvements in internal communication (Riel, 1995).

According to the study of Sharma and Kamalanabhan (2012), it was found that the internal branding concept aims to develop employee brand attitudes and behaviour through internal communication satisfaction. Therefore, internal communication satisfaction audits are considered as a means of developing internal branding, with internal branding outcomes in mind. Gray and Laidlaw (2002) found that the CSQ constructs are important for the attainment of an ideal internal communication, because they will assess the direction of information flows, and all ways of communications. Therefore, the internal communication satisfaction constructs developed from the CSQ constructs are important for the attainment of effective internal branding in a company because they can lead only to improvements in internal communication (Riel, 1995).

The domains of internal communication satisfaction developed from the CSQ constructs are considered as the criterion or criteria used to measure internal communication satisfaction. These data throw light on what a company do about internal communication, what employees know about internal communication, and the role played by internal communication in helping to develop employees' brand outcomes. Therefore, the domains of internal communication satisfaction have been important in creating a focus on 'effective internal branding'.

This means that the domains of internal communication satisfaction developed from the CSQ constructs are the auditing technique that management can consider as an aid in investigating company communication in the concept of internal branding (Gray & Laidlaw,

2002; Riel, 1995). Additionally, according to the study of Punjaisri and Wilson (2007) and Sharma and Kamalanabhan (2012), it is suggested that the use of audits in the internal branding concept has become increasingly important.

3.2.3 The Link between the CSQ Constructs and Internal Branding's Outcomes

Internal communication is argued to be the most important mechanism leading to employees' brand outcomes, thereby improving corporate image (Punjaisri & Wilson, 2007; Riel, 1995). The outcomes of internal communication in the internal branding concept include employees' brand attitudes (identification, commitment and loyalty) and employees' brand performance (Punjaisri & Wilson, 2007). After reviewing the internal communication in internal branding concept literature, this thesis found that there is a relationship between each construct of the CSQ with employees' brand attitudes and employees' brand performance in the internal branding concept. Therefore, when management synergise the seven CSQ constructs, they can better reinforce their employees' brand performance that can help a service company identify competitive advantage.

However, the studies of internal communication did not investigate the relationship between the CSQ constructs and employees' brand outcomes in the concept of internal branding. This means that there is a lack of empirical studies to identify the quality of the CSQ constructs inspiring positive brand attitudes and behaviours among employees within internal branding contexts.

Taking into account the previous chapter's theoretical ground the first research objectives is thus established as follows:

Research Objective 1: To conceptualise the domain of internal communication satisfaction within the concept of internal branding.

In the next section (Section 3.3) will discuss the link between each of the CSQ constructs as internal communication constructs and employee brand attitudes (identification, commitment and loyalty) and brand performance. It then discusses the 'what' issue of each of the CSQ constructs and its linkage with employee outcomes before developing into the discussion about the 'how' and the 'why' of the constructs. In summary, the Section 3.3 will outline in detail the first objective and hypothesises.

3.3 Research Objective 1: To conceptualise the domain of internal communication within the concept of internal branding

Various authors (Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012) show empirical evidence that the link between internal communication satisfaction and employees' brand outcomes are strong. From these studies, this section will discuss the link between each of the CSQ constructs as internal communication constructs and employee brand attitudes (identification, commitment and loyalty) and brand performance.

However, the objectives of this current thesis would like to conceptualise the domain of internal communication in the concept of internal branding by using the constructs of Communication Satisfaction Questionnaire (CSQ) and to determine the nomological network of internal branding. In the concept of internal branding (Punjaisri & Wilson, 2007), we focus on employees-customer interface who are not supervisory personnel and thus do not have subordinates. Therefore, the subordinate communication sub construct of the CSQ was eliminated from the study.

Figure 3.1 presents a conceptual framework derived from the literature review and research hypothesises discussed in the next section.

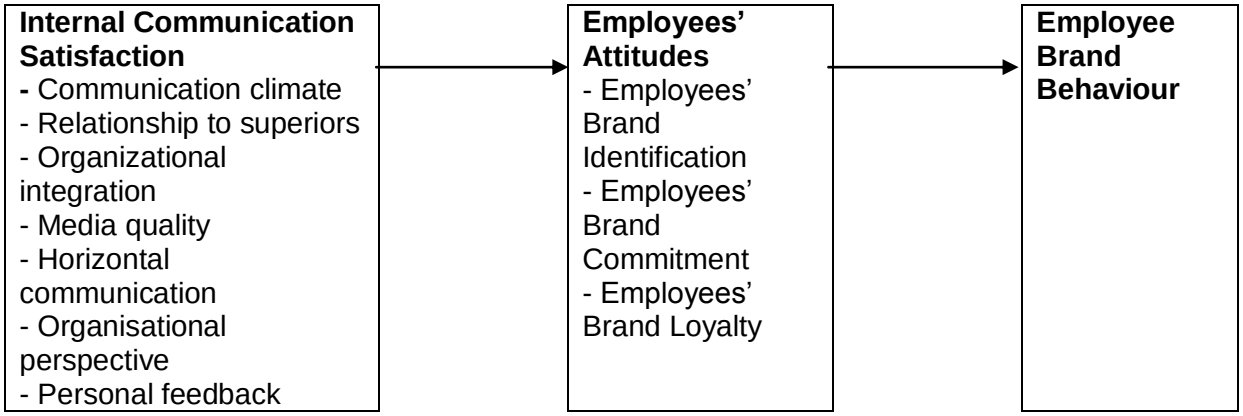


Figure 3.1: The Linkages between Internal Communication with Employee Attitudes and Employee Performance

3.3.1 Communication Climate

Communication climate deals with the general satisfaction with the perceived effectiveness of the communication atmosphere on both the organizational and individual level (Clampitt & Downs, 1993). The communication climate is viewed by management as the barometer of whether employees' satisfaction toward internal communication are healthy in the organization or not (Downs & Hazen, 1977). Given the definition of communication climate by Neher (1996), the communication climate is defined as the perceptions of employees regarding the quality of the internal communication they experience within their companies. Communication climate is defined as a process by which the information is communicated within an organization. It reflects on an individual's perception and develops an interpretation of their environment in terms of psychological meaning and significance (Smidts, Pruyn, & Van Riel, 2001).

Apart from the different key success factors of communication climate, the literature has revealed a variety of factors deployed in an internal communication campaign. Within the framework of communication climate studies, the study of Redding (1972) is the first communication climate study, which has been important in creating a focus on the ideal

communication climate. Redding (1972) suggests the five factors, which are important for attainment of ideal communication climate in an organization. According to the study of Neher (1996), there are five key success factors of communication; these five factors are used by management to establish and maintain the positive employee-organization relationship. When employees are satisfied with these factors of communication climate in their surroundings, they are more productive.

The five factors of ideal communication climate are identified by Neher (1996) as:

- Supportiveness
- Participative decision making
- Trust, confidence, and credibility
- Openness and condor
- High performance goals

The first factor, supportiveness, is defined as the feeling of being taken seriously by others within the organization (Smidts et al., 2001). Janssen (2005) and Wei and Morgan (2004) have revealed the importance of employees' perceptions of management supportiveness and others in the company in developing employees' innovative behaviour in the workplace. In addition, Niehoff, Enz, and Grover (1990) have found that the supportiveness of employees' management affects employees' commitment, satisfaction and decision-making. Employees' management desired employee attitudes and behaviours need to be consistent with inspiring a shared vision, supportive employee effort and allowing influence in decision-making. According to Bartels et al. (2007), the degree of support of both group and department are associated with employees' attitudes. The support group and department were found to have had advantages as far as the collective allocation of work were concerned, and in encouraging all employees to identify with the common goal (Bartels et

al., 2007; McKenna, 2012). Management's support of employees shifts to all employees, which was also considered an important variable by Wynia et al. (2010). It would appear that support of organizational climate is the major function area in employee development that affects the performance of employees at work. Arif et al. (2012) saw a supportive communication climate as becoming more employee intensive. In this study, the supportive communication climate has also been associated with employees' positive behaviour.

The second factor, participative decision-making, the study of Smidts et al. (2001) found that boosting employees' participation and decision-making in the workplace is fundamental for putting them in a homogeneous group and essential for achieving business goals via team building. According to the study of Smidts et al. (2001) & Earley and Mosakowski (2000), it was found that a homogeneous group is the key to providing all employees with equal access and participation of employees in the decision-making process. They enable employees to improve their performance and increase company outcomes. According to Arif et al. (2012), it comes as no surprise that participative decision-making related to tasks remains the most powerful and useful factor of motivated work behaviour still in existence. It has been suggested that participative decision-making can engender a sense of achievement, accomplishment, and recognition (Arif et al., 2012; McKenna, 2012).

The third factor, according to the study of Zeffane, Tipu, and Ryan (2011, p.77), defined trust as *"an expectancy held by an individual or group that the word, promise, verbal or written statement of another individual or group can be relied upon"*. Mellinger (1956) found that both sender and receiver in two-way communication need to trust each other and the trust matters in communication between them in order to reduce compliant and aggressive communication. The study of Gaines (1980) adds that, trust could encourage the distortion of upward communication. The literature has also recognised the role of employees' trust in their supervisors, thereby increasing satisfaction with supervisor communication and decreasing employees' negative behaviours such as anti-social behaviours and

communication (Chory & Hubbell, 2008; van Vuuren, de Jong, & Seydel, 2007; Zeffane et al., 2011). These studies summarise the importance of trust as a key dimension of the communication climate in building employees' positive behaviours.

The fourth factor, according to the study of Ayoko (2007) and Spaho (2013), implies that openness and candour are considered as the approach to manage conflict in the organization. As conflict has potential for misunderstanding, insufficient exchange of information, and damaging consequences such as disruptive or counter-productive, it is important that managers are aware of how to manage it (McKenna, 2012). Therefore, conflict management through a proper communication climate has been identified (Smidts et al., 2001).

For the fifth factor, "high performance goals", Neher (1996) views the high standards of performance as conducive to a positive communication climate. Communication goals have been significant in promoting employees' understanding of work motivation. The high performance goals are basically desirable objectives, the achievement of which is uppermost in the mind of employees (McKenna, 2012). According to Wynia et al. (2010), it was found that there was an increase in the level of performance monitoring by management, which led to a noticeable increase in a positive attitude in the workplace.

Within the framework of five key success factors of communication climate, studies have demonstrated the link between each of these factors and organizational outcomes. Employee commitment was significantly related to high performance goals (Welsch, 1981); participative decision-making factors (Guzley, 1992; Smidts et al., 2001; Welsch, 1981); communication openness (Abu Bakar, Dilbeck, & McCroskey, 2010; Rogers, 1987; Trombetta & Rogers, 1988); information adequacy (Trombetta & Rogers, 1988); and frequency of communication (Brunetto, Farr-Wharton, & Shacklock, 2011). According to the study of Frenkel et al. (2012), it is suggested that open communications were related to

employees' commitment because openness is interpreted as a sign of worth that boosts employee self-esteem that partially mediates the relationship between communication climate and employees' commitment.

With regards to the relationship between communication climate and employee identification, it is said that employees who are satisfied with their communication climate, including openness, participation, and supportiveness, are more likely to establish or maintain a satisfying relation with others (Bartels et al., 2007; Smidts et al., 2001; Swanson & Kent, 2015).

Many factors of communication climate are responsible for bringing about a change in an employee's loyalty. Two factors of an employee's loyalty change include openness (Dortok, 2006) and participative decision-making (Ruppel & Harrington, 2000). Some empirical evidence shows there is a link between communication climate and employee performance (Arif et al., 2012; Lam, Chen, & Schaubroeck, 2002; Wynia et al., 2010). There is said to be a positive relationship between communication climate and level of employee performance in that when communication climate satisfaction (e.g. participative decision making) is high, employee performance tends to be high.

Reflecting on the relationship between communication climate and employees' outcomes, this current study found that at least two items from the original items of communication climate constructs in the CSQ instrument – namely, the ability of people in the organization to communicate with one another; and handling workplace conflict through communication channels – come to mind. Forces such as these could improve the relationship between communication climate and employees' outcomes (Bakar & Mustaffa, 2013). Additionally, according to the studies about communication climate, these studies did not investigate the relationship between the communication climate and employees' brand outcomes in the concept of internal branding. Therefore, the relationship between communication climate and

the internal branding outcomes just mentioned may not be as clear-cut and will require further research. Table 3-1 shows the list of studies that have linked communication climate to employee outcomes.

Table 3-1: Studies showing the relation between communication climate and employees' outcomes

Author and year	Employees' outcome
Arif et al. (2012); Neher (1996); Janssen (2005); Wei and Morgan (2004); Smidts et al. (2001); Earley and Mosakowski (2000); van Vuuren et al. (2007); Chory and Hubbell (2008); Zeffane et al. (2011); Downs and Hazen (1977); Wynia et al. (2010)	Employee Performance
Bartels et al. (2007); Cheney (1983); Neher (1996); Smidts et al. (2001); Swanson & Kent, (2015)	Employee Identification
Guzley (1992); Neher (1996) ;Niehoff et al. (1990) ;Trombetta and Rogers (1988); Welsch (1981); Frenkel et al. (2012)	Employee Commitment
McKenna (2000); Smidts et al. (2001)	Employee Loyalty

Based on the literatures specific hypotheses are formulated as follows:

H1: Internal Communication Satisfaction comprises Communication climate has significant indirect influences on employees' brand performance:

H1.1) Communication climate has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H1.2) Employees' brand attitudes play a meditational role in the relationship between communication climate and employees' brand performance.

3.3.2 Relationship to Superiors

From the organizational behaviour literature, the relationship to supervisors has been regarded as the support of people (social support) for achieving the individual's sense of personal worth and enhancing their feeling of importance (McKenna, 2012). Neher (1996) argues that the relationship with superiors is important to create a sense of teamwork among employees and increase self-managed teams. This relationship is often central in determining employees' satisfaction and motivation in the company (Neher, 1996). Rogers, Clow et al. (1994, p.14) have proposed that, *"without effective communications (between supervisors and employees), employee job satisfaction suffers as well as the quality of the service encounters between the firm's employees and the firm's customers"*. This clearly suggests that the communication between supervisors and employees impacts not only employees' attitudes but also employees' behaviour. According to Bakanauskienė et al. (2015), there is empirical evidence to show that the link between supervisory communication and employees' positive attitudes is strong. Reflecting on the relationship between supervisory communication and employees' positive attitudes, there are at least five moderating variables, i.e. informal communication with supervisors, attaining complete and accurate information by a supervisor, providing reliable information by a supervisor, openness of the supervisor, and providing the vast majority of daily information by a supervisor (Bakanauskienė et al., 2015). Forces such as these could improve the relationship between supervisory communication and employees' positive attitudes. According to the study of Khabir (2014), the role of supervisor (competent or friendly) has a positive impact on employees' commitment, identification, and loyalty. Similarly, the study of McKenzie (2015), found that effective supervisory communication has influence on employees' morale, commitment, and motivation.

According to the corporate communication literature, supervisor refers to anyone who is authorized to exert influence on internal target groups, resulting in access to resources that are fundamental for an organization (Preffer & Salancik, 1978; Riel, 1995). Past studies in

organization communication have revealed that supervisor communication is capable of building employees with positive attitudes and performance (Brunetto & Farr-Wharton, 2004; Hawabhay, Abratt, & Peters, 2009; McKenzie, 2015; Power & Rienstra, 1999; Tukiainen, 2001; van Vuuren et al., 2007). The reserchers show that supervisor communication has a fairly strong effect on employees' performance because it has potential for reducing misunderstandings, discrepancies and conflict between departments, groups or individuals (Cheney, 1983; Gilly & Wolfinbarger, 1998; McKenna, 2012; Smircich & Morgan, 1982).

According to the organization communication literature and corporate communication literature, this study found that two broad categories of supervisor communication are used by supervisors to bring messages down the line; they are identified as follows: 1.) characteristics of information used by supervisors; and 2.) supervisor communication behaviour, which establishes effective communication with staff.

The information from their immediate supervisors became the tools and techniques employed in creating high performance employees (Pincus, Rayfield, & Cozzens, 1991). Many organizational communication researchers recommend accurate information from supervisors as tools to build employees' commitment (Abu Bakar et al., 2010; Whitener et al., 1998; and McKenzie, 2015). However, according to the supervisor communication literature, these studies show the importance of supervisor communication behaviour rather than characteristics of information used by supervisors in order to establish effective communication with staff members.

With regards to the relationship between supervisor communication and employees' attitudes, it is said that employees who are satisfied with supervisor communication behaviour, including open in communication (Jablin, 1979; Whitener et al., 1998), explanations for decisions (Whitener et al., 1998), interaction patterns (Jablin, 1979), effective supervisory communication (Shipton et al., 2015); the supervisor-subordinate

relationship (Lam et al., 2015); supervisory communication behaviour (Wallace et al., 2013) and supervisor's characteristics (Jablin, 1979), are more likely to be committed to the organization than those who are dissatisfied.

There is said to be a direct relationship between employee satisfaction with supervisor communication and level of identification, that is, when employee satisfaction is high, identification tends to be high (Elving, 2005; Gu et al., 2015; Unzicker et al., 2000). According to the study of Gkorezis et al. (2015), it was found that the positive employee–supervisor relationship has influence on employees' identification with organizational strategies. The relationship between employee satisfaction with supervisor communication and identification could be moderated by the importance of supervisor communication behaviour, which is the quality of the supervisor's communication (Elving, 2005; Unzicker et al., 2000). In the internal branding literature, Punjaisri et al., (2013) show that there is a correlation between the employee–supervisor relationship and employees' brand identification. It is a two-way communication process thereby the supervisors provide up-to-date information about corporate brand to all members, and the latter are given the opportunity to ask questions (McKenna, 2012; Punjaisri et al., 2013).

Employee loyalty arises when employees perceived importance of their job and supervisors have a good relationship with every employee (McKenna, 2012). These variables include supervisors' communication skills (Khabir, 2014; Therkelsen & Fiebich, 2004; Tjosvold, 1984; van Vuuren et al., 2007); the management's recognition of the importance of employee life (Smith & Rupp, 2002); showing confidence in employees' abilities (Therkelsen & Fiebich, 2004); and cooperating with employees (Therkelsen & Fiebich, 2004). Salleh et al. (2013) add that good communication between supervisors and employees could encourage employees' brand loyalty to both organization and customers. Because of good communication between supervisors and employees a good business environment is created that is perceived as positive for performance. Furthermore, the supervisor

communication behaviour factors might consider attempts to establish the causes of job satisfaction. These factors include effective supervisory communication (Kim, 2002) and the supervisor's open communication (Eisenberg, 2009). Yuan et al. (2006) conclude that when employees and supervisors can communicate effectively, job satisfaction will take place, which is followed by employees' loyalty.

According to the above discussion, the dimensions of supervisor communication in these studies usually correlate with the items of relationship with supervisor construct of the CSQ instrument. Additionally, considerable research has been done to establish the relationship between supervisor communication and employees' outcomes (e.g. identification, commitment, loyalty and performance). However, these studies did not investigate the relationship between supervisor communication and employee's outcomes in the concept of internal branding.

Furthermore, according to the organization communication literature, the organizational behaviour scholars predict that both supervisors' sense of humour and supervisor appraisal would play an intervening role in the relationship between relationship to supervisor and organization outcomes (Breeze, Dawson, & Khazhinsky, 2002; McKenna, 2012). According to the study of Breeze et al. (2002), which was conducted on around 2,500 employees, it was shown that when supervisors use humour in communication in the workplace it can reduce stress and increase employee satisfaction and commitment. Additionally, the supervisor is often considered to be the most important person for the role of evaluator of a subordinate's performance (McKenna, 2012). The supervisor as evaluator could help a subordinate to achieve the objectives set for him or her for the period under review and relevant to the organization. McKenna (2012) found that informal feedback about their progress and resolving performance problems from superiors on a frequent basis is a key factor that motivates employees to achieve their objective and affect employees' performance. However, these studies did not investigate or interpret the humour in

communication and supervisor appraisal in the development of relationship to superiors constructs. Table 3-2 shows the list of studies that have linked relationship to superiors to employees' outcomes.

Table 3-2: Studies showing the relation between relationship to superiors and employees' outcomes

Author and year	Employees' outcome
Johlke and Duhan (2000); Kim (2002)	Employee Performance
Elving (2005); Downs and Adrian (2012); Unzicker et al. (2000); Gkorezis et al. (2015); Punjaisri et al., (2013); Khabir (2014)	Employee Identification
Abu Bakar et al. (2010); Breeze et al. (2002); Jablin (1979); Jablin (1979); Whitener et al. (1998); Yoshimura (2003); McKenzie (2015); Shipton et al. (2015); Lam et al. (2015); Wallace et al. (2013); Khabir (2014)	Employee Commitment
van Vuuren et al. (2007); Therkelsen and Fiebich (2004); Tjosvold (1984); Smith and Rupp (2002); Khabir (2014); Salleh ei al. (2013); Yuan et al. (2006)	Employee Loyalty

As such, the following specific hypotheses are established:

H2: Internal Communication Satisfaction comprises Relationship to superiors has indirect influences on employees' brand performance:

H2.1) Relationship to superiors has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H2.2) Employees' brand attitudes play a meditational role in the relationship between relationship to superiors and employees' brand performance.

3.3.3 Organizational Integration

The definition of organizational integration by Byrne and LeMay (2006) states that, it "refers to satisfaction of information individuals receive about the organization and their immediate job environment". Clampitt and Downs (1993) and Downs and Hazen (1977) defined organizational integration as the extent to which employees receive information about the immediate work environment, such as information about department plans, the employees' progress benefits, the requirements of their jobs, personnel news, and providing information that can make staff members feel they have been integrated. According to the defections of organizational integration by Byrne and LeMay (2006) and Downs and Hazen (1977), this current study found that organizational integration provides specific information about employees' immediate work environment and effort to develop a workforce that is integrated with a set of organizational values and objectives.

From the organization communication literature, the following characteristics are evident across the organization integration constructs: the quality of the information; and types of presentation information. Ebren (2006) suggests that, the companies have attained higher levels of customer satisfaction when they help employees feel like a valuable part of the company, by informing them about employees' immediate work environment. Within the framework of the quality of the information, studies have demonstrated the link between the quality of information about employees' immediate work environment and organizational outcomes. According to internal branding literature, Kumar & Pansari (2014) found that there is a significant positive correlation between qualities of information about a company delivering on its brand promise and employees' brand outcomes. It was found that organizations with more satisfied employees with information about organizational integration tended to have more positive employees' brand outcomes, which include employees' commitment, identification, loyalty, and performance. According to the internal communication literature, the quality of task-related communication was significantly related to employees' commitment, employees' identification (Byrne & LeMay, 2006), employee's

loyalty (Byrne & LeMay, 2006; Murthy & Guthrie 2013), and employee performance (Baker et al., 2014; Ebren, 2006; Murthy & Guthrie 2013; Pincus, 1986). Furthermore, the study of Henkel, Tomczak, Heitmann, and Herrmann (2007) found that types of presentation information about employees' immediate work environment (e.g. information booklets, manual of branding, hand out) has an important influence on employee identification. Similarly, the study of Baker et al. (2014), that employees who are satisfied with their information about brand knowledge are more likely to demonstrate behaviours that are consistent with the brand promise of their company.

According to the studies above, if an organization does provide information about the immediate work environment for provision of a minimum level of internal communication satisfaction, one can expect certain outcomes or consequences to follow, such as employee's commitment, employee's identification, employee's loyalty and employee's performance. However, these studies did not investigate the relationship between organizational integration dimensions and employees' brand outcomes in the concept of internal branding. Furthermore, according to the original items of organizational integration from the CSQ instrument, this current study found that the original items of this construct include only the quality of the information, not the types of presentation information. These findings point to the need for further research on the relationship between organizational integration and internal branding outcomes. Table 3-3 shows the list of studies that have linked organizational integration to organizational outcomes.

Table 3-3: Studies showing the relation between organizational integration and employees' outcomes

Author and year	Employees' outcome
Baker et al. (2014); Pincus (1986); Ebren (2006); Kumar & Pansari (2014)	Employee Performance
DeCotiis and Summers (1987); Guest and Conway (2002); King and Grace (2010); Ridder (2004); Thomson and Hecker (2001); Kumar & Pansari (2014)	Employee Commitment
Henkel et al. (2007); Kumar & Pansari (2014)	Employee Identification
Clampitt and Downs (1993); Murthy & Guthrie (2013); Kumar & Pansari (2014)	Employee Loyalty

Therefore, the following hypotheses are specified as:

H3: Internal Communication Satisfaction comprises Organizational integration has indirect influence on employees' brand performance:

H3.1) Organizational integration has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H3.2) Employees' brand attitudes play a meditational role in the relationship between organizational integration and employees' brand performance.

3.3.4 Media Quality

Downs and Hazen (1977) have underlined the concept of media quality as the media for employee communication, which they need to become the effective media communication and to have success in improving positive employee outcomes. They add that management can attempt to create effective employee communication media through the meetings that are well organized, conciseness of reports, and an adequate amount of communication (Clampitt & Downs, 1993; Downs & Hazen, 1977).

Apart from the different communication media items of the media quality constructs in the organization communication literature, they have revealed a variety of communication media deployed in an internal communication campaign. From the organization communication literature, two broad categories of communication media are used by management to communicate messages to all staff members; they are identified as follows:

1.) Oral and written communication; and

2.) Information and communication technology (ICT).

The use of oral communication within an organization means face-to-face conversation in a small group, or a telephone conversation, or social media conversation, and it provides the sender with feedback, answers and the ability to ask questions and provide more information by way of clarification (McKenna, 2012). According to the study of Silverman (2010), it was found that face-to-face communication was preferred by most employees, because it allows the sender or original speaker the opportunity to observe feedback, answer questions from receiver or original listener, and provide additional information by way of clarification (McKenna, 2012). Moreover, face-to-face communication can help businesses develop a social context in a company to lead to a decreased negative tone that includes assertive and hostile language in computer-mediated communication (Siegel, Dubrovsky, Kiesler, & McGuire, 1986; Sproull & Kiesler, 1986). In terms of organization communication, Power and Rienstra (1999) and Tukiainen (2001) have provided empirical evidence that face-to-face communication has an influence on employees' attitudes. However, a disadvantage of oral communication is the absence of a written record of the dialogue. The written communication has been observed by Howard (1998) and McKenna (2012) to be mostly used as a back-up for oral communication. For example, a formal meeting, which consists of the spoken and written word, enables the employees to respond and perform their jobs in the workplace. The written component is creating a meeting agenda, comments on the minutes of the last meeting, and papers distributed previously or on the day. McKenna (2012) found that written communication can provide more information to the receiver by this

means than through oral communication because this method is somewhat more time-consuming than the spoken word. Additionally, written communication provides an opportunity for the sender to observe feedback and to provide clarification. According to the study of Baker et al. (2014) and McKenna (2012), the written component is the use of brand book and newsletters allowing the communicator to organise his or her thoughts carefully. The study of Baker et al. (2014) discovered that both brand book and newsletters as a way of communicating may affect the level of employees' brand performance. Therefore, both oral and written communication were significantly related to employee commitment (Asif & Sargeant, 2000; Stein, 2006); employee identification (Henkel et al., 2007); employee loyalty (Gill, 2011) and employee performance (Baker et al., 2014).

The use of information and communication technology (ICT) reflects the application of new technology to the communication of information. The ICT includes computerized information-processing systems, new forms of telecommunications systems, and a combination of the two (McKenna, 2012). McKenna (2012) has enlisted these ICT tools; namely, faxing, e-mailing, home banking, video conferencing on PCs, along with mobile phones offering voicemail, text messaging, and PC integration. The new technology can assist organizations with the dissemination of new ideas and practices, and in the process organizations will become knowledge-based learning organizations (McKenna, 2012). According to the literature, the new technology satisfaction of employees positively influences employee identification (De Bussy, Ewing, & Pitt, 2003; Henkel et al., 2007) and employee commitment (Asif & Sargeant, 2000). Similar to the study of Omilion-Hodges & Baker (2014), it was found that both new media technologies and social media can assist in shaping employees' identification with their organization.

According to the above literature, this current study can conclude that the constructs of media quality in internal communication need to have both oral and written communication and information and communication technology (ICT) items in order to develop internal

stakeholders that are committed, loyal and identify with the company's values and goals. Recently, the studies of Asif and Sargeant (2000); Baker et al. (2014); Henkel et al. (2007); and Omilion-Hodges & Baker (2014) supported that internal communication using both oral and written communication and the new technology enhances employees' attitudes and performance. However, the media quality constructs of the CSQ, developed by Downs and Hazen (1977), did not include the information and communication technology (ICT) items in the development of internal communication constructs. Furthermore, according to the organization communication literature, these studies did not investigate the relationship between media quality and employees' brand outcomes as part of the concept of internal branding. Based on this evidence therefore, it is salient to include information and communication technology (ICT) items in internal communication constructs, especially in the concept of internal branding context. Table 3-4 shows the list of studies that have linked media quality to organizational outcomes.

Table 3-4: Studies showing the relation between media quality and employees' outcomes

Author and year	Employees' outcome
Daft and Lengel (1983); Daft, Lengel, and Trevino (1987); Baker et al. (2014)	Employee Performance
Stein (2006); Fornes, Rocco, and Wollard (2008); Downs and Adrian (2012); Ridder (2004); Asif and Sargeant (2000)	Employee Commitment
De Bussy et al. (2003); Henkel et al. (2007); Omilion-Hodges & Baker (2014)	Employee Identification
Smith and Rupp (2002); Gill (2011); De Bussy et al. (2003); Daft et al. (1987)	Employee Loyalty

Therefore, the following specific hypotheses under these literatures are formulated as follows:

H4: Internal Communication Satisfaction comprises Media quality has indirect influence on employees' brand performance:

H4.1) Media quality has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H4.2) Employees' brand attitudes play a meditational role in the relationship between media quality and employees' brand performance.

3.3.5 Horizontal Communication

Horizontal communication relates to satisfaction with co-worker communication relationships in the organization (Downs & Adrian, 2012; Riel, 1995). It involves the extent to which people and informal communication is precise and flowing between people (Downs & Hazen, 1977).

The study of Van den Bosch, De Jong, and Elving (2004) considered horizontal communication as one dimension of knowledge sharing in organizational communication that provides information needed to adequately perform in the job. It helps employees to absorb and understand their job information. From the point of view of knowledge sharing theory, organizational knowledge can be obtained from translating employees' knowledge and employees' experience into others though horizontal communication (van den Hooff & De Ridder, 2004). Within the knowledge sharing theory, the view of knowledge sharing through horizontal communication seems to recognise the significance of both knowledge donating and knowledge collecting perspectives to deliver positive organizational performance. Knowledge donating is, *"communicating to others what one's personal intellectual capital is"* and knowledge collecting is *"consulting colleagues in order to get them to share intellectual capital"* (van den Hooff & De Ridder, 2004, p.18). van den Hooff and De Ridder (2004) illustrate that actively communicating to others that which one knows and actively consulting others in order to learn what they know means integrating employees in a coherent way and helping them to improve employees' performance. The power of horizontal communication in knowledge sharing has been underlined by Asif and Sargeant (2000), as

they view horizontal communication as one of the important predictors of the atmosphere for communication in organizations. Horizontal communication helps management in increasing knowledge exchange and developing relationships in organizations (Asif & Sargeant, 2000).

McKenna (2012) adds that horizontal communication, as informal organizational communication or grapevine, can potentially be used to supplement formal communication channels for organizations. McKenna (2012) proposes that a number of factors give rise to the formation of grapevine. The first factor is the lack of information though the formal communication channels. The second is employees feel insecure when talking with each other so they build a bulwark against likely threats. The third is the issue of conflicts and tensions between subordinates and supervisors, which can give rise to people communicating about the issues informally. The fourth is the feeling of distrust and dislike between people, the protagonists will use the grapevine to gain advantage by informally circulating negative information about their opponents. The fifth is the informal communication, which is often faster than formal communication and has the advantage of being personal. However, McKenna (2012) has remarked that horizontal communication is generally the carrier of incomplete and inaccurate information that creates negative side-effects, for example dissatisfaction and anxiety.

Some authors of the knowledge sharing theory (Hall, 2001; Jarvenpaa & Staples, 2001; Meyer, 1997; van den Hooff & De Ridder, 2004) strongly believe that horizontal communication is a tool for management to create employees' commitment. It helps an organization to facilitate how employees link the organizational knowledge with their attitudes and behaviours. McKenna (2012) has considered horizontal communication as a strong device to improve employee commitment because the grapevine can actually increase morale when it transmits positive information about the organization. Parolia, Goodman, Li, and Jiang (2007) say that, horizontal communication can increase the level of leadership empowerment and knowledge transfer and help to develop employee

commitment. Similarly, there are many other researchers who argued that horizontal communication impacts on employee commitment (Asif & Sargeant, 2000; Thomson & Hecker, 2001).

When every member in an organization shares an understanding of the positive information about an organization through informal communication channels, the employees' identification can be positively enhanced (McKenna, 2012; Gkorezis et al., 2015; Wallace, 1995). According to McKenna (2012), horizontal communication can best serve as a bridge linking information about the organization and employees' identification because the informal communication provides organizations with a feeling of security and belonging, which in turn become employees' identification. With respect to specific horizontal communication factors related to employees' identification, Chan & Mak (2014, p.24) have suggested that effectively communicating with co-workers - such as "Listens to me when I have to get something off my chest," "Takes time to listen to my problems and worries," and "Takes a personal interest in me." – are more capable of increasing employees' identification. According to Galbraith (1973), horizontal communication contributes to employee identification, with employees from different parts of an organization working in a collaborative effort. According to Ashforth and Mael (1989), using horizontal communication with colleagues can help employees adopt the characteristics of the group in order to sustain a valued relationship. According to the study of Guerber et al. (2014), it was found that the horizontal communication can arise spontaneously within an organization, and can be seen to make a contribution in terms of increasing employees' identification. Similar to the study of Gkorezis et al. (2015), the relationship between the employee-co-worker relationship and employee's identification was introduced and illustrated. The positive employee-co-worker relationship could enhance the level of employees' identification. Lin et al. (2013) conclude that an important consideration for the use of horizontal communication as an approach is the belief that caring actions by co-workers might increase employee's identification with the organization as well as the felt obligation to reciprocate.

According to the study by Levine and Moreland (1990), communicating with colleagues within a group can create employee loyalty. McKenna (2012) has revealed that horizontal communication is capable of reducing negative emotions in the employees because grapevine enables an employee to relieve frustration and stress in situations where anger cannot be realistically directed at an authority figure and it significantly affects employees' loyalty. Additionally, Meyer (1997) concluded that information from horizontal communication leads to attraction and cohesiveness to sub-units in the organization. According to the study of Narteh & Odoom (2015), it has been revealed that employees' interpersonal communication satisfaction is capable of increasing employees' loyalty because employees' satisfaction affects loyalty toward their workplace.

McKenna (2012) views the grapevine both as a constant reminder to managers to be professional in their managerial role and as a feedback mechanism to help managers understand employees' problems in the workplace. This means that the manager's ineptitude and inefficiency can be highlighted by horizontal communication channels and they provide managers with knowledge of how employees generally provide problems. Therefore, horizontal communication helps managers build effective management and to understand employees' problems that can help employees increase their performance. According to a group of authors (Bratton & Gold, 1994; Richmond, McCroskey, & McCroskey, 2001; Yammarino & Naughton, 1988), the horizontal communication channels become a device that assists organizations in increasing employees' performance because it focuses on employee satisfaction, morale and the level of effort expended by employees.

According to the above literature, this current study found that these items of horizontal communication are not much different comparing with items of this construct from the CSQ instrument of Downs and Hazen (1977). From the above discussion, the following characteristics are evident across the horizontal communication constructs: the communication atmosphere between physician colleagues; the accurate and free flow of

information; and the support of colleagues. However, these studies did not investigate the link between horizontal communication and employees' brand outcomes in the concept of internal branding. Table 3-5 shows the list of studies that have linked horizontal communication to employees' outcomes.

Table 3-5: Studies showing the relation between horizontal communication and employees' outcomes

Author and year	Employees' outcome
John P. Meyer (1997); Hall (2001); Jarvenpaa and Staples (2001); van den Hooff and De Ridder (2004); McKenna (2000); Parolia et al. (2007); Asif and Sargeant (2000); Thomson and Hecker (2001)	Employee Commitment
Wallace (1995); McKenna (2000); Galbraith (1973); Ashforth and Mael (1989); Gkorezis et al. (2015); Guerber et al. (2014); Chan & Mak (2014); Lin et al. (2013)	Employee Identification
Levine and Moreland (1990); McKenna (2000); John P. Meyer (1997); Narteh & Odoom (2015)	Employee Loyalty
McKenna (2000); Yammarino and Naughton (1988); Bratton and Gold (1994); Richmond et al. (2001)	Employee Performance

Therefore, other specific hypotheses under research objective 1 are specified as follow:

H5: Internal Communication Satisfaction comprises Horizontal communication has indirect influence on employees' brand performance:

H5.1) Horizontal communication has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H5.2) Employees' brand attitudes play a meditational role in the relationship between horizontal communication and employees' brand performance.

3.3.6 The organizational perspective

According to the study of Downs and Hazen (1977), organizational perspective deals with information about the organization as a whole, such as information about the corporation's financial standing, organizational change, and organizational policies and goals (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006).

McKenna (2012) has considered the organizational perspective as an internal communication strategy that provides information to help managers and employees manage organizational change. The organizational perspective of communicating organizational change provides employees with the logic of the change and it can reduce employee resistance in the workplace. The source of employee resistance lies in misinformation or poor communication. Therefore, the effective organizational perspective can provide an organization with all the significance of reducing misunderstandings and employee resistance and increased employee performance also were reflected (McKenna, 2012).

Ridder (2004) classifies information about employees into two categories: non-task-related information and task-related information. The organizational perspective aims to share information about non-task-related information, which is related to organizational policies and goals. Ridder (2004) found that the higher quality of non-task-related information is related with a positive attitude toward the job because non-task-related information (e.g. information about goals and organizational policy) is a powerful motivational device in the sense that it can help employees work towards meeting organizational goals (McKenna, 2012; Ridder, 2004).

According to Jeavons (1994), communication of organizational values or vision/ mission will improve employee identification and raise employee productivity because it is important for employees in an organization to understand how their work supports the vision/ mission of the company. According to Hilton & Sherman (2015), the key elements of organizational perspective are identifying the vision/ mission of the organization, the achievement of which will bring about the attainment of organizational goals or employees' identification. Additionally, communicating organizational change has been put forward as ways of controlling resistance to change. According to Edwards & Edwards (2012), it was found that negative employee reaction to organizational change in general can cause a lack of employees' organization identification.

In Rho et al. (2015), communication of organizational values or vision/ mission is the best predicted by their identification. The information about organizational values can deal with employees' feeling of self-worth in terms of organizational membership or employees' identification. Additionally, the strength of employees' identification with their organization is positively associated with employees' brand behaviour (Rho et al., 2015).

The recent research of Mullane (2002) has put the vision/ mission statement under the spotlight. The vision/ mission statement views the useful tools for enhancing employee performance. Bart, Bontis, and Taggar (2001) have even stated that the communication mission statement could guide employees to achieve positive behaviour. Some empirical evidence shows that the link between communicating information about the vision/mission statement and employees' performance is strong (Juriova & Durkova, 2012). When employees can understand exactly what the company want to be in the future through the vision/mission statement, corporate culture will take place, which is followed by employees' performance (Juriova & Durkova, 2012).

According to Foote, Seipel, Johnson, and Duffy (2005), there is a relationship between employee commitment and organizational policies. This study suggested that the company should communicate organizational policies to employees because this helps them to consider what is right or wrong in employees' behaviour. Similarly, a study of Diamond (1992) concluded that communication organizational policies can develop employee commitment because these policies are in line with employees' personal values. Furthermore, McDonald (1996) and Foreman (1997) argued that an understanding of the company's objectives and goals impacts on employee commitment. Similarly, Thomson and Hecker (2001) concluded that knowledge about organizational policies and goals impacts on employee commitment.

Studies of Ridder (2004) have posited that the organizational perspective that offers information about goals, organizational problems and organizational policy become the key to building a long-lasting relationship with employees. That is, the organizational perspective impacts on employee loyalty.

According to the literature above, this current study can conclude that the organizational perspective items from these studies (including information about company's policies and goals; company changes; and company's financial standing) are characterised similarly on organizational perspective constructs in the CSQ of Downs and Hazen (1977). However, these studies did not investigate and interpret the items from the CSQ listed as the information about government policies and regulations affecting their business, and accomplishments and/ or failures of these businesses. Furthermore, these studies did not explore the relationship between the organizational perspective and employees' brand outcomes to find out how they relate to each other independently of the internal branding outcomes. Table 3-6 shows the list of studies that have linked organizational perspective to employee outcomes.

Table 3-6: Studies showing the relation between organizational perspective and employees' outcomes

Author and year	Employees' outcome
Jeavons (1994); Mullane (2002); Bart et al. (2001); Rho et al. (2015); Juriova & Durkova, 2012	Employee Performance
Jeavons (1994); Rho et al. (2015); Hilton & Sherman (2015); Edwards & Edwards (2012)	Employee Identification
Foote et al. (2005); Diamond (1992); McDonald (1996); Foreman (1997); Thomson and Hecker (2001)	Employee Commitment
Ridder (2004)	Employee Loyalty

Hence, other hypotheses under these literatures are:

H6: Internal Communication Satisfaction comprises Organisational perspective has indirect influence on employees' brand performance:

H6.1) Organisational perspective has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H6.2) Employees' brand attitudes play a meditational role in the relationship between organisational perspective and employees' brand performance.

3.3.7 Personal Feedback

As the organizational communication theory has grown crowded with motivation and its influence on employee attitudes and behaviours, the personal feedback has become concerned what workers need to know about how they are judged and how their performance is appraised (Downs & Hazen, 1977). Neher (1996) has proposed the concept of personal feedback in the organizational communication theory as a way to communicate both information concerning employee's performance and information concerning the nature

of the personal relationship between leaders and members within an organization. In this way, the maintenance of a positively valued relationship is able to create a positive organizational climate, higher levels of satisfaction on the part of both parties, and higher levels of productivity (Neher, 1996). According to Maanen and Katz (1976), studies found that personal feedback is associated with employees' performance. These results suggest that the degree to which an employee receives clear information about their jobs can affect employees' performance.

Neher (1996) argues that personal feedback is interpreted as positive and negative outcomes. The positive feedback creates a positive behaviour for employees and keeps them doing what they are doing. In other words, the negative feedback does desist an employee from current behaviour. According to the study of Katz (1978), it was found that positive feedback has an impact on employee satisfaction. When the employee is strongly satisfied with the organization, agrees with its objectives, and is willing to expend effort on its behalf (McKenna, 2000), positive feedback can provide employees with a sense of commitment (Larson, 1989; McKenna, 2000). Similarly, according to Steers (1977) and Porter and Steers (1973), the amount of feedback provided on the job influences employee commitment. The studies pointed out that the feedback should include satisfaction with management, how management is judged and how employees' performance is appraised.

According to Daft et al. (1987) and Neher (1996), feedback from employees' managers makes employees feel a strong sense of identification with the organization because the personal feedback induces employees of a company to identify their own needs and interests with those of the company (Neher, 1996). Additionally, many other researchers (Burris et al., 2014; Young & Steelman, 2014; Ibarra, 1999; Swann, 1987) found that giving positive feedback to employees can make them develop employee identification, and hence improve employee performance. Therefore, employees can create and deliver brand value to meet the needs of a customer.

A study by Greenbaum, Clampitt, and Willihnganz (1988) and McKenna (2012) found that the information produced by the personal feedback system can convey that an employee should be considered for extra rewards, or is in need of additional training, or is so seriously deficient in the necessary skills to do the job. Therefore, the personal feedback can be of benefit to employees and increases employee loyalty (Greenbaum et al., 1988; Neher, 1996). Similarly, according to Narteh & Odoom (2015), there is said to be a positive relationship between the satisfaction of employees with personal feedback and level of employees' loyalty that is when personal feedback satisfaction is high, employees' loyalty tends to be high. Furthermore, various authors support that both praise and feedback in the workplace for employees have a strong relationship with the development of employee loyalty (Daft et al., 1987; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Goleman, 1998; Ross & Zander, 1957)

From the above discussion, the following characteristics are evident across the existing personal feedback constructs: feedback from job (Katz, 1978; King Jr, Lahiff, & Hatfield, 1988; Maanen & Katz, 1976); and feedback for the employee assistance (Larson, 1989). Additionally, the study of Downs and Hazen (1977) did investigate and interpret two of these characteristics in the development of personal feedback of the CSQ instrument. However, these studies did not investigate the possible relationship between the personal feedback and employees' brand outcomes of the concept of internal branding. Table 3-7 shows the list of studies that have linked personal feedback to employee outcomes.

Table 3-7: Studies showing the relation between personal feedback and employees' outcomes

Author and year	Employees' outcome
Goleman (1998); Neher (1996); Maanen and Katz (1976); Swann (1987); Ibarra (1999)	Employee Performance
Larson (1989); McKenna (2000); Steers (1977); Porter and Steers (1973)	Employee Commitment
Daft et al. (1987); Young & Steelman, 2014; Neher (1996); Swann (1987); Ibarra (1999)	Employee Identification
Greenbaum et al. (1988); Neher (1996); Ross and Zander (1957); Daft et al. (1987); Eisenberger et al. (1990); Goleman (1998); Narteh & Odoom (2015)	Employee Loyalty

Based on the literature, the following hypotheses are developed:

H7: Internal Communication Satisfaction comprises Personal feedback has indirect influence on employees' brand performance:

H7.1) Personal feedback has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).

H7.2) Employees' brand attitudes play a meditational role in the relationship between personal feedback and employees' brand performance.

3.4 Objective 2: To determine the nomological network of internal branding

The beginning section 3.3 has revealed that employees' brand outcomes (employees' brand identification, commitment, loyalty, and performance) come about because employees are satisfied with certain aspects of their internal communication. The literature has documented a number of empirical research studies that provide evidence for the influences of internal communication satisfaction on employees' identification (Burmann & Zeplin, 2005; De Chernatony & Segal-Horn, 2001); employees' commitment (Asif & Sargeant, 2000; Steers,

1977); employees' loyalty (Asif & Sargeant, 2000; Papasolomou & Vrontis, 2006; Steers, 1977); and employees' performance (Burmann & Zeplin, 2005; Punjaisri, Evanschitzky, & Wilson, 2009; Punjaisri & Wilson, 2007). However, the number of studies remains small, necessitating more research to enrich the knowledge in the concept of internal branding; employees' attitudes and behaviours.

Furthermore, according to the internal branding literature, the relationship between internal communication satisfaction and employees' performance has both a direct and indirect relationship. According to the study of Burmann and Zeplin (2005), the direct link between internal communication satisfaction and employees' performance is in line with brand values. However, some authors (De Chernatony & Segal-Horn, 2001; Punjaisri & Wilson, 2007; Thomson, De Chernatony, Arganbright, & Khan, 1999) suggest that employees' brand attitudes (i.e. identification, commitment, and loyalty) precede employees' performance. This means that these attitudes were considered as a mechanism, which can influence the behaviours of employees. This issue has highlighted the need for more research to explore the relationship among employees' attitudes towards a brand values and their relationships with employees' performance in terms of their role in delivering the brand promise. Therefore, the following research objective 2 and hypotheses are:

Research Objectives 2: To determine the nomological network of internal branding.

H8: The second-order factor structure of internal communication satisfaction has a positive relationship with employees' brand attitudes.

H9: The second-order factor structure of employees' brand attitudes act as a mediational factor on the relationship between internal communication satisfaction and employees' brand performance.

H10: The second-order factor structure of internal communication satisfaction positively influences employees' brand performance.

3.5 Objective 3: To evaluate the influence of internal communication on employees' behaviour from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand.

Members of ASEAN include Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, and Thailand. The countries of the ASEAN bloc are fuelling growth and development in the region because the ultimate objective of the ASEAN is to eliminate all trade barriers among member countries. The ASEAN Economic Community (AEC) will be created by 2015. Such development will allow companies based in ASEAN nations that are able to manufacture high-quality, low-cost goods and services to ship them anywhere within the ASEAN without paying duties or being subjected to quotas. This economic integration presents both opportunities and challenges for business managers. Therefore, the AEC will affect business across Southeast Asia in terms of competitive advantage.

The hotel sector being investigated in this current study is part of the service sector, which contributes to the Thai economic growth and employment. According to the established AEC, Thai hotel companies require a new business paradigm to attack the competition and gain a foothold in the ASEAN markets. To achieve a sustainable competitive advantage and manage the change process effectively, the concept of internal branding through effective internal communication with internal stakeholders can be a strategic tool. This means that the implementation of marketing strategy from a marketing perspective must be determined on both customers (external stakeholders) and employees (internal stakeholders). According to the internal branding literature, effective internal communication is essential in helping

employees achieve positive brand attitudes and implicit brand promise to their customers. If it is good, a company's competitive advantage and its performance will also be good. Thai companies (including the hotel sector that is the focus of this research) should therefore realise that the secret is to gain competitive advantage through effective internal communication with their staff members, because employees have a very important role in delivering the customer brand promise.

However, to implement internal branding strategies, Thai hotel managers must tap the primary function domains of internal communication satisfaction in the concept of internal branding. They must have confidence in the internal communication satisfaction constructs, which play a role in internal branding strategy implementation in a developing country context. Therefore, the Thai hotel business needs more research into evaluating the domains of internal communication satisfaction in the concept of internal branding in the Thai context.

A third objective of this current research was to evaluate the use of the results of the Downs-Hazen CSQ, which was developed in objectives 1 and 2 with this objective, and implementation in the Thai (hotel) context. Therefore, the following research objective is:

Research objective 3: To evaluate the influence of internal communication on employees' behaviour from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand

H11: Performance rankings in hotels moderate the effects that internal communication satisfaction have on employees' brand attitudes and employees' brand performance; specifically, the impact of internal communication satisfaction will be stronger in hotels that are ranked highly by customers.

3.6 Conclusion

The main aim of this chapter was to address the research questions posted for enquiry: what is the internal communication satisfaction in the concept of internal branding and their role in sense of the concept of internal branding? With the help of a multidisciplinary literature review, the main outcomes of this chapter are as follows:

First, there has been a clarification of how internal communication satisfaction in the concept of internal branding influences and aligns employees' brand attitudes and behaviours.

Second, by reviewing the different dimensions of internal communication satisfaction in the specific internal communication dimensions developed by researchers and the internal communication dimensions by using a standardised instrument, the Downs-Hazen Communication Satisfaction Questionnaire (CSQ) includes possible dimension support for employees' brand outcomes in the concept of internal branding because each of the CSQ's dimensions have a relationship with employees' brand outcomes. Therefore, new conceptualisations of internal communication satisfaction dimensions in the concept of internal branding were articulated in definitions from the Downs-Hazen Communication Satisfaction Questionnaire (CSQ) instrument. The new internal communication satisfaction dimensions include the following: Communication Climate (CC), Relationship to Supervisors (RS), Organizational Integration (OI), Media Quality (MQ), Horizontal Communication (HC), Organizational Perspective (OP), Personal Feedback (PF).

Third, Hypothesis 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 were developed to posit the proposed relationships between new conceptualisations of internal communication satisfaction dimensions and four employees' brand outcomes in the concept of internal branding (Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL)) and Employees' Brand Performance (EP)).

The next step of the enquiry will consist of evaluating the need for using new conceptualisations of internal communication satisfaction dimensions in the concept of internal branding in a developing economy context. The next Chapter 4 will bring together the literature reviewed in this section and further extant literature addressing this objective.

Chapter 4: Importance of Internal Communication with Internal Branding in the Hotel Industry in Thailand

4.0 Introduction

The third objective of this thesis is to evaluate the moderating of internal communication based on a developing country context using evidence from the hotel sector in Thailand. Similarly, the aim here is to evaluate the moderating of internal communication in the internal branding concept in the hotel industry in Thailand.

The main goals of this chapter are to answer the following questions:

1.) Why is research on internal communication in a developing country important for developing internal communication theory?

2.) Why is studying internal communication in the internal branding context important for the hotel industry in Thailand?

3.) What is the difference between the moderating of internal communication of high ranking hotels and low ranking hotels in Thailand?

This chapter is divided into three main sections. The importance of studying internal communication in the internal branding concept in a developing country has been investigated in Section One. Section Two shows the importance of studying internal communication in the internal branding concept in the hotel industry in Thailand. Finally, section Three shows the argument about the need to evaluate the moderating of internal communication differences between high ranking and low ranking hotels in Thailand.

4.1 Importance of studying internal communication in developing countries

The purpose of internal communication is essentially the same for firms in developed countries and firms in developing countries: inform, educate, persuade, and stimulate an appropriate and timed response from internal stakeholders (McKenna, 2012). What is communicated, and how, where, and when it is so communicated should not be left to chance. However, effective internal communication is not an easy task, especially when the company and its employees are from different contexts.

According to the study of Bakar and Mustaffa (2013, p. 87), *"One of the most difficult challenges for the field of organizational communication is the applying of theories and models developed in one part of the world and to understand a phenomenon that occurs in another part of the world."* This means that internal communication is management theory, and they must acquire knowledge of diverse business environments in order to achieve successful internal communication. Similarly, various authors (e.g. Akaah & Riordan, 1988; Cui et al., 2006; Frimpong & Wilson, 2013; Tsui, 2004) have recently recognised the importance of more context specific research in the business management literature.

With an increasing interdependence of the world economies, the importance of doing research in the subject of marketing in the developing countries is warranted form both business managements and marketing researchers (Akaah & Riordan, 1988). According to Akaah & Riordan (1988), the rationale for applicability of marketing knowhow in the developing countries becoming a management issue is that the context of the developing economies is changing from the context of sellers' market economies into buyers' market economies. It means that business managers in the developing countries recognise the marketing strategies necessity of reaching out for a brand to differentiate their offering and gain a competitive advantage that resists replication. However, the most current status of marketing knowhow works by researchers in the U.S. and Western European countries and the discipline were found to lack applicability of marketing knowhow in the developing

economies (Akaah & Riordan, 1988). Akaah & Riordan (1988) suggest that applicability of marketing knowhow in the developing country is important to support a relatively high level of performance of marketing activities in the developing country.

The study of Tsui (2004) suggests that building management knowledge by researchers in the U.S. and Western European countries can be accrued to yield economic benefits to their countries because the development of management knowledge is regarded as a major key success factor, leading to successful business enterprise. Tsui (2004) has considered applying the management knowhow from the developed countries setting into the developing countries setting as major factors of business success in the developing countries because it can substantially alter the underlying casual dynamic of employee-organizational relations. Additionally, the applicability of management knowledge in developing economies has incredible benefits for economic development in a developing economy because it can help the developing countries to increase economic growth in the future. However, the growth of management knowledge literature that occurs in the context of a developing economy does not match that of the needs of business in developing economies as a whole. The business management literature is mostly associated with the U.S. and Western European countries and their focus is on business management research in general and not specifically international management studies for a developing economy (Tsui, 2004).

According to the study of Cui et al. (2006), knowledge transfers from multinational corporations (MNC) to local subsidiaries and they found that the success of knowledge transfer between MNC and its subsidiaries was influenced by understanding the business environmental factors of local subsidiaries, especially in the developing countries that affect the organization. It means that understanding environmental factors in a developing economy can help MNC apply the knowledge transfer to local subsidiaries and enhance corporate performance. Similarly with Tsui (2004) and Akaah & Riordan (1988), they found that a majority of business management studies were conducted in a developed economy

especially in North America or Western Europe markets. Cui et al. (2006) have postulated that business management researchers should not be confined only to the North America or Western Europe markets. Instead, they need to conduct research in developing country markets in order to achieve and sustain strategic success via knowledge transfer between MNC and its subsidiaries in a developing economy. Moreover, Cui et al. (2006) suggest that conducting research in developing country markets can be considered as an opportunity to extend applications of the business management theory under study to a non-developed market. The results of the research can offer initial insights into the influence of business environmental factors on corporate performance and provide concrete directions for managerial guidelines in a developing country.

Frimpong & Wilson (2013) have provided evidence to support the importance of conducting research in developing countries. According to the study of Frimpong & Wilson (2013), it was confirmed that the major current business management knowledge is largely informed by insights obtained from developed countries, especially Western Europe and North America, and to a minor extent from developing countries, especially Asian economies. With the focus of business management knowledge on developed country contexts, their business management can create business strategies based on their knowledge of business management literature that ensures an effective product and service delivery, which customers will value. However, Frimpong & Wilson (2013) are concerned about too much emphasis on developed countries' contexts, without a link to a developing economy. They say that the extent to which underlying theory of business management is relevant to developing countries has received very little attention and needs to be addressed.

In summary, a group of academics (Akaah & Riordan, 1988; Cui et al., 2006; Frimpong & Wilson, 2013; Tsui, 2004) call for more research in developing country contexts into the business management literature.

This thesis seeks to examine the influence of internal communication on employees' brand outcomes in the concept of internal branding in a developing country. According to the internal communication literature, this thesis found that this literature is largely informed by insights obtained from developed country contexts and to a minor extent, from developing country contexts. Consequently, the extent to which the underlying influence of internal communication on employees' brand outcomes in the concept of internal branding is relevant to developing countries, especially, those in Asian economies, which has received very little attention, needs to be addressed.

Additionally, this thesis develops domains of internal communication in the internal branding concept from the CSQ constructs. The CSQ was developed by Downs and Hazen (1977) in a developed country. The CSQ consists of eight major activities and these eight dimensions can be viewed as internal communication tools. Many organizational communication researchers used the CSQ constructs in various countries. Table 3.1 shows examples of these research studies from the literature. However, where such studies have been conducted, they usually examine developed countries such as Australia, United States, and Taiwan. There is a lack of empirical research of the CSQ constructs within developing countries. This means that the extent of the CSQ on the internal branding concept lacks applicability or relevance in the developing countries, and this would suggest the need to re-examine the CSQ of internal communication theory to enhance within developing countries.

The negative effects of a lack of application of the CSQ within developing countries are that they would reinforce its negative stereotyping in developing countries; internal communication activities are viewed with disdain and suspicion in developing countries; and the internal communication in the internal branding concept would exacerbate the difficulty multinational marketers face in formulating international marketing strategies (Akaah & Riordan, 1988). Therefore, understanding and adapting the CSQ as the internal communication constructs to many business environments in other countries in a developing

economy are key factors for developing the internal communication in the internal branding concept. Additionally, this literature is the best way to gather the internal branding best practices for business leaders in a developing economy.

Table 4-1: Studies of Internal Communication in various countries

Author	Focus of the study	Function/outcomes	Target Group
Clampitt and Downs (1993)	To explore the relationship between internal communication and productivity	Employee productivity	Employees in two businesses (service, manufacturing) in the USA
Clampitt and Downs (1993)	A factor analytic study of the internal communication satisfaction in a bank	Internal communication satisfaction	Employee in a bank in USA
Taylor (1997)	To explore the communication satisfaction with Church Membership	Communication satisfaction	Member in Southern Baptist Churches in USA
Scott et al. (1999)	To explore the relationship between the organizational communication and employee turnover	Employee turnover	Employees in a state government agency in the USA
Mount and Back (1999)	A factor analytic study of the internal communication satisfaction in a lodging setting	Internal communication satisfaction	Employee in a lodging setting in USA
Smidts, Pruyn, and Van Riel (2001)	To demonstrate the relationship of both internal communication with organizational identification	Employee identification	Employees in three organizations in the Netherlands (Non-profit service organization, a nationally operating utilities company, a bank)
Mueller and Lee (2002)	To explore the relationship between internal communication and communication satisfaction	Internal communication satisfaction	Employees in four organizations in the USA

Table 4-1: Studies of Internal Communication in various countries

Author	Focus of the study	Function/outcomes	Target Group
Gray and Laidlaw (2002)	To examine the relationship between internal communication and employee relation	Employee relation	Employees in a major Australian supermarket organization
Mount and Bartlett (2002)	To explore the relationship between internal communication and job satisfaction	Job satisfaction	Staff members in hotel service in USA
Fu and Mount (2002)	To examine the important communication factors that influence older workers' job satisfaction	Job satisfaction	Older workers in the lodging industry in Texas, USA
Allen, Scotter, and Otondo (2004)	To test the effect of internal communication on communication outcomes	Attitudes, intentions and behaviour associated with joining the organisation	Undergraduate students in the USA
McMurray, Scott, and Pace (2004)	To explore the relationship between organizational commitment and internal communication	Organizational commitment	Employees in Australia automotive component manufacturing
Brunetto and Farr-Wharton (2004)	To examine the effect of internal communication practices on employee commitment	Employee commitment	Employees in public sector organizations in Australia

Table 4-1: Studies of Internal Communication in various countries

Author	Focus of the study	Function/outcomes	Target Group
Akkirman & Harris (2005)	To study the levels of internal communication satisfaction	Internal communication satisfaction	Virtual workplace and Traditional workplace employees in the USA
Schulz & Auld (2006)	To investigate the satisfaction with organizational communication	Communication satisfaction	The chairpersons and executive directors of Queensland State Sporting Organizations in Australia
Nakra (2006)	To investigate between communication satisfaction and organizational identification	Organizational identification	Employee from the central government organizations, public sector undertaking and the private sector in India
Nelson, Brunetto, Farr-Wharton, & Currant (2007)	To examine the links between the antecedents of workplace stress (communication practices) and public sector nurses' perception of workplace stress	Employees' perception of workplace stress	Employees in various organizations in Australia
Mohamad (2008)	To examine the relationship between internal communication and turnover intention	Turnover intention	Hotel employees in Malaysia

Table 4-1: Studies of Internal Communication in various countries

Author	Focus of the study	Function/outcomes	Target Group
Carriere & Bourque (2009)	To provide the relationship between internal communication and organizational commitment	Organizational commitment	Employees in the emergency service sector in Canada
Tsai, Chuang, & Hsieh (2009)	To examine the relationship of internal communication to job satisfaction and turnover intention	Job satisfaction and Turnover intention	Staff members in the 500 service industries in Taiwan
Carriere & Bourque (2009)	To examine the relationship between internal communication and two important factors of job satisfaction and effective organization commitment	Job satisfaction and effective organisation commitment	Employees in urban land ambulance service in Canada
Rogelberg, Allen, Shanock, Scott, & Shuffler (2010)	To explore employee satisfaction with internal communication	Employee satisfaction	Working adults from the southeastern United States
Wagenheim & Rood (2010)	To explore the relationship between employee satisfaction with the organizational communication and external customer orientation	Employee satisfaction and External Customer Orientation	Front-line employees in Entertainment Center in the USA

Table 4-1: Studies of Internal Communication in various countries

Author	Focus of the study	Function/outcomes	Target Group
Chen, Okumus, Hua, & Nusair (2011)	To explore effective communication strategies for Spanish-speaking and Haitian-Creole-speaking employees in hotel companies	Employee communication satisfaction	Employees from a resort hotel in Orlando, Florida, USA
Dawson, Madera, Neal, & Chen (2012)	To examine the influence communication of lodging managers	Employee communication satisfaction	Employees in citizenship projects conducted in Texas, USA
Mustamil et al. (2014)	To explore the relationship between communication satisfaction and employee turnover intention	Employee turnover intention	Employees working in 11 Industries in Malaysia
Gümüş & Hamarat (2014)	To explore the effects of communication on organizational identification	Organizational identification	Teacher at public school in Turkey
Bakanauskienė et al. (2015)	To explore the relationship between communication satisfaction and job satisfaction	Job satisfaction	Lithuania's university employees

In summary, the research conducted regarding internal communication by using the CSQ constructs in the developing countries context can extend and develop the internal communication research in these countries.

Thailand is especially interesting for examining the CSQ constructs and employee outcomes in an internal branding context because the business environments of Thailand differences from the western countries and the internal communication construct should be conceived of in distinctive ways.

4.2 The importance of studying internal communication in internal branding concept in the hotel industry in Thailand

The Tourism Authority of Thailand (TAT) was established in 1960. Tourist numbers increased from 0.336 million in 1967 to over 22 million in 2012 (BOT, 2013). The share of tourism jobs reached 6.6 percent of total employment (2,563,000 jobs) by 2013 and the tourism industry produced more than 9.0 percent of GDP in 2013 (WTTC, 2014). Therefore, the tourism industry has had a tremendous impact on Thailand's economy. The industry is composed of hotels, transportation, entertainment, food and beverage, etc. The hotel industry plays an important role, and has a 28% share (or more than a quarter) of tourist expenditures (BOT, 2013).

The Association of Southeast Asian Nations (ASEAN) was created in 1967 and includes Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam. ASEAN has five main objectives: 1) increase economic growth; 2) social development; 3) cultural development; 4) the protection of regional peace and stability; and 5) provide opportunities for member countries to discuss differences peacefully. In 2003, ASEAN attempted to reduce hardship through economic integration and announced the formation of a customs union called ASEAN Economic Community (AEC) (ASEAN, 2011; Cuyvers, De Lombaerde, & Verherstraeten, 2005). The ten member

countries have agreed to reduce tariffs to a maximum level of 5% by 2005 and to create a customs union by 2015.

Since 2015, the AEAN Economic Community (AEC) has established a single regional common market of ASEAN countries. This means that the growth of international trade and investment has been substantially larger than the growth of domestic economies, especially in Thailand. Therefore, the AEC presents more opportunities for expansion, growth, and income than domestic business does alone (Czinkota, Ronkainen, Moffett, Marinova, & Marinov, 2009). The benefits derived from the AEC include trade creation, economies of scale, improved terms of trade, the reduction of monopoly power, and improved cross-cultural communication (Czinkota et al., 2009). The Siam Commercial Bank Economic Intelligence Centre (SCB, 2011, p. 4) lists five opportunities that accrue of AEC, and these are summarised in Table 3.2.

Table 4-2: ASEAN Economic Community (AEC) offers greater opportunities

AEC		**Compare to…**
Population 580 million	>	Europe Union
GDP size 1.5 trillion USD	=	South Korea
International Trade 1.6 trillion USD	=	6 times Thailand
FDI 50 billion USD	=	60% of China
International tourists 65 million persons	=	ranked 2nd globally (next to France)

Sources: The Siam Commercial Bank Economic Intelligence Centre (SCB, 2011, p. 4)

However, the Thai hotel industry perceives both opportunity and threat from the AEC success: the opportunity arises from possible increases in the number of ASEAN visitors to Thailand and Thai hotel investment in ASEAN enterprises, whereas the threat arises from the size and rapid growth of other ASEAN countries and the competition for customers and foreign direct investment.

When ASEAN becomes a single market in 2015, new hotel players from nine nations that have similar services will emerge as serious competitors to Thailand as a cheap travel destination. Therefore, the Thai hotel industry must prepare for the AEC (SCB, 2011).

The AEC is a challenge for Thai business owners to prepare to seize the opportunity of the expanding customer base from 60 million in Thailand to more than 580 million people in ASEAN in 2015. Thus, as the Thai-Commerce (2010) has suggested, “internal branding” is going to become increasingly important for the hotel industry in Thailand. Thai hotel brands have a challenge to focus beyond their small home market and to bring their brands to the bigger, regional and even global markets.

Thai marketing researchers undertook many studies about branding in many aspects and some Thai universities established research centres, which focused on ‘brand studies’. However, most of the studies related with brand building currently focus on the positioning of products and services while in the present study the brand-building concept shifts from focusing on the positioning of products and services to the importance of internal branding. Similarly, the study of Punjaisri (2008) classified research on internal branding research according to the context of service industry and found that there has been a lot of research on internal branding in different contexts within services companies; however, there has been little research focused on internal branding within the hotel industry. Therefore, the research about internal branding research in the hotel industry in Thailand will reveal how Thai hotel business is different from other competitors.

4.3 Evaluating the moderating of internal communication in the hotel industry in Thailand

The aim of internal communication practice in the internal branding context is employees' satisfaction because employees' satisfaction is linked to customers' satisfaction who as a result, become more loyal and therefore, create more profit for the company (Dunmore, 2002). This means that employee satisfaction affects the customer satisfaction and organizational productivity (Potterfield, 1999). For this reason, the managers of hotels in Thailand have to pay attention to hotel ranking, which comes from customer satisfaction (Narangajavana & Hu, 2008).

The question of this thesis is: "What is the difference between the internal communication of high ranking hotels and low ranking hotels in developing countries, especially Thailand?"

4.3.1 Hotel Rating Systems

The hotel rating system is used for hotel management and as the primary instrument with respect to improving service quality and to communicate and reinforce service quality to all stakeholders involved in the hotel industry (Narangajavana & Hu, 2008). The study of World Tourism Organization (WTO) & International Hotel and Restaurant Association (IH&RA) showed that the hotel rating systems offer benefits to five parties involved in the hotel industry: travel agencies, tour operators, hotels, governments, and consumers (Narangajavana & Hu, 2008). From the hotel managers' point of view, hotel rating systems use classification schemes such as "branding", which create total quality across every aspect of the customer relationship (Gronroos, 1990; Narangajavana & Hu, 2008). The hotel rating systems help managers determine scope of its customer-service function and conduct a customer-service audit. The hotel rating systems can identify all customer-contact tasks and the standard procedures prescribed for each (Lovelock, 1992). Therefore, the hotel rating systems will report the current business situation and provide a fundamental basis for planning the factors shaping customer-service functions and quality of the customer-service

functions. Since customer service is one of the most important tools in competitive differentiation, an appraisal should also be done of competitors' customer-service efforts (Lovelock, 1992). Additionally, the company can provide information about the hotel rating systems to its employees in order to show how they affect the whole firm. The hotel rating systems can be helpful in increasing employees' awareness of their role in customer satisfaction and company success.

This thesis focuses on the role of internal communication in internal branding concept, which aims to shape employees' behaviours to deliver brand promise to customers and to create much higher levels of customer satisfaction. Therefore, the hotel rating used in this thesis could extend the concept of customer satisfaction that can aid in the development and testing of the internal branding concept in the Hotel industry in Thailand. TripAvisor's hotel ranking system is selected for this research.

4.3.2 TripAvisor's hotel ranking system

The following paragraphs show the reasons why this thesis selected TripAvisor's hotel ranking system.

First of all, TripAdvisor ranks hotels in destinations according to how favourably consumers reviewed them. It means that hotel rankings in TripAdvisor are created from traveller satisfaction. According to the official TripAdvisor website, they describe "TripAdvisor ranking" as:

- *Based on their experience with you, travellers rate and review your property.*
- *Based on those reviews, your property receives an overall TripAdvisor rating, with 5 being the highest.*

- *Your TripAdvisor rating then factors into your property's overall TripAdvisor ranking among other properties in your location. TripAdvisor rankings are also known as the Popularity Index.*
- *The better your ratings and the more recent your reviews the higher your property's TripAdvisor ranking can potentially go.*

The objective of internal branding approach through internal communication is to develop employees that 'live the brand', since this has been found to have an impact upon revenue, growth and profitability of the company. This is because employees' satisfaction is linked to customers' satisfaction who, as a result become more loyal and therefore, create more profit for the company (Dunmore, 2002). Therefore, the objective regarding customers' satisfaction of the internal branding and TripAdvisor ranking are conceptually similar.

Second of all, it is widely known that TripAvisor's hotel ranking system is the most successful hotel rating system. According to the study of Whitehead (2011), it shows that the travel review website receives over 40 million worldwide visitors through the site every month, it has 20 million registered users, and offers over 45 million traveller reviews, covering more than 125,000 visitor attractions, 450,000 hotels, and 600,000 restaurants. Similarly, the study of Xiang and Gretzel (2010) supports that TripAdvisor is a powerful unique domain name in the Google information search for travel information.

Finally, the research of Smyth, Wu, and Greene (2010) studies the TripAdvisor effect of the hotel sector in Ireland and Las Vegas hotels and found that TripAdvisor will result in an increase in standards of service. It means hotel owners/ managers look at their ranking from TripAdvisor and all complaints about their hotels as opportunities to improve customer service levels. Additionally, according to the study of Tuominen (2011), it was found that there is a relationship between the hotel performance and the number of reviews given as

well as with the ratings of the reviews. Therefore, it has an enormous influence on the hotel businesses.

4.3.3 Evaluating the moderating of internal communication of high ranking hotels and low ranking hotels in Thailand

The ASEAN Economic Community (AEC) by 2015 will have an impact on the Thai Hotel Industry. The AEC will attempt to increase market size and the number of competing firms, resulting in greater efficiency and lower prices for customers (Czinkota et al., 2009). Integration factor has served to stimulate competition, which, in turn places a premium on encouraging innovation and developing workers to ensure that the human resources are available to operate and deliver on the brand promise to their customers. Successful brands delivering on their promises can be a way of differentiating the offering and creating a competitive advantage (Khanyapuss Punjaisri & Wilson, 2007). For this reason, the Thai Hotel Industry needs to plan every aspect for it to be successful, especially to raise Thai hotels' overall service quality and to deliver excellent quality service to customers (Narangajavana & Hu, 2008).

Effective service management, which focuses on the delivery of the brand promise to the customers, requires a shift in thinking from external branding to internal branding (Khanyapuss Punjaisri & Wilson, 2007). Therefore, Thai hotel managers need to understand the concept of internal branding that internal communication has the biggest influence on employees' brand outcomes. A Thai hotels survey by the Thai National Statistical Office (2014) found that more that 80 percent of the hotels in Thailand have difficulty creating competitive advantage, and more than 70 percent of the hotels need the Thai government to support them with the potential to improve and grow. According to this report, doing research and development in Thailand is still rare for most of the Thai hotel industry.

Therefore, studying the comparison of moderating of internal communication between high ranking and low ranking hotels in Thailand can lead to a deeper and broader understanding of the internal communication approach. Internal communication research on high ranking hotels has led to the development of the internal communication system of low ranking hotels in Thailand. When internal communication in the internal branding concept in low ranking hotels is improved, then it will lead to employee satisfaction and customer satisfaction that will result in good business outcomes in the Thai hotel Industry (Nilsson, Johnson, & Gustafsson, 2001; Khanyapuss Punjaisri & Wilson, 2007).

For this research, TripAdvisor hotel rankings are classified into two types: high ranking and low ranking. As TripAdvisor hotel rankings show a number out of all destinations, this research classifies hotels based on the percentage of order of hotels in this destination: high ranking (less than 50%) and low ranking (more than 50%).

4.4 Conclusion

This chapter, upon integrating the literature and theoretical foundations developed in Chapter 2 and 3 with the concept of internal branding, new internal communication satisfaction dimensions and the influence of internal communication on employees brand outcomes, made the case for extending acculturation theory into the developing country contexts. It presented an evaluation of the influence of new internal communication satisfaction dimensions on employees' behaviour from high/ low performance employees in a developing economy**.**

Objective 3 was developed to explain and predict variance of new internal communication satisfaction dimensions from high/ low performance employees in a developing economy. The next Chapter 5 presents the design of the empirical study developed to address these hypotheses.

CHAPTER 5: Methodology

5.0 Introduction

Chapter 4 developed a conceptual model between the seven CSQ constructs as the internal communication dimensions and employees' brand attitudes and employees' brand behaviour, by identifying objective and different hypotheses measured in the study. The objectives and hypotheses are re-produced in Table 5-1 below.

Table 5-1: Objectives and Hypotheses proposed to be measured in the study

Objectives	
O1	To conceptualise the domain of internal communication satisfaction within the concept of internal branding.
Hypotheses	
H1:	Internal Communication Satisfaction comprises Communication Climate has significant indirect influences on employees' brand performance: H1.1) Communication Climate has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H1.2) Employees' brand attitudes play a mediational role in the relationship between communication climate and employees' brand performance.
H2:	Internal Communication Satisfaction comprises Relationship to Superiors has significant indirect influences on employees' brand performance: H2.1) Relationship to Superiors has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H2.2) Employees' brand attitudes play a mediational role in the relationship between relationship to superiors and employees' brand performance.
H3:	Internal Communication Satisfaction comprises Organizational Integration has significant indirect influences on employees' brand performance: H3.1) Organizational Integration has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H3.2) Employees' brand attitudes play a mediational role in the relationship between organizational integration and employees' brand performance.
H4:	Internal Communication Satisfaction comprises Media Quality has significant indirect influences on employees' brand performance: H4.1) Media Quality has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H4.2) Employees' brand attitudes play a mediational role in the relationship between media quality and employees' brand performance.

Table 5-1: Objectives and Hypotheses proposed to be measured in the study

Hypotheses	
H5:	Internal Communication Satisfaction comprises Horizontal Communication has significant indirect influences on employees' brand performance: H5.1) Horizontal Communication has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H5.2) Employees' brand attitudes play a mediational role in the relationship between horizontal communication and employees' brand performance.
H6:	Internal Communication Satisfaction comprises Organisational Perspective has significant indirect influences on employees' brand performance: H6.1) Organisational Perspective has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H6.2) Employees' brand attitudes play a mediational role in the relationship between organisational perspective and employees' brand performance.
H7:	Internal Communication Satisfaction comprises Personal Feedback has significant indirect influences on employees' brand performance: H7.1) Personal feedback has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty). H7.2) Employees' brand attitudes play a mediational role in the relationship between personal feedback and employees' brand performance.
Objectives	
O2	To determine the nomological network of internal branding.
H8:	The second-order factor structure of internal communication satisfaction has a positive relationship with employees' brand attitudes.
H9:	The second-order factor structure of employees' brand attitudes act as a mediational factor in the relationship between internal communication satisfaction and employees' brand performance.
H10:	The second-order factor structure of internal communication satisfaction positively influences employees' brand performance.
Objectives	
O3	To evaluate the influence of internal communication on employees' behaviour from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand.
H11:	Performance rankings in hotels moderates the effects that internal communication satisfaction have on employees' brand attitudes and employees' brand performance; specifically, the impact of internal communication satisfaction will be stronger in hotels, which are ranked highly by customers.

This chapter discusses the methodology used to test the above objectives and hypotheses. Mainly, this chapter consists of four sections; Section 5.1 covers the research philosophy while Section 5.2 and 5.3 reports a detailed discussion of data collection strategies and analysis strategies implemented in the study (comprising measure development with preliminary study, pilot study and main study). Finally, Section 5.4 reviews the key steps taken to minimise possible sources of bias during data collection and analysis of this study.

5.1 Research Philosophy

This section presents the justification for the adopted philosophical stance that informed the research design and research selection.

5.1.1 Philosophical Stance

Saunders, Saunders, Lewis, and Thornhill (2011, p. 5) defined research as, *"something that people undertake in order to find out things in a systematic way, thereby increasing their knowledge"*. Research aims to increase a body of knowledge by the discovery of new facts or relationships through a process of systemic scientific inquiry and the research process (Chava & David, 1996; Husse & Hussey, 1997).

Carson, Gilmore, Perry, and Gronhaug (2001, p. 1) state that the research philosophy aims to *"understand the philosophy that underpins the choices and decisions to be made in staking a research position"*. A research position helps researchers to answer the what, how and why questions, for example, what the research is about, how the research will contribute to a deeper and wider perspective of research, and as a result, the researcher will have a clearer purpose within the wider context.

Although there are many research philosophies in the social sciences, many scholars (Collis & Hussey, 2003; Easterby-Smith, Thorpe, & Jackson, 2012; Husse & Hussey, 1997; Saunders et al., 2011) identify and discuss them under two main philosophical schools: phenomenology and positivism. Easterby-Smith et al. (2012, p. 28) point out that in positivism *"the social world exists externally, and that its properties can be measured through objective methods rather than being inferred subjectively through sensation, refection or intuition"*. Meanwhile, Carson et al. (2001, p. 16) argue that a *"phenomenologist is committed to understanding social phenomena from the actor's own perspective. He or she examines how the world is experienced"*. The two broad research philosophies are to be found within the marketing literature.

The positivism approach aims to concentrate on description and explanation of target group attitudes towards behaviour, where thought is governed by explicitly stated theories and hypotheses. Positivism uses statistics and mathematical techniques for trying to explore and measure independent facts about a single reality, which is assumed to exist, driven by natural laws and mechanisms (Carson et al., 2001; Ehrenberg, 2000; Hunt, 1993). In marketing research, application of phenomenology implies that researchers are trying to understand what is happening in a given context. It includes consideration of multiple realities, different actors' perspectives, researcher involvement, taking account of the contexts of the phenomena under study, and the contextual understanding and interpretation of data (Buttle, 1994; Carson et al., 2001; Peter & Olson, 1989). Therefore, positivism aims to explain casual relationships by means of objective facts and statistical analysis; phenomenology uses a more personal process in order to understand reality (Carson et al., 2001). Carson et al. (2001, p. 6) summarised the contrasting implications of positivism and phenomenology philosophies in Table 5.2.

Table 5-2: Contrasting implications of positivism and phenomenology

	Positivism	Phenomenology
Nature of 'being'/nature of the world	Have direct access to real world	No direct access to real world
Reality	Single external reality	No single external reality
Grounds of knowledge/ relationship between reality and research	Possible to obtain hard, secure objective knowledge	Understood through 'perceived' knowledge
	Research focuses on generalization and abstraction	Research focuses on the specific and concrete
	Thought governed by hypotheses and stated theories	Seeking to understand specific context
Focus of research	Concentrate on description and explanation	Concentrate on understanding and interpretation
Role of researcher	Detached, external observer	Researchers want to experience what they are studying
	Clear distinction between reason and feeling	Allow feelings and reason to govern actions
	Aim to discover external reality rather than creating the object of study	Partially create what is studied, the meaning of the phenomena
	Strive to use rational, consistent, verbal, logical approach	Use of pre-understanding is important
	Seek to maintain clear distinction between facts and value judgements	Distinction between facts and value judgements less clear
	Distinction between science and personal experience	Accept influence from both science and personal experience
Techniques used by researcher	Formalized statistical and mathematical methods predominant	Primarily non-quantitative

Source: Carson et al. (2001, p. 6)

5.1.2 Research Design Selection

This study aims to explore the relationships between internal communication, employees' attitudes and employees' behaviours within the Hotel Businesses in Thailand. The positivism philosophy has been chosen for this research for the following reasons.

Firstly, this study aims to test a hypothesis, and also to analyse the role of internal communication on employees' attitudes and employees' behaviours. Additionally, this study needs to investigate the level of employee satisfaction in internal communications, and how it relates with their attitudes and performance. Positivism is the suitable research philosophy for studies that are concerned with hypothesis testing.

One of the aims of this study is test models to explain employees' brand behaviours and relationships between the domain of internal communication satisfaction and employees' brand outcomes. This study will focus on these factors as numbers rather than words, and thus use prediction modelling. Therefore, a positivism philosophy is suitable for this study because quantitative research methods are appropriate when researchers are testing models to explain targets' behaviours or relationships between two or more variables.

Additionally, this current study assesses the reliability and validity of scales for investigating internal communication factors in the concept of internal branding, employees' brand attitudes, and employees' brand behaviours. Therefore, a positivism philosophy is suitable for this study.

Finally, the area of study and the method of study were purely determined by objective criteria rather than the researcher's own belief and interest. The researcher in this study remains detached by maintaining a distance between them and the targets of the research; the researcher tries to be emotionally neutral and make a clear distinction between reason and feeling, science and personal experience. Again, therefore, a positivism philosophy is suitable for this study.

Based on the considerations above, a research programme was developed to comprise four studies conducted in two main phases. Phase 1 comprised the literature search; Phase 2 comprises three studies (measure development with preliminary study, pilot study and main study), to enable measure development and validation and hypotheses testing. Figure 5-1 presents a diagram of the design.

Figure 5-1: Study Design Overview

Phase 1

Literature Review (Chapter 2, 3 and 4)

Phase 2

Preliminary study: Measure development and expert judging (n=10)
Pilot study: Instrument validation with local experts and pilot survey (n=50) Objectives: -Obtain a set of measures with content validity -Ensure transaction and scoring equivalence -Pilot instrument
Main study: Survey (n=1,747) Approach: Snowball sampling; measure validation; invariance validation of new measures; operationalisation of internal communication satisfaction Objectives: -To obtain sound measures -Objectives 1, 2 and 3 testing -Hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 testing

5.2 Study Design (Preliminary study, Pilot study and Main study**)**

This section presents data collection and analysis strategies adopted in Phase 2 to further address objective 1 and 2 by testing hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, and 10 and to address objective 3 by testing hypothesis 11. The main objectives of Phase 2 were to obtain data to: 1) develop sound measures of the seven domains of internal communication satisfaction (Communication climate (CC); Relationship to Supervisory (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC);

Organisational perspective (OP); and Personal feedback (PF)), the three employees brand attitudes (Employees' brand identification, Employees' brand commitment, and Employees' brand loyalty), and Employees' Brand Performance; 2) test the hypotheses concerning the relationships between each internal communication satisfaction domain and employees' brand attitudes and employees' brand performance; and 3) evaluate the influence of internal communication satisfaction on employees' behaviour from high/ low performance employees in a developing economy.

In seeking to address the objectives above, Phase 2 was designed to include three studies: Preliminary study – measure development with expert judging: Pilot study – pilot; Main study – survey. Data collection strategy for the main survey (Main study) is presented next, while Preliminary study and Pilot study are discussed in the data analysis strategy section in order to establish the objectives they addressed.

5.2.1 Data Collection Strategy –Main Study

5.2.1.1 Sampling

5.2.1.1.1 Sampling Frame and Procedure

The target population of the study was defined as all customer-facing employees who have worked in hotels in Thailand. This is because the internal branding concepts focused on customer-facing employees (Khanyapuss Punjaisri & Wilson, 2007). In light of this conceptualisation, all customer-facing employees were necessary requirements for the sampling frame.

In the study of Samuel Craig and Douglas (2001), nonprobability sampling was adopted as a sampling procedure for international marketing research. Probability sampling procedures are uncommon in international marketing research, especially in studies involving developing countries because the selection of a representative sample in developing countries is complicated by many factors such as comparability and availability of sampling lists, different

social attitudes of specific cultural groups to interview formats, and uneven infrastructure such as penetration of communication systems, and resources constraints (Samuel Craig & Douglas, 2001). Therefore, selection of sampling units is based on some type of intuitive judgement or knowledge of the researchers (Hair Jr & Lukas, 2014). The nonprobability sampling method is a method that is usually an extension of convenience sampling. Convenience sampling procedures help to overcome these difficulties, providing that adopted sampling frames are equivalent across settings and a conscious effort is made on the part of the researcher to maximise samples' comparability (Malhotra, Agarwal, & Peterson, 1996).

In Thailand, this current study approached the Thai Hotel Association with an invitation to participate in the study. The Thai Hotels Association (THA) has represented the Thai hotel industry since 1963 and now represents more than 850 members across Thailand services with a network of branches in every province. The THA agreed to support this thesis and 15 hotels, which were members of the Thai Hotel Association, agreed to participate in this research study.

5.2.1.1.2 Sample Size

The researcher needs to determine the size of the sample needed before collecting data. However, the question of sample size is complex because this current study is in a developing country, where estimates of population variance may be simply unavailable. Decisions on target sample size in international marketing research, especially the developing countries, are often based on qualitative criteria, for example the nature of the research, the time, money, and persons available for the study (Churchill & Iacobucci, 2005; Malhotra et al., 1996).

According to the study of Hair et al. (2006), a sample size of 200-500 is recommended for multivariate data analysis. Additionally, Hair et al. (2006) suggest that a ratio of ten cases per

independent variables in the model is required. Given that the study intended development and validation of new measures, guidelines on measure development using structural equation modelling were appropriate for consideration. A minimum sampling size of 100 is required for models containing five or fewer constructs (Hair et al., 2006).

Of the 2,000 questionnaires distributed, 1,796 were returned, giving a response rate of 90 percent. However, due to some missing data, only 1,747 questionnaires were considered appropriate for further analysis. The size of the sample and the missing data pattern (there was no concentration in a specific set of questions) assisted this current study to justify the deletion of the questionnaires with missing data. Moreover, according to Richard and Dean (2002), when variables have less than 15% missing data, they are likely to be deleted. Table 5-4 shows Respondent Hotels.

Table 5-3: Respondent Hotels

Hotel	Respondents	Hotel Ranking
A	153	(low ranking)
B	64	(low ranking)
C	100	(high ranking)
D	50	(low ranking)
E	288	(high ranking)
F	100	(high ranking)
G	100	(high ranking)
H	100	(high ranking)
I	60	(high ranking)
J	100	(high ranking)
K	304	(high ranking)
L	102	(low ranking)
M	100	(low ranking)
N	60	(high ranking)
O	66	(low ranking)

5.2.1.1.3 Sample Characteristics

The target population of the study was defined as all customer-facing employees who have worked in hotels in Thailand. This is because the internal branding concepts focused on customer-facing employees (Khanyapuss Punjaisri & Wilson, 2007).

The Human Resources Departments of fifteen respondent hotels suggest that employees from three departments, including Department of Front Office and Department of Food and Beverage and Department of Housekeeping, fit with the customer interface terms as defined by the concept of internal branding.

5.2.1.2 Survey Administration Procedure

The survey was administered in November 2013 – January 2014 in Thailand, in the form of a self-completed pen and paper questionnaire. There are two reasons why this current study needs to select this survey administration procedure. First, self-completion questionnaires are considered as one of the ways to reduce the confounding influence of social desirability bias and interviewer bias (Malhotra, 2008; Malhotra et al., 1996). Social desirability bias may be triggered by interaction with the interviewer, particularly if the interviewee perceives the interviewer's status to be higher than his/ her own or the interviewer has a different cultural background (Samuel Craig & Douglas, 2001). Second, assessment of literacy levels confirmed that literacy enjoys a high priority in Thailand (93.5%), as estimated in 2012, and therefore the self-completion method of survey administration was not a problem (Unicef, 2014).

The data collection process follows five steps:

First of all, the researcher of this study will go to the hotels and leave the questionnaires with Human Resource Managers. Prior to conducting this survey, these Human Resource Managers would be trained about the way to approach respondents, understand the

meaning of all questions and will also be aware how the hotel could fully benefit from the research.

Second of all, when employees come to work, Human Resource Managers or Officers introduce the research and ask for their permission to fill in the questionnaire. After they get permission, they will explain the structure of the questionnaire and instructions to fill in the form.

Third of all, employees could take one questionnaire and fill it in at a convenient time. When finished, the Human Resource Managers or Officers check for any mistakes or unanswered parts and immediately ask the respondents to correct or fill in those parts.

Fourth, the questionnaires can be returned by leaving it in the provided box or on a table placed inside their department office.

Finally, the questionnaires will be gathered and collected by the researcher.

5.2.1.3 Instrument

The final survey instrument consists of 5 parts, as summarised below. A full copy of the instrument is provided in Appendix 5.5.

Section One includes instructions on how to complete the questionnaire with customer-facing employees.

Section Two includes the first 7 constructs of internal organizational communication, which are: Communication climate, Relationship to supervisors, Organizational Integration, Media Quality, Horizontal Communication, Organizational Perspective and Personal Feedback. All items were measured on a 5-point Likert Scale ranging from “strongly disagree” (1) to “strongly agree” (5).

Section Three includes the three constructs of employees' brand attitudes: Employee Commitment, Employee Identification and Employee Loyalty and, all items were measured on a 5-point Likert scale with response outcomes ranging from "strongly disagree" (1) to "strongly agree" (5).

Section Four includes the constructs of employees' brand behaviour and these items were also measured on a 5-point Likert scale with possible outcome measures ranging from "strongly disagree" (1) to "strongly agree" (5).

Section Five investigates the respondents' data.

5.2.1.4 Operationalisation of Constructs

Operational definitions of the constructs and their measurement instruments are detailed in Table 5-5.

Table 5-4: Operational definitions of internal communication dimensions, employees' brand attitudes and employees' brand behaviour.

Definition of the constructs	Authors
Communication climate The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals	Downs and Hazen (1977), Bartels, Pruyn, De Jong, and Joustra (2007)
Relationship to superiors The upward and downward aspects of communicating with superiors	Downs and Hazen (1977), Alexander and Wilkins (1982)
Organisational integration The degree to which individuals receive information about their immediate work environment.	Downs and Hazen (1977), Zwijze-Koning and de Jong (2007)
Media quality. The extent to which meetings are well organized and written directives are short and clear.	Downs and Hazen (1977), Zwijze-Koning and de Jong (2007)
Organisational perspective. Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation.	Downs and Hazen (1977)
Horizontal communication The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine.	Downs and Hazen (1977), Zwijze-Koning and de Jong (2007)
Personal feedback. Information concerning how workers are being judged and how their performance is being appraised.	Downs and Hazen (1977)
Employees' Brand Commitment The extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goals.	Punjaisri (2008),Mowday, Steers, and Porter (1979)
Employees' Brand Identification An employee's sense of belonging to the organization and a perception of being aligned to the organization's brand values and promises.	Punjaisri (2008), Mael and Ashforth (1992)
Employees' Brand Loyalty An employee's willingness to remain with the current organization.	Punjaisri (2008), Chen and Francesco (2003), Meyer, Allen, and Smith (1993)
Employees' Brand Behaviour Employee behaviours in delivering the brand promise.	Punjaisri (2008), Williams and Anderson (1991)

5.2.2 Data Analysis Strategy

Data analysis strategies were adopted to address objectives 1, 2 and 3, and hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11, constituting four key steps. These steps and the objectives they addressed are summarised in Table 5-6 below.

Table 5-5: Key Data Analysis Steps

Step	Objective
Assessment of Raw Data	To assess data for inconsistencies and safeguard form non-ignorable missing data patterns
Measure Development and Validation (Exploratory Factor Analysis, Confirmatory Factor Analysis, and Structural Equation Modelling)	To ensure soundness of new and existing measures
Objectives and Hypotheses testing, including:	
Operationalisation of Communication climate (CC); Relationship to Supervisory (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); Personal feedback (PF); Employees' brand identification (EI); Employees' brand commitment (EC); Employees' brand loyalty (EL); and Employees brand performance (EP)	To test Objective 1 and 2 (with Hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10): the hypothesised relationships between each domain of internal communication satisfaction and employees' brand outcomes.
Structural Equation Modelling with high/ low performance hotels	To test Objective 3 (with Hypothesis 11): the internal communication satisfaction delineated in the internal branding process of both high and low performance hotels

5.2.2.1 Questionnaire Audit and Missing Data

As reported in Section 5.2.1.1.2, a total of 1,796 responses were collected. Returned questionnaires were audited for inconsistencies such as process and response bias (Samuel Craig & Douglas, 2001). However, due to some missing data, only 1,747 were considered appropriate for further analysis.

5.2.2.2 New Measure Development: The internal communication satisfaction scale

New measures were developed following accepted scale development procedures (DeVellis, 2012; Kipnis, 2014; Netemeyer, Bearden, & Sharma, 2003), consisting of three main stages: measure development, measure purification and measure validation. Table 5-7 presents an overview of the steps taken to develop sound measures and analysis techniques used in each step.

Table 5-6: New Measure Development and Validation Steps

Step No.	Step Description	Aim	Techniques
Measure Development			
1	Specification of constructs domain	To delineate construct's conceptual domain	Literature search
2	Items pool generation	To generate a pool of items representative of the construct	Review of existing scales
3	Expert judging (10 judges)	To select items with highest content validity, as per assessment of experts	Sorting exercise, asking judges to identify items that they believe tap the dimension
4	Consultation with subject experts in Thailand	To verify content equivalence and initially check for scoring equivalence	A check with subject expert that 1) items tap the specified dimension in the view of the experts from different cultural contexts; 2) translation of items is valid.
5	Translation-back translation of survey instrument	To verify translation validity	Developed pilot questionnaire translated (English to Thai) and back translated by a native Thai speaker
6	Survey pilot (total n=50)	To 'test-run' survey administration and obtain qualitative feedback on the instrument and items' wording	Revision of questionnaire based on obtained feedback

Source: Adapted from Kipnis (2014)

Table 5-6: New Measure Development and Validation Steps

Step No.	Step Description	Aim	Techniques
Data collection – survey (total n= 1, 747; High ranking hotel n= 1,212; Low ranking hotel n= 535)			
Measure Purification			
7	Measure purification: 1) on two half samples, one per each ranking of hotel; high n = 606; low n=268); 2) on pooled half sample (n = 873)	To obtain, for each measure, a set of internally consistent items that load on one factor	Inter-item correlations; Item-total correlations; Exploratory Factor Analysis; Assessment of KMO Measure of Sampling Adequacy (>.4, as recommended by Ford, MacCallum, & Tait 1986) and significance of Bartlett's test of Sphericity
Measure Validation			
8	Normality assessment	To ensure data is suitable for Structural Equation Modelling (Confirmatory Factor Analysis)	Examination of skewness and kurtosis statistics
9	Measure validation on different ranking hotels haft sample (high n=606 ; low n =267), as follows:		
	9a) Undimensionality confirmation	To eliminate items that display high residuals with other items, to weed out items with poor reliability and to arrive at an equivalent well-fitting measurement model for both high and low ranking samples	Confirmatory Factor Analysis Residuals and square multiple correlations assessment Fit indices examination
	9b) Reliability assessment	To ensure that construct reliability is acceptable (>.6, as recommended by Bagozzi and Yi (1988) for each final model)	Confirmatory Factor Analysis
	9c) Face validity assessment	Assessing the remaining items alongside construct definition	
	9d) Convergent validity assessment	To ensure that the measures in the well-fitting model converge (i.e. are highly significantly correlated)	Examination of factor loading for each item and assessment of average variance extracted (AVE) for acceptability (>.5, as recommended by Fornell and Larcker (1981))

Source: Adapted from Kipnis (2014)

Table 5-6: New Measure Development and Validation Steps

Step No.	Step Description	Aim	Techniques
10	Measure validation on pooled half sample (n=873)		
	10a) Undimensionality confirmation	To verify the model is well-fitting when specified on the pooled sample	Confirmatory Factor Analysis Residuals and square multiple correlations assessment Fit indices examination
	10b) Reliability assessment	To ensure that construct reliability is acceptable (>.6, as recommended by Bagozzi and Yi (1988)) for each final model	Confirmatory Factor Analysis
	10c) Convergent validity assessment	To ensure that the measures converge (i.e. are highly significantly correlated) in a well-fitting model when the model is specified on the pooled sample	Examination of factor loadings for each item and assessment of average variance extracted (AVE) for acceptability (>.5, as recommended by Fornell and Larcker (1981))
11	Nomological validity assessment	To ensure the new measures operate 'lawfully' within a set of theoretical constructs	Examination of inter-construct correlations constructed with 90% confidence interval, to ascertain confidence intervals for each pair of construct do not display unity (i.e. indicating the constructs occupy identical domains).

Source: Adapted from Kipnis (2014)

5.2.2.2.1 Measure Development Stage

Measure of internal communication satisfaction with Communication Climate (CC), Relationship to Supervisor (Relation), Organization integration (OI), Media quality (MQ), Horizontal communication (HC), Organisational perspective (OP), and Personal feedback (PF) were the new measures developed for this study. Measure development was considered to be required after the review of existing measures available in the literature identified a lack of studies approaching analysis of internal communication satisfaction in developing country contexts. Although around 7 acculturation scales exist, the majority of

them were developed to measure internal communication satisfaction in the context of developed countries. Measure development steps will now be detailed.

Specification of Constructs Domain

To specify the domain of the constructs, a conceptual definition of Internal Communication Satisfaction was created from the Downs-Hazen Instrument (CSQ).

Generation of Initial Items Pool

Having specified the conceptual domain for each internal communication satisfaction construct, a sample of items designed to tap each construct was developed. Items were sourced from published scales and they identified that the internal communication satisfaction could be tapped in the same way, irrespective of culture in focus. Many of the reviewed published acculturation scales (Alexander & Wilkins, 1982; Bartels et al., 2007; Downs & Hazen, 1977; Zwijze-Koning & de Jong, 2007) utilise identically-worded items adapted to tap the internal communication satisfaction with different countries (Appendix 5.1). This discovery was considered important since a measurement tool utilising identical items for the internal communication satisfaction may enhance the applicability of the scale for future studies in different country contexts and usability for practitioners.

Expert Judging (Preliminary study)

According to the Communication Satisfaction Questionnaire (CSQ), which was developed by Downs and Hazen (1977), 7 constructs make up the set of identifiable and measurable components associated with the internal communication satisfaction constructs. To illustrate this point, this current study identifies the domains of measurable components representing the internal communication satisfaction constructs though a literature review of past research on the concept of internal branding in Chapter 3. The result suggests that 7 constructs with 59 items can be indirectly represented by the domains of internal communication in the concept of internal branding (Appendix 5.1). However, according to the study of Hair and

Lukas (2014), researchers need to conduct the domains of measurable components by expert judgements in the next step, in order to select and indicate for each construct of internal communication based on the given operational definitions.

According to the study of Voss, Tsikriktsis, and Frohlich (2002), expert judgement comes from the key informants who are important for providing reliable answers to the research questions. Therefore, researchers should focus attention on selecting expert judgement.

Initial discussions with the Thai Hotel Association were carried out to gain insight into the best choices for expert judgement in this current study. The expert judgement process was administered by 10 hotel managers (5 general managers of high ranking hotels and 5 general managers of low ranking hotels) who are members of the Thai Hotel Association. The general managers from the two types of hotels were considered expert judges because they could make decisions about how employees from these hotels were being informed and educated to ensure their understanding of brand values and, thus, brand supporting behaviours. To ensure that expert judging sessions are productive, a moderator's guide must be prepared (Hair & Lukas, 2014). A moderator's guide is a detailed outline of instructions and information to successfully complete the task. The study of Hair and Lukas (2014) suggests that a moderator's guide uses a structured outline format with a sequence of opening, introductory, transition, substantive, and ending questions (Appendix 5.3).

Converting information from all 10 expert judgement responses so it can be transferred to a data warehouse is referred to as analysing and reporting the results. First of all, items were entered into a spreadsheet that enables the research analyst to manipulate and transform the data into useful information. Second of all, researchers must make decisions in the pilot questionnaire in order to make appropriate inclusion/ exclusion decisions based on the responses to these questions. According to the study of Hardesty and Bearden (2004), researchers can calculate the average rank of importance agreement on the items selected

for inclusion varied from 3 to 5. The items agreed by the expert judgement panel are shown in Table 5-8.

Table 5-7: Expert Judgement Panel agreement average rank

	Communication Climate (From 8 items)	**Average Rank**
1.	I am satisfied this hotel's communication motivates and stimulates enthusiasm for meeting its goals.	5
2.	I am satisfied the people in this hotel have great ability as communicators.	3
3.	I am satisfied this hotel's communication makes me identify with it or feel a vital part of it.	3
4.	I am satisfied I receive in time the information needed to do my job.	4
5.	I am satisfied conflicts are handled appropriately through proper communication channels.	4
	Relationship to Supervisor (From 17 items)	
1.	My line manager strikes up informal conversations with me.	3
2.	My line manager jokes well naturedly with me.	3
3.	My line manager provides clear instructions to do my jobs.	3
4.	My line manager tells me why job tasks are to be done.	4
5.	My line manager tells me the reasons for company policies.	4
6.	My line manager criticized my work in front of others.	3
7.	My line manager ridicules or makes fun of me.	4
8.	My line manager informs me about the hotel rules and requirements.	4
9.	My line manager informs me about future plans for my work group.	3
10.	My line manager asks me for suggestions about how work should be done.	3
11.	My line manager asks me for my opinions.	5
12.	My line manager lets me know when I have done a good job.	5
13.	My line manager lets me know how I compare with my fellow workers.	4
	Organizational Integration (From 8 items)	
1.	I am satisfied with the information I receive about my future with this hotel.	5
2.	I am satisfied with the information I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	4
3.	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	3
	Media quality (From 8 items)	
1.	The amount of information I get from this hotel by e-mail is about right.	3
2.	Communication by means of e-mail works well within this hotel.	3
3.	In meetings I always hear about the latest practical and organization issues.	4
	Horizontal communication (From 8 items)	
1.	There is a good atmosphere between colleagues in my unit.	4
2.	If I want, I can also discuss personal matters with my colleagues.	3
3.	My colleagues offer me support.	5

Table 5-7: Expert Judgement Panel agreement average rank

	Organisational perspective (From 5 items)	**Average Rank**
1.	I am satisfied with information about this hotel's policies and goals.	4
2.	I am satisfied with information about government policies and regulations affecting this hotel.	3
3.	I am satisfied with information about changes in our hotel.	4
4.	I am satisfied with information about our hotel's financial standing.	3
5.	I am satisfied with information about accomplishments and/ or failures of this hotel.	5
	Personal Feedback (From 5 items)	
1.	I am satisfied with information about how my job compares with others.	3
2.	I am satisfied with information about how I am being judged.	4
3.	I am satisfied with recognition of my efforts.	5
4.	I am satisfied with reports on how problems in my job are being handled.	4
5.	I am satisfied that my superiors know and understand the problems faced by subordinates.	3

Pilot Questionnaire Development and Pilot Study (Pilot study)

After analysing expert judgement panel ratings, the study of Hair and Lukas (2014) suggests that the researchers should use the questionnaire in the pilot study to makes sure the questionnaire meets all the information objectives. However, this current study observes phenomena in a developing country context (Thailand), therefore the pilot questionnaire has been translated from the English source questionnaire into Thai by a native Thai speaker who works as a lecturer in translation studies in a university in Thailand. Additionally, the questionnaires (English and Thai versions) were sent to Thai subject experts for comments and feedback. In particular, the experts were asked to provide feedback on the new items, adequacy of translation and questionnaire design. The experts approved the new items as representative and verified that Thai consumer-facing employees are accustomed to the designed response style and chosen response anchors.

Hair and Lukas (2014) suggest that the pilot study should come from people representing the individuals who will be asked to actually fill out the survey. Therefore, a sample of 50 respondents was involved in the study that comes from Thai consumer-facing employees in a hotel in Thailand. They were asked to provide qualitative feedback on any aspect of the questionnaire including words, phrases, instructions, and question flow patterns and point out anything they felt was confusing, difficult to understand, or otherwise a problem (Hair & Lukas, 2014). When using the pilot study (Appendix 5.4), this feedback was useful for handling wording issues and analysing reliability/ validity issues at this point.

Finally, the questionnaire was made into its final format so the collection of data could begin (Appendix 5.5). The final questionnaire was used in the main survey that was translated form English to Thai.

Data Collection – Survey (Main Study)

As reported in Section 5.2.1.1.2, the final sample size utilised for the analysis equalled 1,747. Those utilised for analysis equalled 1,212 and 532 for high ranking and low ranking performance respectively. Data collected in the main survey served to:

- Purify and validate all measures
- Test the objective and hypotheses concerning the relationship between internal communication satisfaction and employees' brand attitudes and performance in the concept of internal branding.
- Evaluate the influence of internal communication on employees' behaviour from high/ low performance employees in a developing economy.

5.2.2.2.2 Measure Purification and Validation Stage: An Overview

As outlined in Table 5-3, new measure purification and validation was conducted sequentially on sample size and high/ low performance employees. The sample size was randomly split into different halves for the measure purification and validation stage, to minimise decision-

making based on samples' idiosyncrasies. Samples used for the measure purification stage equalled 606 and 268 for high and low ranking performance samples respectively. Samples used for the measure validation stage equalled 606 and 267 for high and low ranking performance samples respectively.

Measure purification was conducted utilising Exploratory Factor Analysis (EFA) and following a conventional method recommended by Churchill (1979). All items expected to tap a particular construct were factor analysed together; the first half of the sample and then the second half of the sample. Given that all seven new measures were a priori specified as unidimensional, the initial EFA sought to verify that one factor was extracted as hypothesised. Next, each construct was assessed for internal consistency to identify items displaying poor properties by inspecting the inter-item and item-total correlation values. Low inter-item and item-total correlations serve as indicators of an item not sharing common variance, and, therefore conceptual domains with other items in the construct (Netemeyer et al., 2003).

Given that Exploratory Factor Analysis in the strictest sense of the term does not provide evidence of items belonging to only one factor, item properties and factor structure of the measures were further assessed by subjecting them to a more rigorous Confirmatory Factor Analysis (CFA) procedure (Anderson & Gerbing, 1988). Overall model fit indices and assessment of individual items' residuals, composite reliability, convergent validity and measurement invariance on the first half and second half of the samples via CFA served to verify emic validity, equivalence and acceptability of final measures for pooled level analysis (Hooper, Coughlan, & Mullen, 2008; Netemeyer et al., 2003; Steenkamp & Baumgartner, 1998). Finally, assessment of discriminant validity and nomological validity of new measures served to establish evidence of them possessing unique properties rather than being extensions of existing constructs and operating as expected in relation to established

constructs within hypothesised nomological networks. The full purification and validation process and the results of the analysis are reported in Chapter 6.

5.2.2.2.3 Assessment of Existing Measures

Four existing measures, Employees' Brand Commitment (Mowday et al., 1979), Employees' Brand Identification (Punjaisri, 2008), Employees' Brand Loyalty (Punjaisri, 2008), and Employees' Brand Performance (Punjaisri, 2008) were used in the study (Appendix 5.2). However, it is necessary to ensure that these measures' properties are reliable and valid in the context of the conducted study's sample. Thus, existing measure validation was conducted following recommended step-by-step validation procedure (Ping, 2004). This procedure is summarised in Table 5-9, and the results of the analysis are reported in the next Chapter 6.

Table 5-8: Existing Measures Validation Steps

No.	Step-by-step description	Goal	Techniques
Conducted on Full Sample (n = 1,747)			
1	An assessment of the normality of data	To ensure the data's future usability for Confirmatory Factor Analysis	Interpreting skewness and kurtosis statistics
2	Confirmation of unidimensionality	To verify a good model when specified on the pooled sample	Confirmatory Factor Analysis The Squared Multiple Correlation Fit indices examination
3	Reliability Assessment	To ensure construct validity for each final model (ideally larger than 0.6, as recommended by Bagozzi and Yi (1988))	Confirmatory Factor Analysis
4	Convergent Validity	To ensure that all factor coefficients are highly significant in a well-fitting model	Testing of factor loadings for each item and the average variance extracted (AVE) should exceed 0.50 for acceptability (Fornell & Larcker, 1981).

Source: Adapted from Kipnis (2014)

5.2.2.2.4 Testing Objectives and Hypotheses

Having verified validity of measures, objectives 1, 2, and 3 and hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 were tested.

Objective 1 was concerned with the relationships between each of the seven domains of internal communication (Organizational Perspective, Organizational Integration, Personal Feedback, Relationship with Supervisors, Horizontal Informal Communication, Media Quality and Communication climate) and employees' brand attitudes (Employees' brand commitment, identification, and loyalty) and employees' brand performance. Hypotheses 1, 2, 3, 4, 5, 6 and 7 were tested by using structural equation modelling.

Objective 2 was concerned with testing measurement invariance in the second-order factor model of internal communication satisfaction and the relationships between the second-order factor structure of internal communication satisfaction and employees' brand attitudes and employees' brand performance. Hypotheses 8, 9 and 10 were tested by using structural equation modelling.

Objective 3 was concerned with whether performance rankings in hotels affect the internal communication satisfaction employees and their brand attitudes and brand performance; specifically, the impact of internal communication satisfaction will be stronger in hotels, which are ranked highly by customers. Hypothesis 11 was tested by using structural equation modelling.

Structural Equation Modelling

Structural Equation Modelling (SEM) is a statistical methodology, which is employed to take a confirmatory (hypothesis-testing) approach to the analysis of a structural theory bearing on some phenomenon (Byrne, 2013). The SEM has a good understanding of multiple regression (examining dependence relationships) and factor analysis (representing

unmeasured factors with multiple variables), in order to estimate a series of interrelated dependence relationships simultaneously (Hair et al., 1998).

There are two reasons why the SEM has been used in almost every conceivable field of study, such as marketing, psychology, and organizational behaviour. First of all, the SEM provides a straightforward method of dealing with multiple relationships simultaneously while providing statistical efficiency. Second of all, the SEM can assess the relationships comprehensively and provide a transition from exploratory to confirmatory analysis (Hair et al., 1998, p. 578).

In SEM, there are two kinds of variables: latent variables and observed variables. In the behavioural sciences, researchers are often interested in studying theoretical constructs that cannot be observed directly. These abstract phenomena are termed latent variables (Byrne, 2013, p. 4). Since latent variables are not observed directly, it follows that they cannot be measured directly. Therefore, the latent variables are associated to one that is observable, thereby making its measurement possible. These measurements are referred to as observed variables (Byrne, 2013, p. 4).

Additionally, in SEM, there are two kinds of models: measurement model and structural model. The measurement model is a sub model in SEM that (1) specifies the indicators for each construct, and (2) assesses the reliability of each construct for estimating the causal relationships (Hair et al., 1998, p. 581). This means that the measurement model shows the relationship between a latent variable and its observed variables. The structural model is a set of one or more dependence relationships linking the hypothesized model constructs. It is useful in representing the interrelationships of variables between dependence relationships (Hair et al., 1998, p. 583).

Types of Structural Equation Models

There are the three major types of structural equation models: Confirmatory Factor Analysis (CFA); Path Analysis with observed variables; and Path analysis with latent variables.

The study of Hair et al. (1998, p. 579) defined the Confirmatory Factor Analysis (CFA) as the use of a multivariate technique to test (confirm) a pre-specified relationship because the model (hypothesis) is specified a priori or based on theory. The CFA is the opposite of Exploratory Factor Analysis (EFA). The EFA is the analysis that defines possible relationships in only the most general form and then allows the multivariate technique to estimate relationships. For the opposite of the CFA, the researchers do not require a priori hypothesis about relationships within their model, but instead the method and the data define the nature of the relationships.

Observed Variable Path Analysis (OVPA) is the method that employs simple bivariate correlations to estimate the relationship among constructs represented by direct measured (observed) variables (Hair et al., 1998).

Latent Variable Path Analysis (LVPA) is a simultaneous test of measurements and structural parameters, which tests CFA and OVPA at the same time.

Structural Equation Modelling VS Regression Analysis

It is often debated as to why SEM has an advantage over regression when it comes to multiple indicators. According to the study of Hoyle (1995), the main reasons are that SEM considers the measurement error whereas regression does not. Additionally, SEM allows for multiple variables; regression allows only a single department variable. Finally, SEM allows variables to correlate, whereas regression adjusts for other variables in the model.

Therefore, this thesis used SEM as a statistical technique for testing and estimating the nomological network of relationships between the internal communication, employees' brand attitudes and employees' brand behaviour.

SEM Assumptions

1.) Independent Observation

The SEM assumes that observations are independents. This means that the answers of one observation do not affect the choice of the other observation.

2.) Linearity

The SEM assumes a relationship between variables, which is linear.

3.) The normality of the data

Normality is one of the basic assumptions required in order to carry out SEM analysis. The skewness and kurtosis can be used to test the normality of a given data set (Baumgartner & Steenkamp, 1996; Byrne, Shavelson, & Muthén, 1989).

4.) Continuous data

In SEM assumptions, the data must be continuous. The study of Jöreskog and Sörbom (1996) suggests that Likert scale data is considered to be continuous data.

Estimation method

According to the study of Bollen (1989), it was found that the maximum likelihood estimation (MLE) is the best suited when the sample size is larger than 200. Additionally, the MLE commonly employed in structural equation models is a procedure, which iteratively improves parameter estimates to minimize a specified fit function (Hair et al., 1998). Therefore, the MLE is the estimation procedure used in this current study.

Two-step approach to modelling

Many studies suggest analysing SEM via two-step method (Anderson & Gerbing, 1988; Jöreskog, 1993). First of all, the researcher chooses indicators to measure the construct before the hypotheses are tested through the structural model. Second, the structural model was developed to test the hypothesised relationships.

This two-step method was followed during the study. Internal communication scale in internal branding concept was created and validated after identifying and eliminating items from scale results in the consequences of model misspecification before arriving at a good-fitting measurement model. At the second stage, the structure model was developed to test the hypothesised relationships between internal communication constructs and employees' brand outcomes in internal branding concept.

Confirmatory Factor Analysis (CFA) and SEM

In the structure model, the researcher needs to determine the best-fit values of the model by avoiding misspecification. The way to detect these specification errors is to study residuals. The Analysis of Residuals provides the differences between the observed and the predicted correlation. According to the study of Hair et al. (1998) and Steenkamp and Van Trijp (1991), they suggest that residual values -2.58 and greater than 2.58 are statistically significant at the 0.05 level, indicating an estimation error between a pair of indicators. The use of the residuals is shown by using the modification indices for the analysis.

In the measure validation study, modification indices show the improvement in good model fit. To assess reliability, concurrent validity and predictive validity of items were achieved by removing items that have higher residual error of whose modification indices suggested that they were located in more than one variable, or whose error term correlated with the error term of another item that violated the measurement theory's undimentionality assumption (Anderson & Gerbing, 1988).

5.2.3 The Survey data collection and analysis process

The survey data collection and analysis can be better understood in Table 5-10.

Table 5-9: Summary: The Survey data collection and analysis process

Objectives	Method	Analysis Strategy
Measure Development	• Expert Judgement (n=10) • Pilot test (n=50)	• Best item selection based on Judge's agreement percentage. • Inter-item correlation analysis
Measure Validation (All Hotels)	• Main Survey (n=1,747)	• Confirmatory Factor Analysis • Reliability and validity assessment
Testing of Hypotheses 1-10 (All Hotels)	• Main Survey (n=1,747)	• Structural Equation Modelling
Testing of Hypothesis 11 (High Ranking Hotels)	• Main Survey (n = 1,212)	• Structural Equation Modelling
Testing of Hypothesis 11 (Low Ranking Hotels)	• Main Survey (n = 535)	• Structural Equation Modelling

5.3 Reliability and Validity Considerations

Reliability and validity considerations are an important aspect of any scholarly research. This section reviews the key steps taken to minimise potential sources of bias and error during data collection and analysis of quantitative research. It also acknowledges potential sources of bias as limitations.

5.3.1 Reliability Considerations

The decision about minimising measurement errors by researchers is the most important factor in quantitative research reliability (Kipnis, 2014). In marketing research measurement errors may stem from inconsistency of how measures were obtained and inconsistency of assessment of how measurement tools behave across samples, leading to invalid conclusions (Kipnis, 2014). According to the study of Van de Vijver (2001), two levels of bias have been identified: method bias, and constructs and items bias. The suggested bias approaches of Van de Vijver (2001) constituted evidence of effort at research design, and the data collection and analysis stages were recorded in this chapter and are summarised below.

Method bias refers to the nuance factors that are created from sampling, the way the instruments or administration are constructed (Kipnis, 2014). The following steps were taken to protect the research from these nuisances:

- Selection of research context (Thailand) and sampling frame were suggested by conceptualisation and the research goals (Kipnis, 2014; Samuel Craig & Douglas, 2001). Selection of a nonprobability sampling frame assured sampling of hotel employees by customer interface criterion to satisfy the definition of the target population in the concept of internal branding. It was acknowledged that the sampling frame is not fully representative of Thai hotel employees. Therefore, the results may not be generalizable across country levels.

- In terms of protecting from the instrument bias, instrument translation-back translation was managed by a professional Thai interpreter. The instrument was subsequently verified for translation nuances and response style through a pilot study in Thailand and consultations with local experts.

- To protect from mode of administration bias, using self-completion format of administration would help to protect anonymity for respondents and assurance that there are no 'right' or 'wrong' answers to the posed questions that were implemented to minimise social desirability and interviewer bias (Kipnis, 2014; Van de Vijver, 2001).

- To protect from errors in measurements arising from process and recording bias, returned questionnaires were examined for inconsistencies and the final dataset was assessed for existence of patterns in missing data. It is acknowledged that, as measuring social phenomena, this current study is subject to the risk of measurement error arising through conditioning, however, conditioning effects are very difficult to prevent and to an extent all social science studies are prone to conditioning risks (Kipnis, 2014; Warren & Halpern-Manners, 2012).

Construct bias conduces that constructs being measured in the study are not equivalent across contexts, both at a theoretical and at a measurement level (Kipnis, 2014). That is, the constructs do not have exactly the same conceptual meaning across contexts in the study or have different structures. Item bias refers to an item of a measure having a different psychological meaning of words across contexts. These differences can arise from bad translation or inapplicability of item contents to the cultural context. Steps taken to protect against construct and item bias were:

- The primary objective of this current study was thus to domain the internal communication in the concept of internal branding by using a standardised instrument, the Down-Hazen Communication Satisfaction Questionnaire (CSQ). With regards to a standardised instrument utilised in this current study, use of validation of these measures in Confirmatory Factor Analysis assured acceptability of the measures to the study sample (Kipnis, 2014; Ping, 2004).

- Item development followed accepted guidelines (Kipnis, 2014; Netemeyer et al., 2003), and clarity and validity of the developed items were verified through expert judgement (Kipnis, 2014). The translated-back translated items in Thai were evaluated for translation equivalence and nuances by local experts in Thailand, to protect from item bias arisen from translation.

A further consideration concerning threats to reliability is the process of statistical inferences. In chapter 6 and 7 this thesis will demonstrate the intermediary and final results of measure validation, in order to ensure and provide evidence of reliability and validity of the utilised measures. Additionally, theses chapters will show the assumptions concerning interpretation of model fit statistics that served for the basic decisions on measure reliability and validity are reported.

5.3.2 Validity Considerations

In statistics, validity is the extent to which a measurement adequately represents what it is supposed to represent and that it functions in a set of relationships representative of the developed theory. A process for enhancing the validity of measurement through which construct and nomological validity are utilised to test hypotheses regarding the relationship between internal communication satisfaction and employees' brand attitudes and employees' brand behaviour was assessed in detail in Section 5.3.6, with results reported in the next Chapter 6.

The external validity is concerned with the validity of generalized inferences in the findings and the developed theory. In this current study, it was acknowledged that the sample could not be statistically representative of the target population. Nevertheless, the main goal of this current study aims to conceptualise the domain of internal communication satisfaction in the concept of internal branding and its influence on employees' brand attitudes and employees' brand behaviours. Therefore, the generalisability of the study's results to target population is not possible in statistical terms, but the results are valuable in the concept of internal branding by showing the domain of internal communication satisfaction and its influence on employees' brand outcomes.

5.4 Summary

This chapter has shown the research methodology relevant to the study and data-collection process. The data-collection process includes expert judgement, pilot study, supervision of data-collection, and validation of data-collection. Finally, reliability and validity were considered from the quantitative research, and steps followed to minimise bias and error were summarised. Limitations of the study were acknowledged as part of these considerations. The Table 5-11 below outlines a summary of this methodology chapter.

Table 5-10: Methodology Chapter Summary

	Study	Objectives	Sample Size	Analysis strategy	Software Used	Hypothesis
1	Expert Judgement Panel	• To validate the internal communication scale • To examine relationships between the internal communication, employees' brand attitudes and employees' brand behaviour	10	Measure Development: Judge's agreement percentage	MS Excel 2010	N/A
2	Pilot Test		50	Measure Development: Inter-item correlation analysis	SPSS 20.0	N/A
3	Main Survey		1,747	• Measure Validation: CFA, Reliability and validity for all hotels (n=1,747) • Testing of Hypotheses: Second order CFA, Structural Equation Modelling for all hotels (n=1,747) • Testing of Hypotheses: Second order CFA, Structural Equation Modelling for high ranking hotels (n=1,212) • Testing of Hypotheses: Second order CFA, Structural Equation Modelling for low ranking hotels (n=535)	SPSS 20.0 Amos	O1, O2, O3 H1, H2, H3, H4, H5, H6, H7, H8, H9, H10, H11

Chapter 6: Analysis and Results Part 1

6.0 Introduction

Chapter 5 discussed the methodology of the survey in detail together with the internal communication satisfaction scale, employees' brand attitudes scale and employees' brand performance scale development process including expert judgement panel and the pilot study. Next, it presented the data collection strategies and data analysis. A summary of the overall objectives of this chapter is reproduced in Table 6-1 below.

Table 6-1: Hypotheses measured by the empirical studies

Study	Overall Objectives	Tested Hypothesis
Main Study	- To validate the internal communication scale, employees' brand attitudes, and employees' brand performance	H1, H2, H3, H4, H5, H6, H7, H8, H9, H10

This chapter discusses the ability of the construct's indicators to accurately measure the concepts in this study. Figure 6-1 shows the organization structure of chapter six.

Figure 6-1: Chapter Six organization structure

Section	Topics
6.1	New Measure Development and Validation
6.2	Validation of Existing Measures

Section 6.1 discusses the main focus of the study, validation measures of seven internal communication constructs, and Section 6.2 discusses three employees' brand attitude constructs and one employee's brand performance.

6.1 New Measure Development and Validation: Internal Communication Satisfaction

The conceptual model developed in Chapter 2 postulates Communication climate (CC); Relationship to Supervisor (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); and Personal feedback (PF) as constructs that influence employees' communication satisfaction aligned to employees' brand attitudes and behaviours. Operational definitions of the 7 constructs given in Table 6-2 below are based on conceptual definitions of the Downs-Hazen Communication Satisfaction Questionnaire (CSQ) developed by Downs & Hazen (1977).

Table 6-2: Operational Definitions of Communication climate (CC); Relationship to Supervisor (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); and Personal feedback (PF)

Abbreviation	Construct	Operational Definition
CC	Communication climate	The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals (Downs & Hazen, 1977)
Relation	Relationship to superiors	The upward and downward aspects of communicating with superiors (Downs & Hazen, 1977)
OI	Organisational integration	The degree to which individuals receive information about their immediate work environment (Downs & Hazen, 1977)
MQ	Media quality	The extent to which meetings are well organized and written directives are short and clear (Downs & Hazen, 1977)
HC	Horizontal communication	The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine (Downs & Hazen, 1977)
OP	Organisational perspective	Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation (Downs & Hazen, 1977)
PF	Personal feedback	Information concerning how workers are being judged and how their performance is being appraised (Downs & Hazen, 1977)

Based on the definitions above, CC, Relation, OI, MQ, HC, OP, and PF scales were developed as measures of seven independent unidimensional constructs. As detailed in Chapter 5 (Section 5.2.2.2), the CC, Relation, OI, MQ, HC, OP, and PF scales development procedure consisted of three main stages: development, purification and validation. The step

by step analysis process adopted for each stage is detailed in Figure 6-2. The development stage is reported in Chapter 5 and the rest of the process is discussed in the following sections.

Figure 6-2: Measure Development Stages

Stage	Analysis Steps	Chapter and section where step is reported
Development	Item Pool Generation	Chapter 5, Section 5.2.1.4
	Content Validity Assessment – Expert Judging	
Purification	Internal Consistency and Reliability Assessment	Chapter 6, Section 6.1.1
	Unidimensionality Exploration	
Validation	Normality Assessment	Appendix 6.2
	Unidimensionality Confirmation	Chapter 6, Section 6.1.2.1.1
	Reliability Assessment and Convergent and Face Validity Assessment	Chapter 6, Section 6.1.2.1.2
	Evaluation Analysis: High/ Low Ranking Hotels Measurement	Chapter 6, Section 6.1.2.2
	Unidimensionality Confirmation and Evaluation of Model Fit	Chapter 6, Section 6.1.2.2.1
	Convergent Validity Assessment	Chapter 6, Section 6.1.2.2.2

6.1.1 Measure Purification

CC, Relation, OI, MQ, HC, OP, and PF measures included 5, 13, 3, 3, 3, 5, and 5 identically-worded items that referred to CC, Relation, OI, MQ, HC, OP, and PF as per operations respectively. Purification of CC, Relation, OI, MQ, HC, OP, and PF measures was conducted first on two half samples of data collected from two types of hotels in Thailand, high ranking (n = 606) and low ranking (n = 268) and on a subsequently pooled sample (n = 874). Items were subjected to a series of exploratory factor analyses (EFA) using the Principal Component Analysis (PCA) method. Before proceeding with PCA, the items of each measure were assessed for suitability for factor analysis through examination of inter-item

correlations, item-to-total correlations and communality values, seeking to eliminate items with poor psychometric properties. A final important consideration was scale equivalence of both high/ low ranking hotel samples and seven constructs of enquiry (CC, Relation, OI, MQ, HC, OP, and PF). Items that performed well in only one ranking hotel sample were removed, providing that removal of the item did not weaken the overall scales reliability, as indicated by Cronbach's Alpha, which is below the benchmark of 0.6 for a new scale recommended by Clark & Watson (1995). Similarly, items that presented inconsistent properties in one or more constructs were also considered in the context of implications of their removal on scale reliability. It is important to note that, following recommendations on scaling procedures (DeVellis, 2012; Netemeyer, Bearden, & Sharma, 2003) at this stage of analysis Cronbach's Alpha was considered predominantly as an indicator of individual item contribution to scale reliability.

After eliminating items with poor psychometric properties, unidimensionality was assessed using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of Sphericity and examination of individual factor loadings for which minimum significance threshold was set at 0.4, as recommended by Ford, MacCallum, & Tait (1986). High/ low ranking and pooled statistics of CC, Relation, OI, MQ, HC, OP, and PF scale items after the measure purification stage are presented in Table 6-3, 6-4, 6-5, 6-6, 6-7, 6-8, and 6-9. The full measure purification process is reported in Appendix 6.1. On conclusion of the process 5, 5, 3, 3, 3, 5, and 5 items were retained out of the original 5, 13, 3, 3, 3, 5, and 5 in each measure.

Table 6-3: CC Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.828	.703	3.95	.885	.774	.628	4.01	.779	.813	.680	3.97	.854
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.730	.577	3.60	.831	.746	.597	3.66	.793	.734	.582	3.62	.819
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.837	.714	3.93	.797	.828	.698	3.93	.752	.835	.709	3.93	.783
mot04	I am satisfied which I receive in time the information needed to do my job.	.785	.648	3.83	.814	.823	.692	3.64	.939	.790	.652	3.77	.858
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.717	.566	3.75	.875	.695	.542	3.78	.838	.710	.559	3.76	.863
Cronbach's Alpha		.838				.830				.834			
Total variance explained		60.993%				60.008%				60.505%			
KMO Measure of Sample Adequacy		.829				.846				.837			
Bartlett's Test of Sphericity		1145.050, df 10, p = .000				466.762, df 10, p = .000				1590.803, df 10, p = .000			

Table 6-4: Relation Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
sup01	My line manager strikes up informal conversations with me.	.837	.734	4.01	.898	.847	.755	4.03	.854	.839	.739	4.02	.884
sup02	My line manager jokes well naturedly with me.	.722	.584	3.71	.951	.778	.660	3.63	.944	.737	.604	3.69	.949
sup03	My line manager provides clear instructions to do my jobs.	.837	.718	3.91	.832	.873	.786	4.05	.780	.847	.737	3.95	.819
sup04	My line manager tells me why job tasks are to be done.	.846	.730	3.89	.852	.861	.767	4.01	.899	.851	.742	3.93	.868
sup05	My line manager tells me the reasons for company policies.	.760	.616	3.90	.851	.825	.716	3.96	.919	.782	.649	3.92	.872
Cronbach's Alpha		.858				.890				.868			
Total variance explained		64.304%				70.161%				68.451%			
KMO Measure of Sample Adequacy		.825				.841				.831			
Bartlett's Test of Sphericity		1404.976, df 10, p = .000				799.051, df 10, p = .000				2184.740, df 10, p = .000			

Table 6-5: OI Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
inf01	I am satisfied with the information I receive about my future with this hotel.	.869	.576	3.55	.878	.889	.653	3.52	.914	.875	.555	3.61	.860
inf02	I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	.881	.618	3.71	.804	.864	.610	3.71	.810	.876	.572	3.77	.769
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	.497	.335	3.64	.976	.655	.394	3.81	.949	.548	.285	3.71	.954
Cronbach's Alpha		.609				.722				.646			
Total variance explained		59.279%				65.557%				61.071%			
KMO Measure of Sample Adequacy		.551				.603				.567			
Bartlett's Test of Sphericity		372.784, df 3, p = .000				222.696, df 3, p = .000				591.206, df 3, p = .000			

Table 6-6: MQ Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
inf04	The amount of information I get from this hotel by e-mail is about right.	.820	.556	3.52	.881	.837	.623	3.60	.866	.823	.576	3.55	.876
inf05	Communication by means of e-mail works well within this hotel.	.787	.513	3.73	.950	.848	.640	3.76	.957	.809	.554	3.74	.952
inf06	In meetings I always hear about the latest practical and organization issues.	.761	.478	3.79	.769	.818	.597	3.71	.930	.780	.516	3.77	.822
Cronbach's Alpha		.696				.781				.725			
Total variance explained		62.404%				69.660%				64.658%			
KMO Measure of Sample Adequacy		.683				.702				.679			
Bartlett's Test of Sphericity		319.016, df 3, p = .000				223.513, df 3, p = .000				534.462, df 3, p = .000			

Table 6-7: HC Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
cow01	The amount of information I get from this hotel by e-mail is about right.	.822	.627	3.80	.895	.744	.498	3.77	.977	.798	.585	3.79	.921
cow02	Communication by means of e-mail works well within this hotel.	.896	.743	3.75	.895	.868	.646	3.71	.895	.887	.714	3.73	.895
cow03	In meetings I always hear about the latest practical and organization issues.	.882	.717	3.94	.839	.870	.657	3.82	.790	.877	.699	3.91	.826
Cronbach's Alpha		.834				.761				.813			
Total variance explained		75.214%				68.793%				73.123%			
KMO Measure of Sample Adequacy		.703				.660				.690			
Bartlett's Test of Sphericity		742.211, df 3, p = .000				235.891, df 3, p = .000				965.023, df 3, p = .000			

Table 6-8: OP Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
inf07	I am satisfied with information about this hotel policies and goals.	.672	.498	3.84	.856	.862	.771	3.71	1.004	.748	.600	3.80	.905
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	.806	.659	3.46	.867	.797	.684	3.42	1.030	.802	.668	3.45	.920
inf09	I am satisfied with information about changes in our hotel.	.814	.669	3.71	.846	.884	.807	3.58	.902	.838	.719	3.67	.865
inf10	I am satisfied with information about our hotel's financial standing.	.785	.652	3.18	1.086	.861	.773	3.13	1.110	.808	.692	3.17	1.093
inf11	I am satisfied with information about accomplishments and/or failures of this hotel.	.753	.616	3.18	1.003	.843	.754	3.01	1.011	.782	.663	3.13	1.008
Cronbach's Alpha		.821				.874				.853			
Total variance explained		58.935%				72.225%				63.405%			
KMO Measure of Sample Adequacy		.780				.840				.807			
Bartlett's Test of Sphericity		1156.587, df 10, p = .000				869.401, df 10, p = .000				1981.133, df 10, p = .000			

Table 6-9: PF Scales Measure Purification Statistics (High Ranking Sample, Low Ranking Sample, and Pooled Sample)

Item		High Ranking Sample				Low Ranking Sample				Pooled Sample			
		Loading	H^2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.	Loading	H2	Mean	Std.dev.
per01	I am satisfied with information about how my job compares with others.	.695	.547	3.60	.766	.747	.598	3.53	.781	.813	.559	3.58	.771
per02	I am satisfied with information about how I am being judged.	.809	.682	3.68	.842	.817	.684	3.65	.851	.734	.681	3.67	.844
per03	I am satisfied with recognition of my efforts.	.807	.680	3.80	.807	.821	.693	3.78	.758	.835	.683	3.80	.792
per04	I am satisfied with reports on how problems in my job are being handled.	.812	.692	3.80	.920	.711	.561	3.96	.824	.790	.652	3.85	.894
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	.840	.731	3.72	.930	.799	.671	3.73	.814	.710	.714	3.72	.896
Cronbach's Alpha		.853				.838				.834			
Total variance explained		63.072%				60.885%				60.505%			
KMO Measure of Sample Adequacy		.798				.788				.837			
Bartlett's Test of Sphericity		1387.828, df 10, p = .000				555.880, df 10, p = .000				1590.803, df 10, p = .000			

6.1.2 Measure Validation

Validation of CC, Relation, OI, MQ, HC, OP, and PF measures was conducted using Maximum likelihood Confirmatory Factor Analysis (CFA) in AMOS 20. Validation was conducted first on high and low samples of data different from samples used in the purification stage, namely high ranking hotels (n = 606) and low ranking hotels (n = 267), then subjected to analysis for ranking measurement invariance testing, and subsequently on a pooled sample (n = 873). Prior to proceeding with CFA, normality was assessed by examining individual variables' and scale mean skewness and kurtosis, to meet the assumptions of Structural Equation Modelling (see Appendix 6.2, for report of normality checks).

To determine the extent to which the estimated models are consistent with the data, the models were evaluated using goodness of fit indices. The goodness of fit is the degree to which the actual or observed input matrix (covariances or correlations) is predicted by the estimated model (Hair, Anderson, Tatham, & Black, 1998). Table 6-10 presents a summary of the goodness-of-fit measures for the structural model estimated.

Table 6-10: Summary of Selected Goodness-of-Fit Indices

Goodness Fit Measures	Levels of Acceptable Fit
Absolute Fit Indices	
Chi-square	*p* value (p > 0.05) (Hooper, Coughlan, & Mullen, 2008)
Root Mean Square Error of Approximation (RMSEA)	Values less than 0.08 indicates a good model fit. (MacCallum et al.,1996)
Goodness of Fit (GFI)	Values greater than 0.90 indicate good fit (Ping, 2004)
Standardised version of the RMR (SRMR)	SRMR less than 0.08 (Hu & Bentler, 1999)
Relative Fit Indices	
Comparative Fit Index (CFI)	Values greater than 0.90 indicate good fit (Hooper et al., 2008)
Normed Fit Index (NFI)	Values greater than 0.90 indicate good fit (Bentler, 1990)
Non-Normed Fit Index (NNFI) or Tucker-Lewis Index (TLI)	Values greater than 0.90 indicate good fit (Hooper et al., 2008)

6.1.2.1 High/ Low Ranking Samples Assessment

6.1.2.1.1 Undimensionality Confirmation

The initial models tested for CC, Relation, OI, MQ, HC, OP, and PF contained 5, 5, 3, 3, 3, 5, and 5 retained after measure purification stage. Table 6-11 presents the statistics of initially specified models.

In the CC, Relation, OI, MQ, HC, OP, and PF scales, all indicators met acceptability criteria in both the high ranking data sample and low ranking data sample.

Table 6-11: Initial Model for CC, Relation, OI, MQ, HC, OP, and PF Scales

Fit Indices	Criteria	High Sample	Acceptability	Low Sample	Acceptability
CC Scales					
d.f.		4		4	
P	>0.05	0.069	Yes	0.422	Yes
RMSEA	<0.08	0.044	Yes	0.000	Yes
GFI	≥0.9	0.994	Yes	0.994	Yes
CFI	≥0.9	0.996	Yes	1.000	Yes
NFI	≥0.9	0.993	Yes	0.994	Yes
NNFI (TLI)	≥0.95	0.990	Yes	1.000	Yes
SRMR	<0.08	0.0138	Yes	0.0121	Yes
Relation Scales					
d.f.		4		3	
P	>0.05	0.604	Yes	0.131	Yes
RMSEA	<0.08	0.000	Yes	0.058	Yes
GFI	≥0.9	0.998	Yes	0.992	Yes
CFI	≥0.9	1.000	Yes	0.997	Yes
NFI	≥0.9	0.998	Yes	0.993	Yes
NNFI (TLI)	≥0.95	1.002	Yes	0.990	Yes
SRMR	<0.08	0.0062	Yes	0.0110	Yes

Table 6-11: Initial Model for CC, Relation, OI, MQ, HC, OP, and PF Scales

Fit Indices	Criteria	High Sample	Acceptability	Low Sample	Acceptability
OI Scales					
d.f.		1		1	
P	>0.05	0.824	Yes	0.684	Yes
RMSEA	<0.08	0.000	Yes	0.000	Yes
GFI	≥0.9	1.000	Yes	1.000	Yes
CFI	≥0.9	1.000	Yes	1.000	Yes
NFI	≥0.9	1.000	Yes	0.999	Yes
NNFI (TLI)	≥0.95	1.005	Yes	1.010	Yes
SRMR	<0.08	0.0018	Yes	0.0044	Yes
MQ Scales					
d.f.		1		1	
P	>0.05	0.543	Yes	0.917	Yes
RMSEA	<0.08	0.000	Yes	0.000	Yes
GFI	≥0.9	1.000	Yes	1.000	Yes
CFI	≥0.9	1.000	Yes	1.000	Yes
NFI	≥0.9	0.999	Yes	1.000	Yes
NNFI (TLI)	≥0.95	1.004	Yes	1.012	Yes
SRMR	<0.08	.0047	Yes	0.0012	Yes
HC Scales					
d.f.		1		1	
P	>0.05	0.119	Yes	0.416	Yes
RMSEA	<0.08	0.049	Yes	0.000	Yes
GFI	≥0.9	0.997	Yes	0.998	Yes
CFI	≥0.9	0.998	Yes	1.000	Yes
NFI	≥0.9	0.997	Yes	0.998	Yes
NNFI (TLI)	≥0.95	0.995	Yes	1.003	Yes
SRMR	<0.08	0.0076	Yes	0.0060	Yes

Table 6-11: Initial Model for CC, Relation, OI, MQ, HC, OP, and PF Scales

Fit Indices	Criteria	High Sample	Acceptability	Low Sample	Acceptability
OP Scales					
d.f.		4		3	
P	>0.05	0.372	Yes	0.407	Yes
RMSEA	<0.08	0.010	Yes	0.000	Yes
GFI	≥0.9	0.997	Yes	0.996	Yes
CFI	≥0.9	1.000	Yes	1.000	Yes
NFI	≥0.9	0.997	Yes	0.995	Yes
NNFI (TLI)	≥0.95	1.000	Yes	1.001	Yes
SRMR	<0.08	0.0073	Yes	0.0096	Yes
PF Scales					
d.f.		4		4	
P	>0.05	0.051	Yes	0.154	Yes
RMSEA	<0.08	0.047	Yes	0.050	Yes
GFI	≥0.9	0.994	Yes	0.990	Yes
CFI	≥0.9	0.996	Yes	0.995	Yes
NFI	≥0.9	0.992	Yes	0.989	Yes
NNFI (TLI)	≥0.95	0.989	Yes	0.989	Yes
SRMR	<0.08	.0136	Yes	0.0160	Yes

6.1.2.1.2 Reliability and Validity Assessment

Having verified undimensionality, the measures were assessed for reliability and validity. Reliability refers to the ability of the model to demonstrate things in an adequate way. There are two formulae that are useful for establishing reliability and validity, through calculating composite or construct reliability (CR), and by inspecting average variance extracted (AVE).

If a measure has high composite reliability, then a measure would produce the same result from one occasion to another: its consistency. The composite reliability (CR) can be calculated using the formula given below in Equation 6-1.

Equation 6-1: Composite Reliability Formula

$$\text{Composite Reliability} = (\sum \text{standardised loading})^2 / (\sum \text{standardised loading})^2 + (\sum \text{indicator measurement error})$$

If a measure has high construct validity, then it is assessing a theoretical construct well. The Average Variance Extracted (AVE) was calculated to measure convergent validity. The AVE values greater than 0.5 are treated as indications of convergent validity (Fornell & Larcker, 1981). The AVE can be calculated by using the formula given below in Equation 6-2.

Equation 6-2: Average Variance Extracted Formula

$$\text{AVE} = (\sum \text{standardised loadings}) / (\sum \text{standardised loadings}) + (\sum \text{indicator measurement error})$$

This final stage aims to assess the set of retained items for face validity, to ensure that the retained items reflect the conceptualised dimension.

Assessment of item convergent validity, composite reliability and Cronbach's Alpha indicated that the 5, 5, 3, 3, 3, 5, and 5 item solutions were acceptable across seven scales. These results are presented below along with item reliability and validity statistics, which are presented in Tables 6-12, 6-13, 6-14, 6-15, 6-16, 6-17, and 6-18. Convergent validity is evidenced by AVEs ranging between 0.51 and 0.57, which is well above the 0.50 criterion recommended by Fornell & Larcker (1981). Internal consistency reliability values for all seven scales (assessed by Cronbach's Alpha) all exceed the recommended benchmark of 0.6 by Nunnally et al (1967). Construct or composite reliabilities for seven scales exceed the recommended threshold of 0.6 Bagozzi & Yi (1988). Factor loadings are high for all items for both two hotels samples, well above the minimum value of 0.4 (Ford, MacCallum, & Tait, 1986). Item reliability averages are 0.60 and 0.68 (CC scale), 0.67 and 0.65 (Relation scale), 0.59 and 0.67 (OI scale), 0.63 and 0.68 (MQ scale), 0.74 and 0.79 (HC scale), 0.60 and 0.61 (OP scale), and 0.60 and 0.64 (PE scale) for the High and Low Ranking sample respectively, which is in line with the threshold of 0.50 recommended by Clark & Watson (1995). Face

validity was concluded by contrasting the final scales with conceptual and operational definitions of CC, Relation, OI, MQ, HC, OP, and PF constructs (see Table 6-15 for summary of operational definitions).

Table 6-12: CC Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.688	.417	0.583	.819	.288	0.712
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.614	.437	0.563	.768	.320	0.68
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.838	.217	0.783	.813	.180	0.82
mot04	I am satisfied which I receive in time the information needed to do my job.	.714	.391	0.609	.752	.273	0.727
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.722	.406	0.594	.654	.538	0.462
Convergent validity (AVE)		**0.53**			**0.53**		
Composite Reliability		**0.80**			**0.81**		
Cronbach's Alpha		**0.846**			**0.874**		

Table 6-13: Relation Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
sup01	My line manager strikes up informal conversations with me.	.764	.391	0.609	.900	.203	0.797
sup02	My line manager jokes well naturedly with me.	.710	.492	0.508	.902	.198	0.802
sup03	My line manager provides clear instructions to do my jobs.	.869	.216	0.784	.818	.317	0.683
sup04	My line manager tells me why job tasks are to be done.	.863	.205	0.795	.595	.514	0.486
sup05	My line manager tells me the reasons for company policies.	.768	.350	0.65	.408	.535	0.465
Convergent validity (AVE)		**0.54**			**0.53**		
Composite Reliability		**0.83**			**0.80**		
Cronbach's Alpha		**0.899**			**0.882**		

Table 6-14: OI Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
inf01	I am satisfied with the information I receive about my future with this hotel.	.810	.286	0.714	.859	.143	0.857
inf02	I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	.874	.169	0.831	.836	.175	0.825
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	.454	.790	0.21	.504	.672	0.328
Convergent validity (AVE)		**0.55**			**0.52**		
Composite Reliability		**0.72**			**0.71**		
Cronbach's Alpha		**0.733**			**0.749**		

Table 6-15: MQ Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
inf04	The amount of information I get from this hotel by e-mail is about right.	.802	.278	0.722	.845	.236	0.764
inf05	Communication by means of e-mail works well within this hotel.	.739	.417	0.583	.807	.316	0.684
inf06	In meetings I always hear about the latest practical and organization issues.	.692	.402	0.598	.561	.403	0.597
Convergent validity (AVE)		**0.54**			**0.52**		
Composite Reliability		**0.72**			**0.71**		
Cronbach's Alpha		**0.786**			**0.778**		

Table 6-16: HC Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
cow01	There is a good atmosphere between colleagues in my unit.	.788	.319	0.681	.785	.271	0.729
cow02	If I want, I can also discuss personal matters with my colleagues.	.792	.313	0.687	.899	.135	0.865
cow03	My colleagues offer me support.	.911	.136	0.864	.811	.227	0.773
Convergent validity (AVE)		**0.53**			**0.51**		
Composite Reliability		**0.74**			**0.72**		
Cronbach's Alpha		**0.868**			**0.870**		

Table 6-17: OP Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
inf07	I am satisfied with information about this hotel policies and goals.	.752	.382	0.618	.474	.529	0.471
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	.809	.326	0.674	.851	.230	0.77
inf09	I am satisfied with information about changes in our hotel.	.876	.197	0.803	.755	.282	0.718
inf10	I am satisfied with information about our hotel's financial standing.	.709	.549	0.451	.658	.447	0.553
inf11	I am satisfied with information about accomplishments and/or failures of this hotel.	.647	.556	0.444	.604	.463	0.537
Convergent validity (AVE)		**0.56**			**0.52**		
Composite Reliability		**0.83**			**0.79**		
Cronbach's Alpha		**0.883**			**0.827**		

Table 6-18: PF Scale Item Parameters (High and Low Ranking Samples)

Item		High Ranking Sample			Low Ranking Sample		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**	**Std. Factor Loadings**	**Meas. Error**	**Item reliability**
per01	I am satisfied with information about how my job compares with others.	.733	.331	0.669	.719	.288	0.712
per02	I am satisfied with information about how I am being judged.	.783	.289	0.711	.926	.087	0.913
per03	I am satisfied with recognition of my efforts.	.767	.342	0.658	.806	.263	0.737
per04	I am satisfied with reports on how problems in my job are being handled.	.620	.534	0.466	.571	.682	0.318
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	.619	.490	0.51	.583	.491	0.509
Convergent validity (AVE)		**0.54**			**0.53**		
Composite Reliability		**0.80**			**0.80**		
Cronbach's Alpha		**0.847**			**0.845**		

6.1.2.2 Pooled Samples Fit Assessment

6.1.2.2.1 Unidimensionality Confirmation

The final step of measure validation was assessment of the model fit on the pooled high/ low ranking hotels sample. 5, 5, 3, 3, 3, 5, and 5 items retained after high/ low ranking and measurement invariance assessment and model modification were submitted, specified to load on CC, Relation, OI, MQ, HC, OP, and PF factors respectively. As demonstrated in Table 6-19, 6-20, 6-21, and 6-22 below, the fit of all seven models was acceptable, confirming unidimensionality.

In the CC, Relation, OI, MQ, HC, OP, and PF scales, all indicators met acceptability criteria in the pooled sample.

Table 6-19: Initial Model for CC, and Relation Scales

Fit Indices	Criteria	CC Scale	Acceptability	Relation Scale	Acceptability
d.f.		3		3	
P	>0.05	0.202	Yes	0.430	Yes
RMSEA	<0.08	0.014	Yes	0.000	Yes
GFI	≥0.9	0.998	Yes	0.999	Yes
CFI	≥0.9	0.999	Yes	1.000	Yes
NFI	≥0.9	0.997	Yes	0.999	Yes
NNFI (TLI)	≥0.95	0.997	Yes	1.000	Yes
SRMR	<0.08	0.0084	Yes	0.0050	Yes

Table 6-20: Initial Model for OI, and MQ Scales

Fit Indices	Criteria	OI Scale	Acceptability	MQ Scale	Acceptability
d.f.		1		1	
P	>0.05	0.966	Yes	0.443	Yes
RMSEA	<0.08	0.000	Yes	0.000	Yes
GFI	≥0.9	1.000	Yes	1.000	Yes
CFI	≥0.9	1.000	Yes	1.000	Yes
NFI	≥0.9	1.000	Yes	0.999	Yes
NNFI (TLI)	≥0.95	1.004	Yes	1.002	Yes
SRMR	<0.08	0.0003	Yes	0.0050	Yes

Table 6-21: Initial Model for HC and OP Scales

Fit Indices	Criteria	HC Scale	Acceptability	OP Scale	Acceptability
d.f.		1		3	
P	>0.05	0.399	Yes	0.148	Yes
RMSEA	<0.08	0.000	Yes	0.030	Yes
GFI	≥0.9	0.999	Yes	0.998	Yes
CFI	≥0.9	1.000	Yes	0.999	Yes
NFI	≥0.9	0.999	Yes	0.998	Yes
NNFI (TLI)	≥0.95	1.001	Yes	0.996	Yes
SRMR	<0.08	0.0035	Yes	0.0096	Yes

Table 6-22: Initial Model for PF Scales

Fit Indices	Criteria	PF Scale	Acceptability
d.f.		3	
P	>0.05	0.888	Yes
RMSEA	<0.08	0.000	Yes
GFI	≥0.9	1.000	Yes
CFI	≥0.9	1.000	Yes
NFI	≥0.9	1.000	Yes
NNFI (TLI)	≥0.95	1.004	Yes
SRMR	<0.08	0.0039	Yes

6.1.2.2.2 Convergent Validity Assessment

With convergent validity values of 0.54, 0.55, 0.54, 0.54, 0.52, 0.55, and 0.54; composite reliability values of 0.81, 0.82, 0.72, .72, 0.73, 0.82, and 0.8 for CC, Relation, OI, MQ, HC, OP, and PF scales respectively and Cronbach's Alpha exceeding 0.6 criterion (Nunnally et al., 1967), 5, 5, 3, 3, 3, 5, and 5 solution items are acceptable for each of the seven scales. Factor loadings range between 0.58 and 0.88, and items' reliability indicators range between 0.40 and 0.84, as detailed in Table 6-23, 6-24, 6-25, 6-26, 6-27, 6-28, and 6-29. Thus, CC, Relation, OI, MQ, HC, OP, and PF scales can be concluded as reliable.

Table 6-23: CC Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.748	.362	0.638
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.660	.410	0.59
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.806	.235	0.765
mot04	I am satisfied which I receive in time the information needed to do my job.	.765	.309	0.691
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.709	.436	0.564
Convergent validity (AVE)		**0.54**		
Composite Reliability		**0.81**		
Cronbach's Alpha		**0.854**		

Table 6-24: Relation Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
sup01	My line manager strikes up informal conversations with me.	.754	.426	0.574
sup02	My line manager jokes well naturedly with me.	.728	.475	0.525
sup03	My line manager provides clear instructions to do my jobs.	.906	.163	0.837
sup04	My line manager tells me why job tasks are to be done.	.812	.274	0.726
sup05	My line manager tells me the reasons for company policies.	.683	.421	0.579
Convergent validity (AVE)		**0.55**		
Composite Reliability		**0.82**		
Cronbach's Alpha		**0.893**		

Table 6-25: OI Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
inf01	I am satisfied with the information I receive about my future with this hotel.	.820	.251	0.749
inf02	I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	.869	.166	0.834
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	.463	.760	0.24
Convergent validity (AVE)		**0.54**		
Composite Reliability		**0.72**		
Cronbach's Alpha		**0.738**		

Table 6-26: MQ Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
inf04	The amount of information I get from this hotel by e-mail is about right.	.816	.265	0.735
inf05	Communication by means of e-mail works well within this hotel.	.758	.391	0.609
inf06	In meetings I always hear about the latest practical and organization issues.	.649	.417	0.583
Convergent validity (AVE)		0.54		
Composite Reliability		0.72		
Cronbach's Alpha		**0.782**		

Table 6-27: HC Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
cow01	There is a good atmosphere between colleagues in my unit.	.776	.307	0.693
cow02	If I want, I can also discuss personal matters with my colleagues.	.836	.250	0.75
cow03	My colleagues offer me support.	.878	.173	0.827
Convergent validity (AVE)		**0.52**		
Composite Reliability		**0.73**		
Cronbach's Alpha		**0.868**		

Table 6-28: OP Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
inf07	I am satisfied with information about this hotel policies and goals.	.715	.402	0.598
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	.796	.333	0.667
inf09	I am satisfied with information about changes in our hotel.	.865	.202	0.798
inf10	I am satisfied with information about our hotel's financial standing.	.704	.518	0.482
inf11	I am satisfied with information about accomplishments and/or failures of this hotel.	.630	.536	0.464
Convergent validity (AVE)		**0.55**		
Composite Reliability		**0.82**		
Cronbach's Alpha		**0.871**		

Table 6-29: PF Scale Item Parameters (Pooled Samples)

Item		Pooled Samples		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
per01	I am satisfied with information about how my job compares with others.	.734	.314	0.686
per02	I am satisfied with information about how I am being judged.	.832	.217	0.783
per03	I am satisfied with recognition of my efforts.	.764	.336	0.664
per04	I am satisfied with reports on how problems in my job are being handled.	.570	.617	0.383
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	.606	.494	0.506
Convergent validity (AVE)		**0.54**		
Composite Reliability		**0.80**		
Cronbach's Alpha		**0.846**		

6.2.1 Validation of Existing Measures

This section reports validation of the existing measures included in the study, serving two purposes: to establish discriminant and nomological validity of the new measure CC, Relation, OI, MQ, HC, OP, and PF scales (reported in this chapter) and to test the hypotheses 1, 2, 3, 4, 5, 6, and 7 (reported in Chapter 7).

6.2.1.1 Dependent Variable 1: Employees' Brand Identification (EI) Validation

6.2.1.1.1 Undimensionality Confirmation

Employees' brand identification was measured using a reduced 8-item version of Punjaisri (2008). Prior to submitting items to CFA, normality checks were performed by examining skewness and kurtosis (see appendix 6.2). All items were submitted and specified to load on customer-facing employees (n=1,747). As shown in Table 6-30 below, the initial model presented a poor fit. This current study decided to proceed with scale reduction to improve model fit. Removal of one item resulted in a 7 item model with good fit.

Table 6-30: Fit indices of Initial and Final EI Models

Fit Index	Criteria	EI Model	Acceptability	Final EI Model	Acceptability
Chi Square (df)		372.207 (20)		9.433 (9)	
P	>0.05	0.000	No	0.398	Yes
RMSEA	<0.08	0.100	No	0.005	Yes
GFI	≥0.9	0.942	Yes	0.998	Yes
CFI	≥0.9	0.960	Yes	1.000	Yes
NFI	≥0.9	0.958	Yes	0.999	Yes
NNFI (TLI)	≥0.95	0.944	Close	1.000	Yes
SRMR	<0.08	0.0336	Yes	0.0060	Yes

6.2.1.1.2 Convergent Validity Assessment

As shown in Table 6-31, all factor loadings are high and item reliability range between 0.45 and 0.81. Convergent validity (AVE) is 0.52, above the minimum criterion recommended by Fornell & Larcker (1981). Cronbach's Alpha is above 0.6, indicating respectable internal consistency reliability (Nunnally et al., 1967). The composite reliability values exceed the critical value of 0.6 (Bagozzi & Yi, 1988).

Table 6-31: EI Scale Item Parameters

Item		n=1,747		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
att02	I feel a sense of ownership for this hotel.	.832	.233	0.767
att03	My sense of pride towards the hotel brand is reinforced by the brand-related messages.	.812	.234	0.766
att04	I view the success of the brand as my own success.	.850	.190	0.81
att05	The hotel is like a family to me.	.776	.270	0.73
att06	I feel belonging to this hotel.	.680	.343	0.657
att07	When I talk about this hotel. I usually say 'we' rather than 'they'.	.724	.325	0.675
att08	When someone praises this brand, it feels like a personal compliment.	.601	.547	0.453
Convergent validity (AVE)		**0.52**		
Composite Reliability		**0.85**		
Cronbach's Alpha		**0.91**		

6.2.1.2 Dependent Variable 2: Employees' Brand Commitment (EC) Validation

6.2.1.2.1 Undimensionality Confirmation

Employees' brand commitment was measured using a 12-item scale where all items were submitted and specified to load on customer-facing employees (n=1,747). Prior to submitting items to CFA, normality checks were performed by examining skewness and kurtosis (see Appendix 6.2). As shown in Table 6-32, the initial model presented a poor fit. Thus, the current study decided to proceed with scale reduction to improve model fit. Removal of seven item resulted in a 5-item model with good fit.

Table 6-32: Fit indices of Initial and Final EI Models

Fit Index	Criteria	EC Model	Acceptability	Final EC Model	Acceptability
Chi Square (df)		1420.308 (54)		2.760 (3)	
P	>0.05	0.000	No	0.430	Yes
RMSEA	<0.08	0.120	No	0.000	Yes
GFI	≥0.9	0.870	No	0.999	Yes
CFI	≥0.9	0.862	No	1.000	Yes
NFI	≥0.9	0.858	No	0.999	Yes
NNFI (TLI)	≥0.95	0.832	No	1.000	Yes
SRMR	<0.08	0.0844	No	0.0037	Yes

6.2.1.2.2 Convergent Validity Assessment

As shown in table 6-33, all factor loadings are high and item reliabilities range between 0.748 and 0.83. Since convergent validity (AVE) of 0.51, Cronbach's Alpha of 0.901 and composite reliability of 0.81 are all above the minimum recommended criteria, the reduced EC measure can be concluded as reliable.

Table 6-33: EC Scale Item Parameters

Item		**n=1,747**		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
att09	I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	.766	.262	0.738
att11	I would accept almost any type of job assignment in order to keep working for this hotel.	.820	.187	0.813
att12	I find that my values and the hotel's values are very similar.	.850	.170	0.83
att13	I could just as well be working for a different hotel as long as the type of work was similar.	.803	.205	0.795
att14	This hotel really inspires the very best in me in the way of job performance.	.775	.252	0.748
Convergent validity (AVE)		**0.51**		
Composite Reliability		**0.81**		
Cronbach's Alpha		**0.901**		

6.2.1.3 Dependent Variable 3: Employees' Brand Loyalty (EL) Validation

6.2.1.3.1 Undimensionality Confirmation

Employees' Brand Loyalty was measured using a 3-item version of Punjaisri (2008). Prior to submitting items to CFA, normality checks were performed by examining skewness and kurtosis (see Appendix 6.2). All items were submitted and specified to load on customer-facing employees (n=1,747). As shown in Table 6-34 below, the initial model presented a poor fit. The current study decided to precede in using the modification indices to cover error terms that are part of the same factor to improve model fit. Using the modification indices resulted in a 3-item model with good fit.

Table 6-34: Fit indices of Initial and Final EL Models

Fit Index	Criteria	EL Model	Acceptability	Final EL Model	Acceptability
Chi Square (df)		25.625 (1)		1.836 (1)	
P	>0.05	0.000	No	0.175	Yes
RMSEA	<0.08	0.119	No	0.022	Yes
GFI	≥0.9	0.990	Yes	0.999	Yes
CFI	≥0.9	0.977	Yes	0.999	Yes
NFI	≥0.9	0.976	Yes	0.998	Yes
NNFI (TLI)	≥0.95	0.930	Yes	0.998	Yes
SRMR	<0.08	0.0278	Yes	0.0081	Yes

6.2.1.3.2 Convergent Validity Assessment

As shown in Table 6-35, all factor loadings are high and item reliabilities range between 0.204 and 0.848. Convergent validity (AVE) is 0.55, above the minimum criterion recommended by Fornell and Larcker (1981). Cronbach's Alpha is 0.683, above the minimum criterion recommended by Nunnall et al. (1967). The composite reliability value exceeds the critical value of 0.71 (Bagozzi & Yi, 1988).

Table 6-35: EL Scale Item Parameters

Item		n=1,747		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
att21	I will happy to spend the rest of my career in this hotel.	.882	.152	0.848
att22	I don't have an intention to change to another hotel at this moment.	.498	.796	0.204
att23	My intention to stay is driven by the fact that I am competent in delivering the brand promise.	.642	.374	0.626
Convergent validity (AVE)		**0.55**		
Composite Reliability		**0.71**		
Cronbach's Alpha		**0.683**		

6.2.1.4 Dependent Variable 4: Employees' Brand Performance (EP) Validation

6.2.1.4.1 Undimensionality Confirmation

Employees' Brand Performance was measured using a 5-item version of Punjaisri (2008). Prior to submitting items to CFA, normality checks were performed by examining skewness and kurtosis (see Appendix 6.2). All items were submitted and specified to load on customer-facing employees (n=1,747). As shown in Table 6-36 below, the initial model presented a poor fit. Therefore, the researcher proceeded with scale reduction to improve model fit. Removal of one item resulted in a 4-item model with good fit.

Table 6-36: Fit indices of Initial and Final EP Models

Fit Index	Criteria	EL Model	Acceptability	Final EL Model	Acceptability
Chi Square (df)		60.022 (5)		1.420 (1)	
P	>0.05	0.000	No	0.223	Yes
RMSEA	<0.08	0.079	Yes	0.016	Yes
GFI	≥0.9	0.986	Yes	1.000	Yes
CFI	≥0.9	0.979	Yes	1.000	Yes
NFI	≥0.9	0.978	Yes	0.999	Yes
NNFI (TLI)	≥0.95	0.959	Yes	0.999	Yes
SRMR	<0.08	0.0239	Yes	0.0045	Yes

6.2.1.4.2 Convergent Validity Assessment

As shown in Table 5-37, all factor loadings are high and item reliabilities range between 0.699 and 0.784. Convergent validity (AVE) is 0.5, above the minimum criterion recommended by Fornell & Larcker (1981). Cronbach's Alpha is 0.835, above the minimum criterion recommended by Nunnally et al. (1967). The composite reliability value exceeds the critical value of 0.75 (Bagozzi & Yi, 1988).

Table 6-37: EP Scale Item Parameters

Item		n=1,747		
		Std. Factor Loadings	**Meas. Error**	**Item reliability**
rol01	I can successfully fulfil the responsibilities specified in my job descriptions underpinned by the brand standards.	.767	.222	0.778
rol02	I always handle customers' specific requests within the set for the brand standards.	.731	.301	0.699
rol04	The quality level of my services meet formal performance requirements set by the brand standards.	.769	.216	0.784
rol05	I effectively fulfil the promise the brand has with customers based on the brand standards.	.724	.288	0.712
Convergent validity (AVE)		**0.50**		
Composite Reliability		**0.75**		
Cronbach's Alpha		**0.835**		

6.3 Conclusion

The primary objective of this current study was to conceptualise the domain of internal communication satisfaction in the concept of internal branding by developing a standardised instrument, namely the Down-Hazen Communication Satisfaction Questionnaire (CSQ). The CSQ demonstrated applicability of adopted definitions of Communication climate (CC); Relationship to Supervisor (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); and Personal feedback (PF) as domains of internal communication satisfaction in the concept of internal branding that influence employees' brand outcomes (Employees' brand identification (EI); Employees' brand commitment (EC); Employees' Brand loyalty (EL); and Employees'' brand performance (EP)) in the concept of internal branding.

This chapter presented steps taken to validate the new (CC, Relation, OI, MQ, HC, OP, and PF) and existing (EI, EC, EL, and EP) measures utilised in the analysis of survey data. It established the robustness and psychometric soundness of CC, Relation, OI, MQ, HC, OP, and PF scales and ascertained validity of EI, EC, EL, and EP measures in relation to this

data sample. It is now possible to utilise these measures in a further analysis to test hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 (given in Chapter 2). The results of hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 will be presented in Chapter 7.

Chapter 7: Analysis and Results Part 2: Hypotheses Testing

7.0 Introduction

In Chapter 6, this study reported the reliability and validity analysis of all measured constructs: Internal Communication Satisfaction, Employees' Brand Attitudes and Employees' Brand Performance. In testing relevant objectives and hypotheses developed in Chapter 2, 3 and 4, this Chapter details the results of the survey study and test relevant objectives and hypotheses developed in Chapter 2, 3 and 4. Chapter 7 is structured around different objectives and hypotheses, as described in the following Table 7-1.

Table 7-1: Objectives and hypotheses measured by empirical studies

Objective 1: To conceptualise the domain of internal communication satisfaction within the concept of internal branding.		
Hypotheses – (Section 7.1-7.8)		Survey
H1: Communication climate climate has significant indirect influences on employees' brand performance:		
H1.1	Communication climate has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H1.2	Employees' brand attitudes play as a meditational factor in the relationship between communication climate and employees' brand performance.	/
H2: Relationship to superiors has significant indirect influences on employees' brand performance:		
H2.1	Relationship to superiors has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H2.2	Employees' brand attitudes play as a meditational factor on the relationship between relationship to superiors and employees' brand performance.	/

Hypotheses – (Section 6.1-6.7)		Survey
H3: Organizational integration has significant indirect influences on employees' brand performance:		
H3.1	Organizational integration has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H3.2	Employees' brand attitudes play as a meditational factor on the relationship between organizational integration and employees' brand performance.	/
H4: Media quality has significant indirect influences on employees' brand performance:		
H4.1	Media quality has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H4.2	Employees' brand attitudes play as a meditational factor on the relationship between media quality and employees' brand performance.	/
H5: Horizontal communication has significant indirect influences on employees' brand performance:		
H5.1	Horizontal communication has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H5.2	Employees' brand attitudes play as a meditational factor on the relationship between horizontal communication and employees' brand performance.	/
H6: Organisational perspective has significant indirect influences on employees' brand performance:		
H6.1	Organisational perspective has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H6.2	Employees' brand attitudes play as a meditational factor on the relationship between organisational perspective and employees' brand performance.	/

Hypotheses – (Section 6.1-6.7)		Survey
H7: Personal feedback has significant indirect influences on employees' brand performance:		
H7.1	Personal feedback has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	/
H7.2	Employees' brand attitudes play as a meditational factor on the relationship between personal feedback and employees' brand performance.	/
Objective 2: To determine the nomological network of internal branding.		
H8:	The second-order factor structure of internal communication satisfaction has a positive relationship with employees' brand attitudes.	/
H9:	The second-order factor structure of employees' brand attitudes acts as a mediational factor in the relationship between internal communication satisfaction and employees' brand performance.	/
H10:	The second-order factor structure of internal communication satisfaction positively influences employees' brand performance.	/
Objective 3: To evaluate the influence of internal communication on employees' behaviour from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand.		
H11:	Performance rankings in hotels moderate the effects that internal communication satisfaction has on employees' brand attitudes and employees' brand performance; specifically, the impact of internal communication satisfaction will be stronger in hotels which are ranked highly by customers.	/

This chapter is divided into four main sections.

Part 1 tests the seven hypotheses (H1, 2, 3, 4, 5, 6 and 7) stated in the introduction of this chapter. Mainly, these hypotheses were tested though the results of the survey, by testing the Structural Equation Model in Section 7.1-7.10.

Part 2 is a higher-order approach to internal communication satisfaction (ICS) and to employees' brand attitudes (EBA) in Section 7.11-7.13 and this section details the development of a higher-order model for internal communication satisfaction and employees' brand attitudes attributes, investigation of factor relationship, reliability and validity assessment.

Part 3 tests the three hypotheses (H8, 9 and 10) stated in the introduction of this chapter. This part shows model estimation and comparison in Section 7.17 and 7.20. The statistically 'best' model was determined through a combined use of model comparison and model development.

Part 4 tests the hypothesis 11 stated in the introduction of this chapter. This part shows the evaluation models used by differently ranked hotels in a developing country, which are shown in Section 7.18 - 7.20.

Part I (Section 7.1-7.10)

7.1 Hypotheses Testing (H1, 2, 3, 4, 5, 6, and 7)

In this section, this current study analyses and reports the hypotheses testing (H1, 2, 3, 4, 5, 6, and 7) using the results of the survey. The first steps of this study have checked the goodness of fit of the proposed structural equation models, and in the second steps, the study has tested the seven hypotheses. The Structural Equation Model developed in accordance with the proposed measurement model is reproduced below as figure 7-1, 7-2, 7-3, 7-4, 7-5, 7-6, and 7-7.

Figure 7-1: Measurement Model - Communication Climate (CC) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)

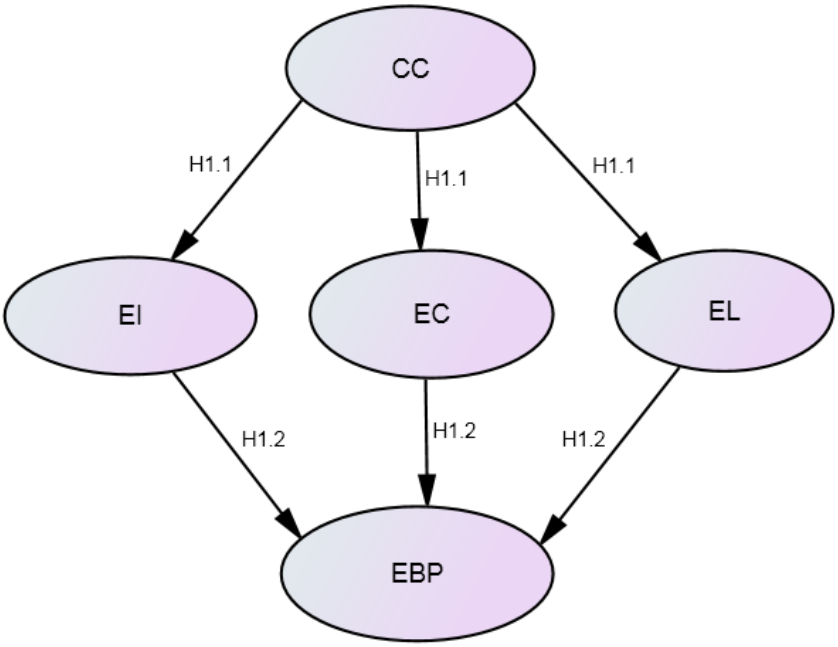


Figure 7-2: Measurement Model - Relationship to Supervisors (Relation) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)

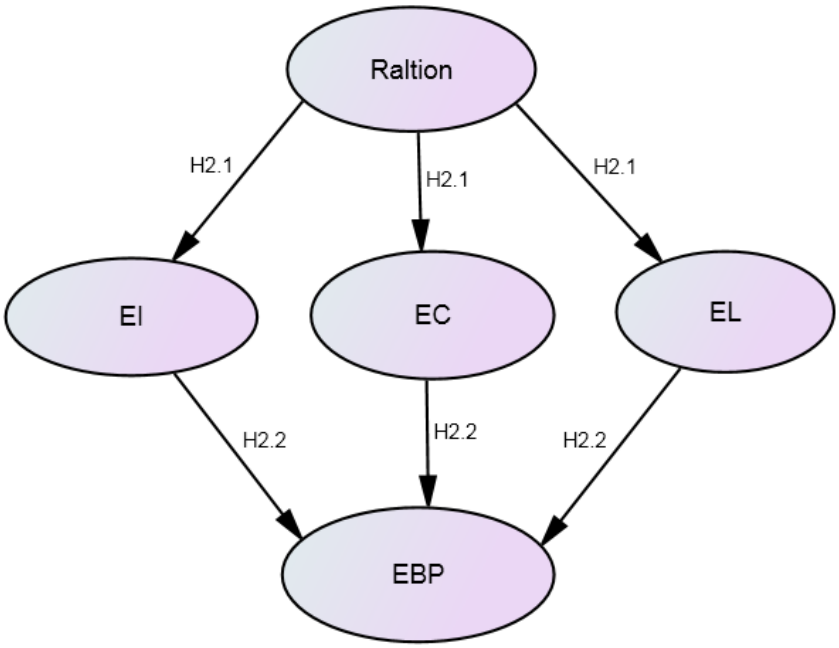


Figure 7-3: Measurement Model - Organizational Integration (OI) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)

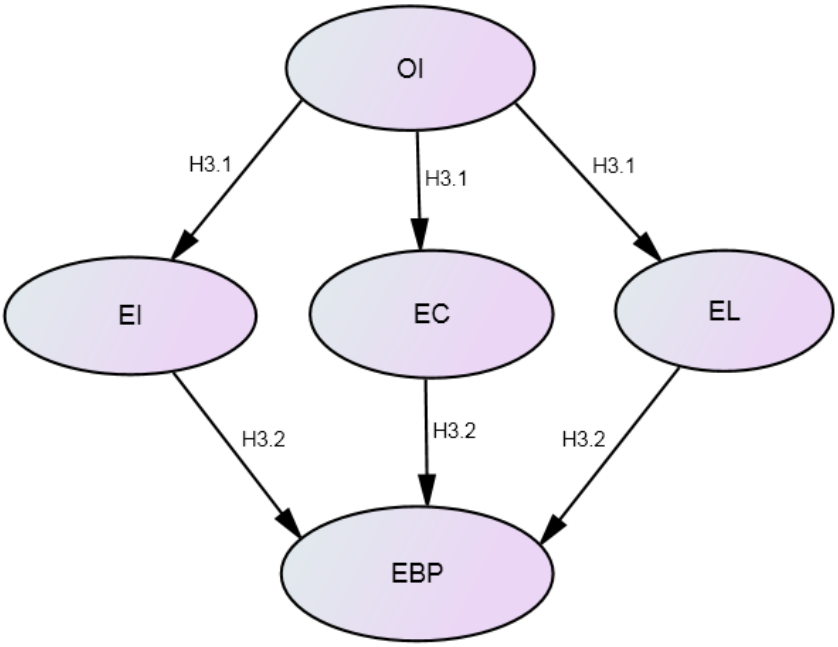


Figure 7-4: Measurement Model - Media Quality (MQ) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)

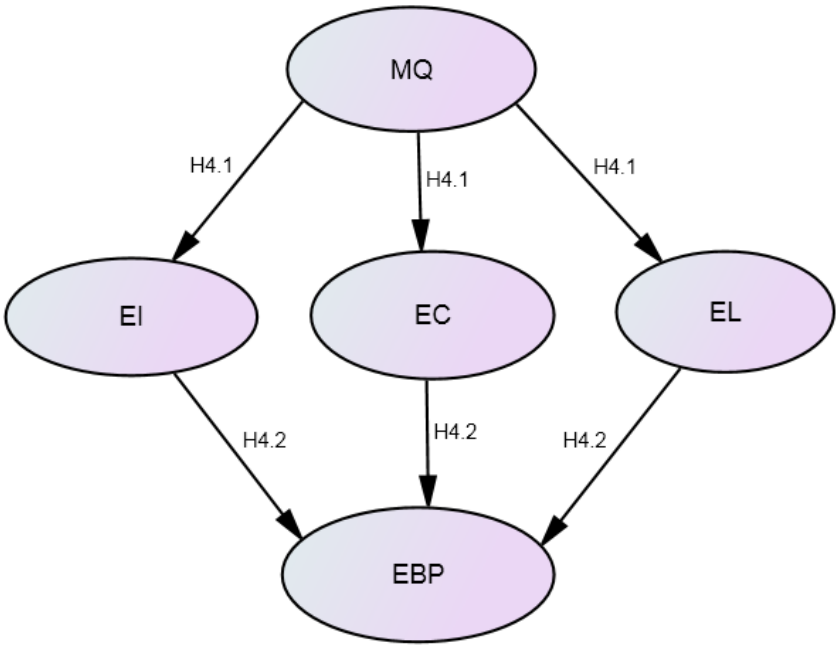


Figure 7-5: Measurement Model - Horizontal Communication (HC) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)

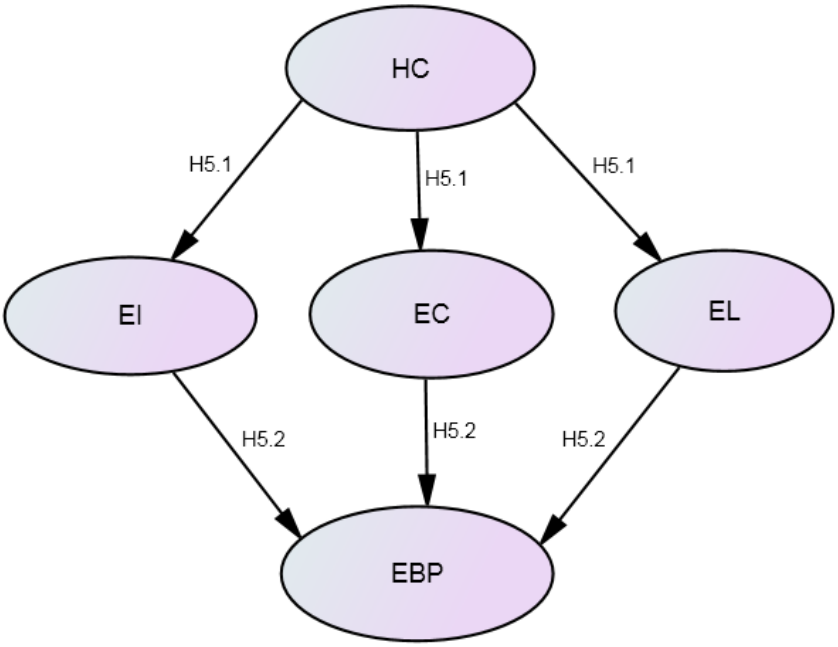


Figure 7-6: Measurement Model - Organizational Perspective (OP) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)

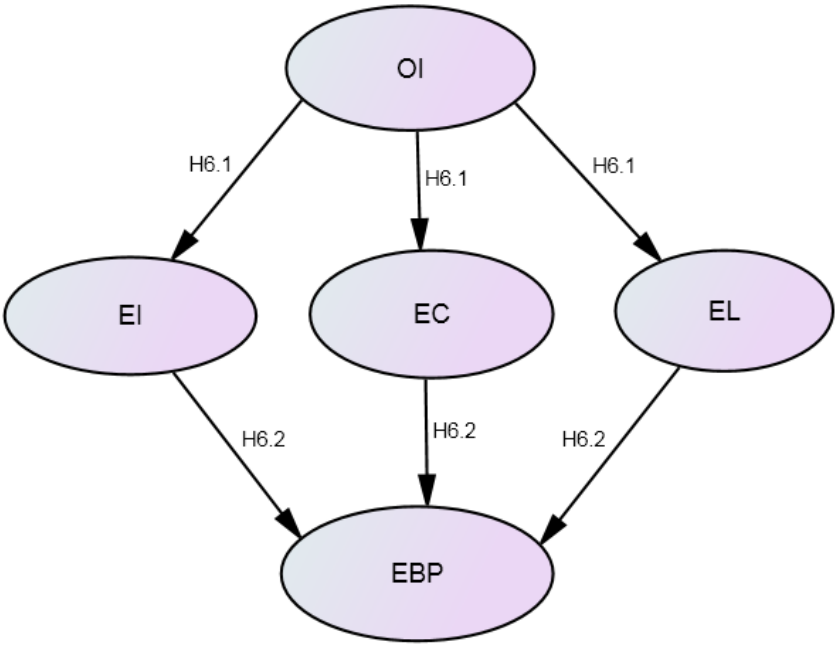
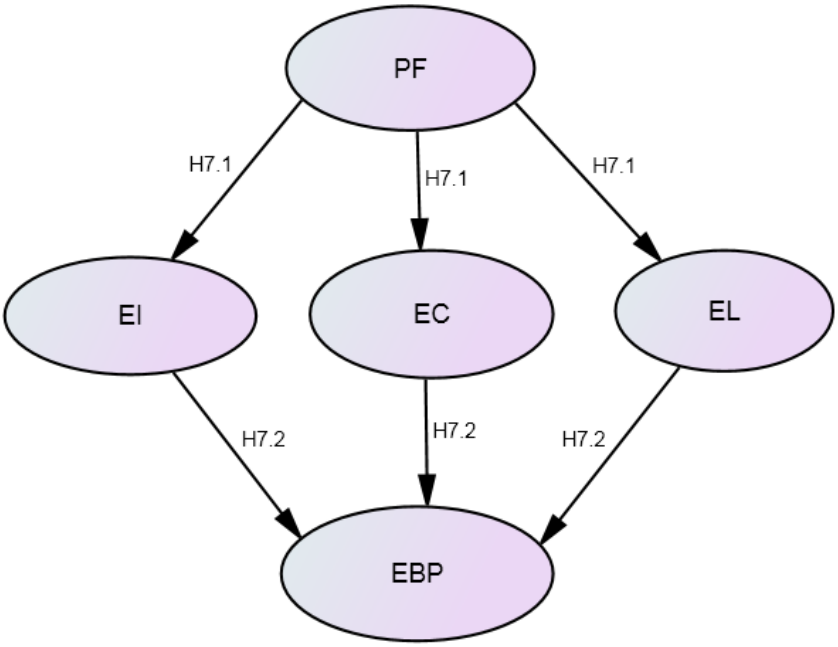


Figure 7-7: Measurement Model - Personal Feedback (PF) and its influence on Employee Identification (EI), Employee Commitment (EC), Employee Loyalty (EL) and Employees' Brand Performance (EBP)



7.2 Evaluation of goodness-of-fit indices

The SEM path model was specified assisted by AMOS. The hypotheses represented relevant paths, as shown in the above Figures 7-1, 7-2, 7-3, 7-4, 7-5, 7-6, and 7-7. Taking all measures discussed in Chapter 2, 3, 4 into consideration, the SEM models were developed, purified and validated in Chapter 6. Fit indices of seven path models are given below in Tables 7-2, 7-3, 7-4, and 7-5.

Table 7-2: Fit Indices of Communication Climate (CC), and Relationship to Supervisors (Relation)

Fit Index	Criteria	CC model	Acceptability	Relation model	Acceptability
Chi Square (df)		187.784 (168)		162.840 (163)	
P	>0.05	0.141	Yes	0.489	Yes
RMSEA	<.08	0.008	Yes	0.000	Yes
GFI	≥0.9	0.991	Yes	0.992	Yes
CFI	≥0.9	0.999	Yes	1.000	Yes
NFI	≥0.9	0.993	Yes	0.994	Yes
NNFI (TLI)	≥0.95	0.999	Yes	1.000	Yes
SRMR	<.08	.0134	Yes	.0123	Yes

Table 7-3: Fit Indices of Organizational Integration (OI) and Media Quality (MQ)

Fit Index	Criteria	OI model	Acceptability	MQ model	Acceptability
Chi Square (df)		148.376 (123)		141.342 (130)	
P	>0.05	.059	Yes	.234	Yes
RMSEA	<.08	.011	Yes	.007	Yes
GFI	≥0.9	.992	Yes	.993	Yes
CFI	≥0.9	.999	Yes	1.000	Yes
NFI	≥0.9	.994	Yes	.994	Yes
NNFI (TLI)	≥0.95	.998	Yes	.999	Yes
SRMR	<.08	.0122	Yes	.0113	Yes

Table 7-4: Fit Indices of Horizontal Communication (HC) and Organizational Perspective (OP)

Fit Index	Criteria	HC model	Acceptability	OP model	Acceptability
Chi Square (df)		150.801 (126)		172.303 (150)	
P	>0.05	.065	Yes	.103	Yes
RMSEA	<.08	.011	Yes	.009	Yes
GFI	≥0.9	.992	Yes	.992	Yes
CFI	≥0.9	.999	Yes	.999	Yes
NFI	≥0.9	.994	Yes	.993	Yes
NNFI (TLI)	≥0.95	.998	Yes	.998	Yes
SRMR	<.08	.0125	Yes	.0154	Yes

Table 7-5: Fit Indices of Personal Feedback (PF)

Fit Index	Criteria	PF model	Acceptability
Chi Square (df)		168.273 (153)	
P	>0.05	.188	Yes
RMSEA	<.08	.008	Yes
GFI	≥0.9	.992	Yes
CFI	≥0.9	.999	Yes
NFI	≥0.9	.994	Yes
NNFI (TLI)	≥0.95	.999	Yes
SRMR	<.08	.0125	Yes

When examining the absolute fit indices based on the manner in which they assess fit and following recommendations by Hooper, Coughlan, & Mullen (2008), all seven models show a good and acceptable fit:

The RMSEA (Root mean square error of approximation) is below 0.08 (0.008 in CC model, 0.000 in Relation model, 0.011 in OI model, 0.007 in MQ model, 0.011 in HC model, 0.009 in OP model, and 0.008 in PF model).

GFI is 0.90 or closer (0.991 in CC model, 0.992 in Relation model, 0.992 in OI model, 0.993 in MQ model, 0.992 in HC model, 0.992 in OP model, and 0.992 in PF model).

CFI (Comparative fit index) is 0.90 or closer (0.999 in CC model, 1.000 in Relation model, 0.999 in OI model, 1.000 in MQ model, 0.999 in HC model, 0.999 in OP model, and 0.992 in PF model).

NFI (Normed fit index) is 0.90 or closer (0.993 in CC model, 0.994 in Relation model, 0.994 in OI model, 0.994 in MQ model, 0.994 in HC model, 0.993 in OP model, and 0.994 in PF model).

NNFI or TLI (Non-normed fit index or Tucker Lewis Index) is 0.95 or closer (0.999 in CC model, 1.000 in Relation model, 0.998 in OI model, 0.999 in MQ model, 0.998 in HC model, 0.998 in OP model, and 0.999 in PF model).

SRMR (Standardised root mean square residual) is below 0.08 (0.0134 in CC model, 0.0123 in Relation model, 0.0122 in OI model, 0.0113 in MQ model, 0.0125 in HC model, 0.0154 in OP model, and 0.0125 in PF model).

7.3 Testing Structural Relationship

As shown in the Figures 7-1, 7-2, 7-3, 7-4, 7-5, 7-6, and 7-7 and the Table 7-2, 7-3, 7-4, and 7-5, the SEM based on seven models were used to test the 7 hypotheses. The following Figures 7-8, 7-9, 7-10, 7-11, 7-12, 7-13, and 7-14 and Table 7-15 give statistical estimations of path models relevant for testing all hypotheses.

Figure 7.8 Model of Relationships between Communication Climate (CC), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

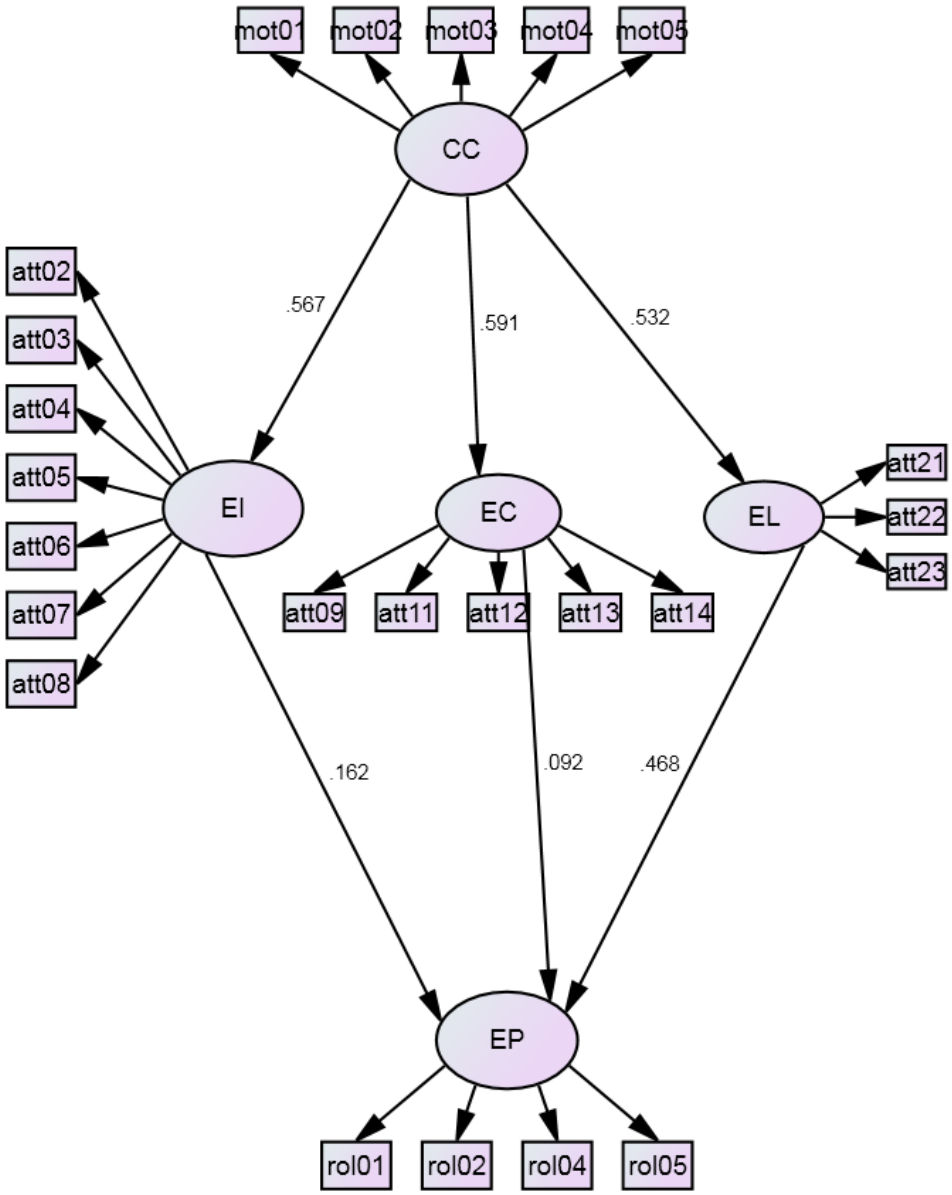


Figure 7.9 Model of Relationships between Relationship to Supervisors (Relation), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

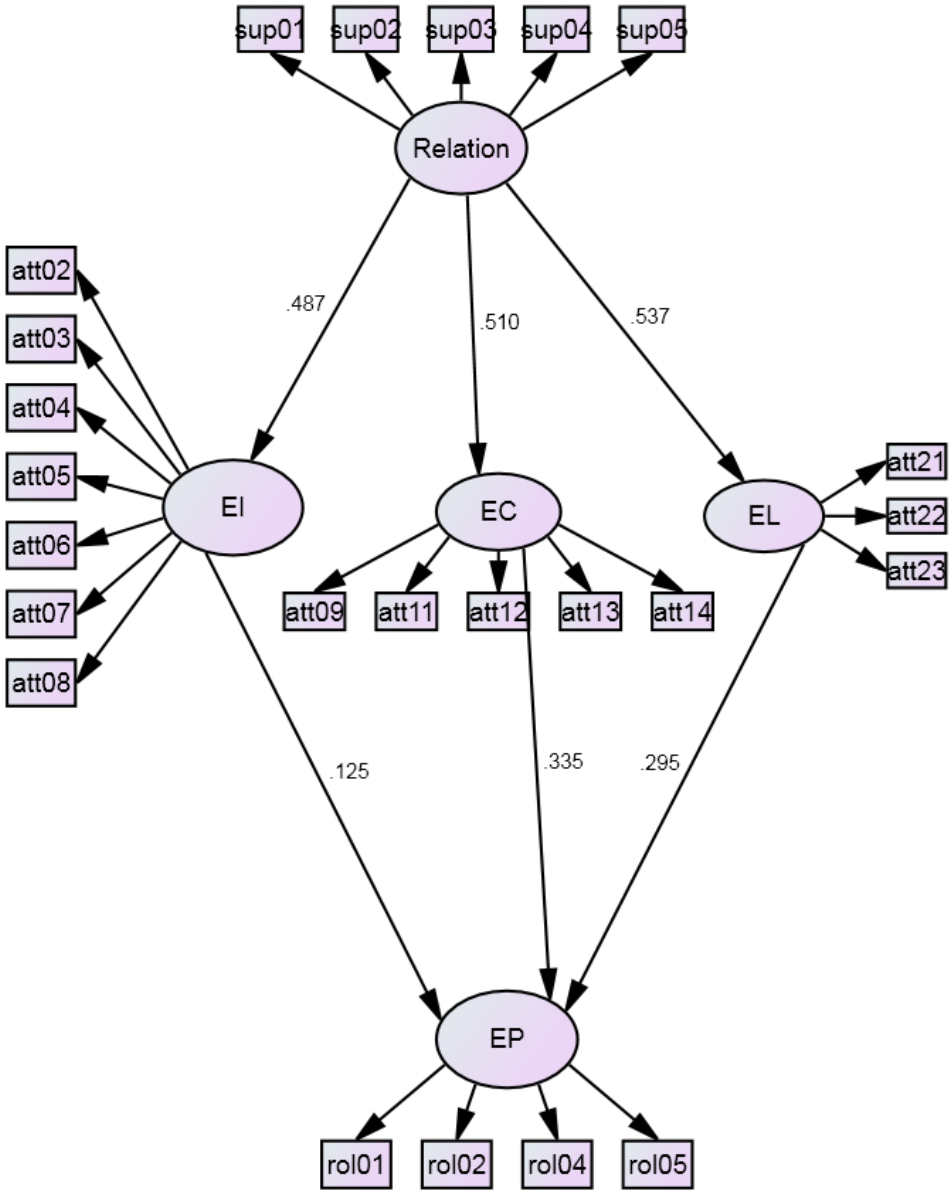


Figure 7.10 Model of Relationships between Organizational Integration (OI), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

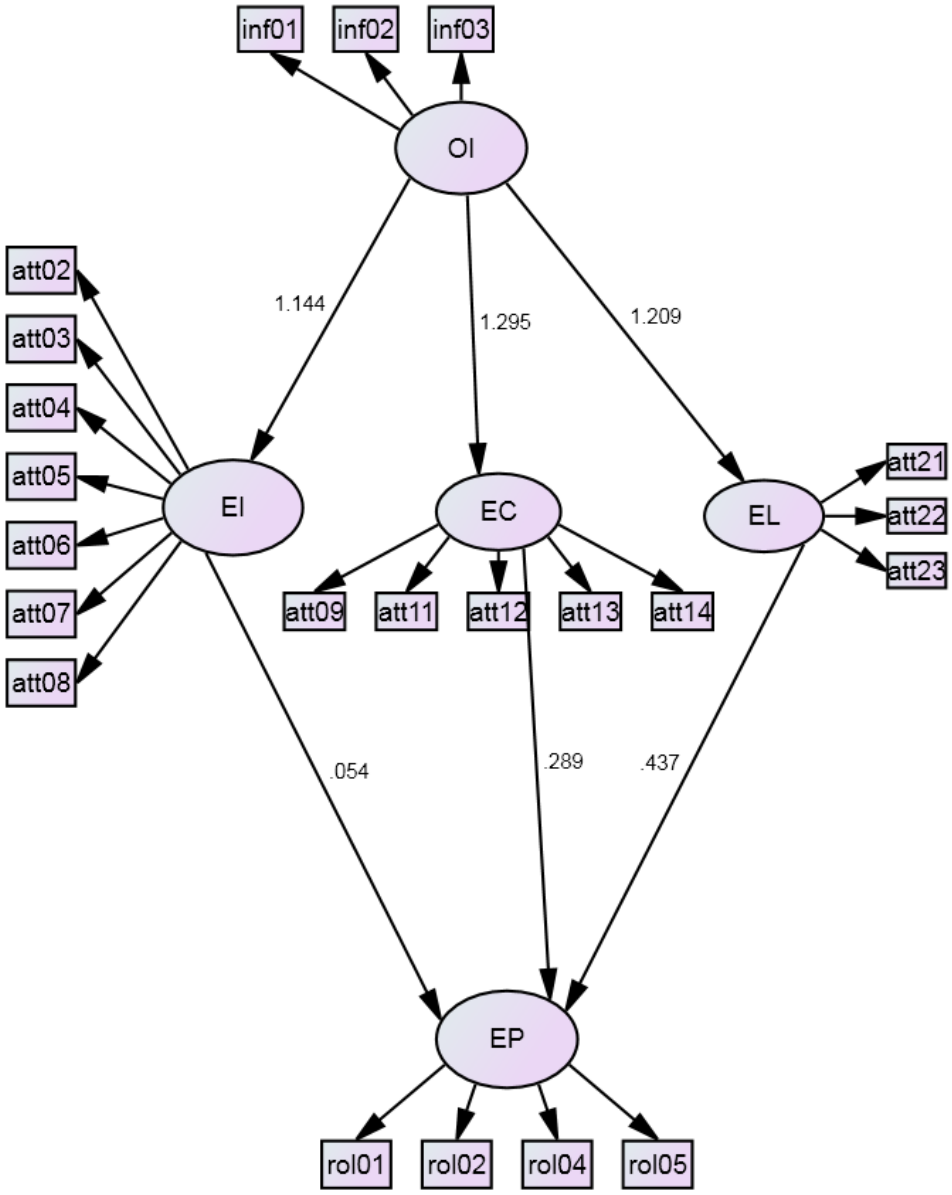


Figure 7.11 Model of Relationships between Media Quality (MQ), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

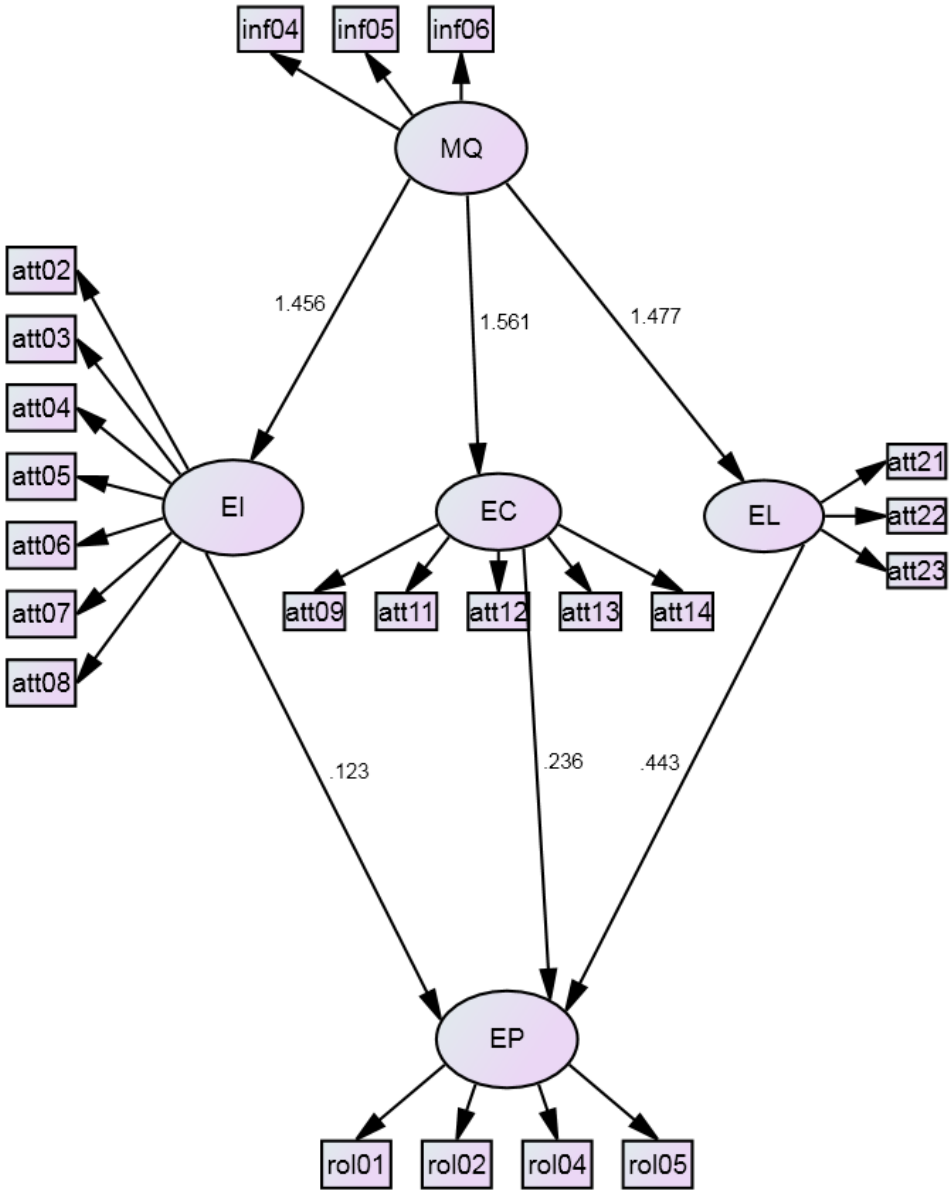


Figure 7.12 Model of Relationships between Horizontal Communication (HC), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

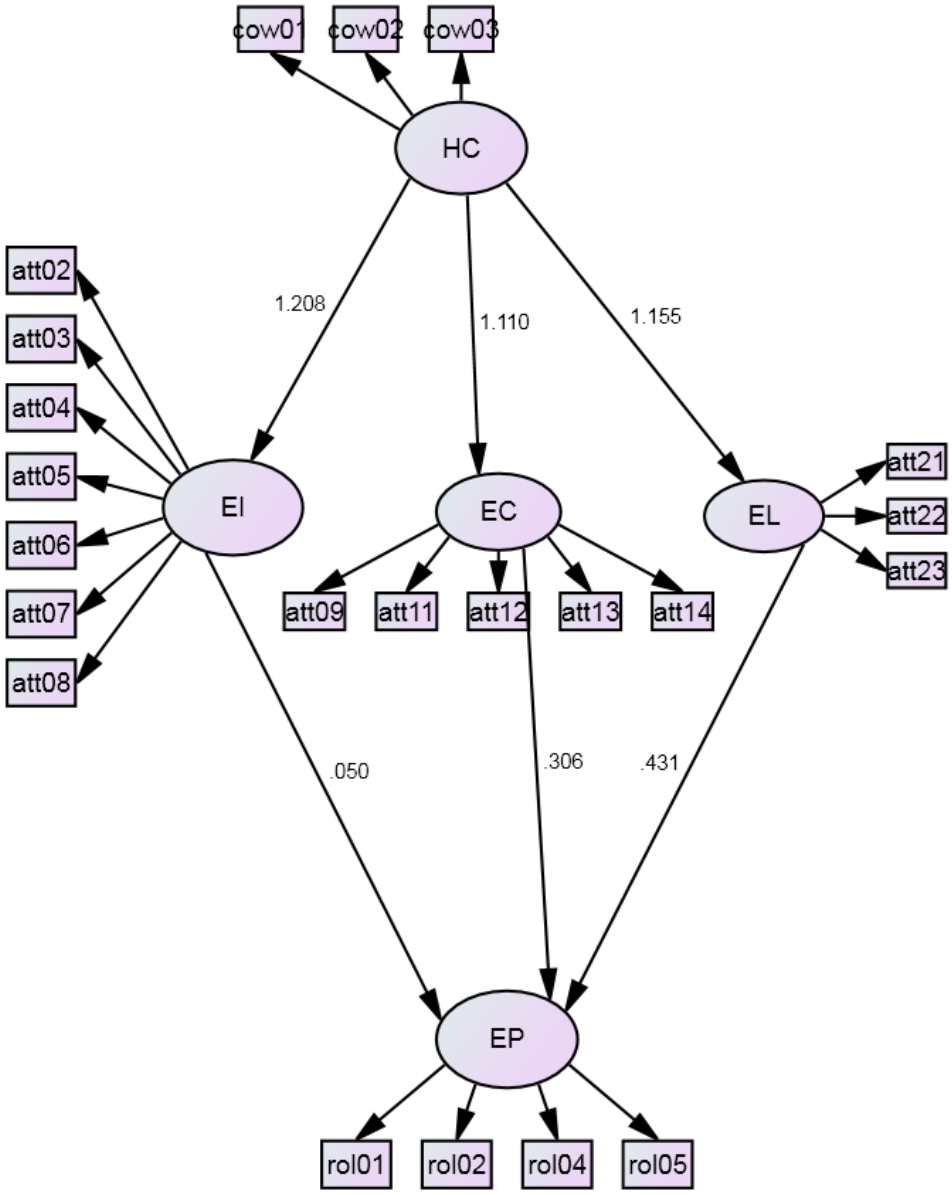


Figure 7.13 Model of Relationships between Organizational Perspective (OP), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

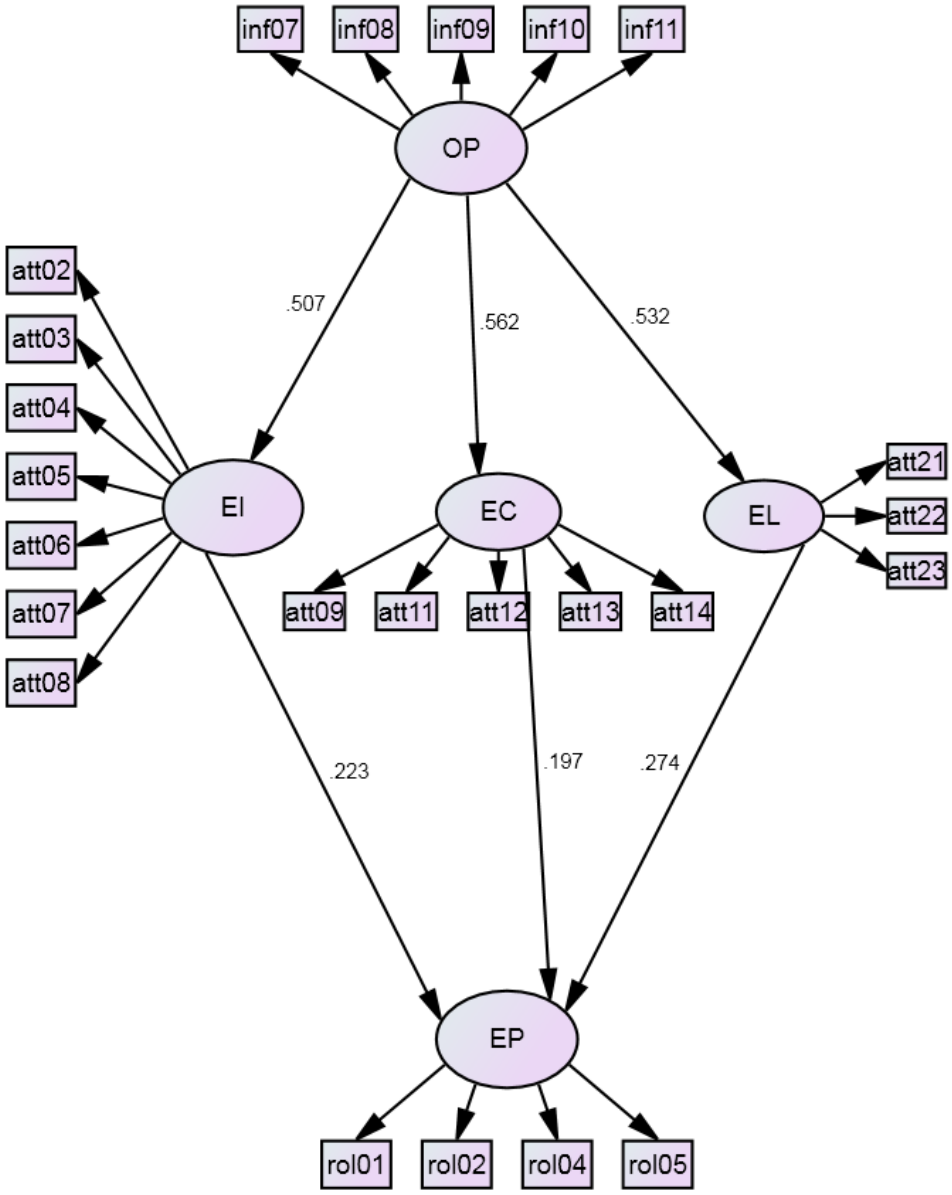


Figure 7.14 Model of Relationships between Personal Feedback (PF), Employees' Brand Attitudes (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance

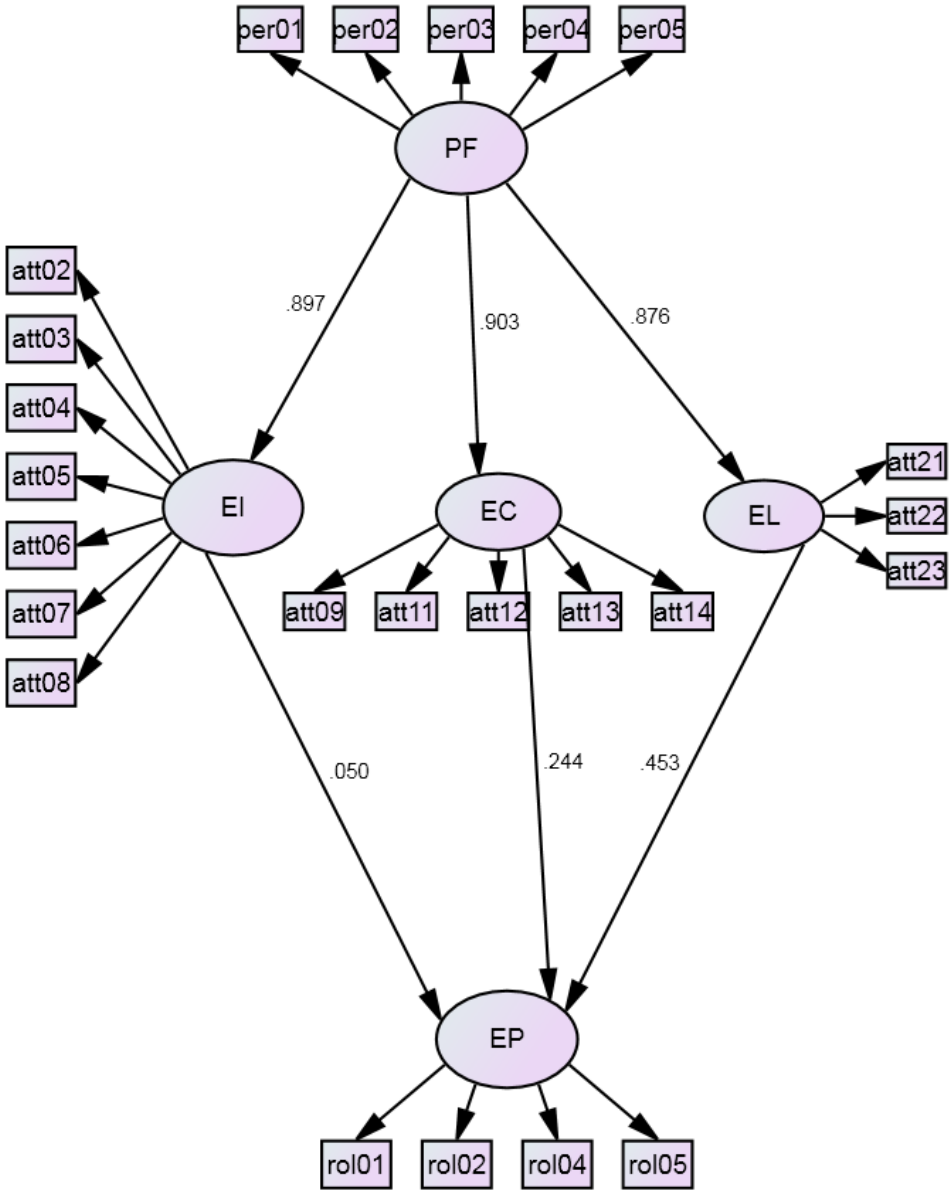


Table 7-5: AMOS Output Extract: Standardized Regression Estimates of the Hypotheses Tested

No.	Hypotheses	Causal Path	Path Coefficients (β value)	Supported / not Supported
H1: Communication climate has significant indirect influences on employees' brand performance:				
H1.1	Communication climate has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- CC EC <--- CC EL<--- CC	.567 .591 .532	Supported Supported Supported
H1.2	Employees' brand attitudes play as a meditational factor in the relationship between communication climate and employees' brand performance.	EP <--- EI EP <--- EC EP <--- EL	.162 .092 .468	Supported Supported Supported
H2: Relationship to superiors has significant indirect influences on employees' brand performance:				
H2.1	Relationship to superiors has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- Relation EC <--- Relation EL <--- Relation	.487 .510 .537	Supported Supported Supported
H2.2	Employees' brand attitudes play as a meditational factor on the relationship between relationship to superiors and employees' brand performance.	EP <--- EI EP <--- EC EP <--- EL	.125 .335 .295	Supported Supported Supported

Table 7-5: AMOS Output Extract: Standardized Regression Estimates of the Hypotheses Tested

No.	Hypotheses	Causal Path	Path Coefficients (β value)	Supported / not Supported
H3: Organizational integration has significant indirect influences on employees' brand performance:				
H3.1	Organizational integration has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- OI EC <--- OI EL <--- OI	1.144 1.295 1.209	Supported Supported Supported
H3.2	Employees' brand attitudes play as a meditational factor on the relationship between organizational integration and employees' brand performance.	EP <--- EI EP <--- EC EP <--- EL	.054 .289 .437	Supported Supported Supported
H4: Media quality has significant indirect influences on employees' brand performance:				
H4.1	Media quality has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- MQ EC <--- MQ EL <--- MQ	1.456 1.561 1.477	Supported Supported Supported
H4.2	Employees' brand attitudes play as a meditational factor on the relationship between media quality and employees' brand performance.	EP <--- EI EP <--- EC EP <--- EL	.123 .236 .443	Supported Supported Supported

Table 7-5: AMOS Output Extract: Standardized Regression Estimates of the Hypotheses Tested

No.	Hypotheses	Causal Path	Path Coefficients (β value)	Supported / not Supported
H5: Horizontal communication has significant indirect influences on employees' brand performance:				
H5.1	Horizontal communication has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- HC EC <--- HC EL <--- HC	1.208 1.110 1.155	Supported Supported Supported
H5.2	Employees' brand attitudes play as a meditational factor on the relationship between horizontal communication and employees' brand performance.	EP <--- EI EP <--- EC EP <--- EL	.050 .306 .431	Supported Supported Supported
H6: Organisational perspective has significant indirect influences on employees' brand performance:				
H6.1	Organisational perspective has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- OP EC <---OP EL <--- OP	.507 .562 .532	Supported Supported Supported
H6.2	Employees' brand attitudes play as a meditational factor on the relationship between organisational perspective and employees' brand performance.	EP <---EI EP <---EC EP <---EL	.223 .197 .274	Supported Supported Supported

Table 7-5: AMOS Output Extract: Standardized Regression Estimates of the Hypotheses Tested

No.	Hypotheses	Causal Path	Path Coefficients (β value)	Supported / not Supported
H7: Personal feedback has significant indirect influences on employees' brand performance:				
H7.1	Personal feedback has a positive relationship with employees' brand attitudes (Employee brand identification, Employee brand commitment and Employee brand loyalty).	EI <--- PF EC <---PF EL <--- PF	.897 .903 .876	Supported Supported Supported
H7.2	Employees' brand attitudes play as a meditational factor on the relationship between personal feedback and employees' brand performance.	EP <---EI EP <---EC EP <---EL	.050 .244 .453	Supported Supported Supported

Based on the statistics, the data supports hypotheses 1, 2, 3, 4, 5, 6, and 7. The following sections discuss these results by examining the hypotheses in detail.

7.4 Testing Hypothesis 1: The Influence of Communication Climate on Employees' Brand Outcomes

Considering the influence of communication climate, the overall communication climate satisfaction has a positive impact, increasing all three employees' brand attitudes (β = .567, p<.001 for the effect on brand identification; β = .591, p<.001 on brand commitment; β = .532, p<.001 on brand loyalty). The results resonated with a number of previous studies that consider a good communication climate as the barometer for employees' attitudes in the organization (Downs & Hazen, 1977). For example, satisfaction with communication climate improves employee identification (Bartels et al., 2007; Cheney, 1983; Neher, 1996; Smidts,

Pruyn, & Van Riel, 2001; Swanson & Kent, 2015), commitment (Frenkel et al., 2012; Guzley, 1992; Neher, 1996; Niehoff, Enz, & Grover, 1990; Trombetta & Rogers, 1988; Welsch, 1981), and loyalty (McKenna, 2012; Smidts et al., 2001).

Moreover, employees' brand performance is the extent of employees' brand attitudes (β = 0.162, $p<0.001$ for the effect from brand identification; β = 0.092, $p<0.001$ from brand commitment; β = 0.468, $p<0.001$ from brand loyalty). It means that all three attitudes of employees toward a brand play a meditational role in the relationship between communication climate and employees' brand performance. Past studies have reported that a good communication climate such as participation decision making, and open communication within the organization enhance employees' brand performance (Arif et al., 2012; Chory & Hubbell, 2008; Downs & Hazen, 1977; Earley & Mosakowski, 2000; Janssen, 2005; Neher, 1996; van Vuuren, de Jong, & Seydel, 2007; Wei & Morgan, 2004; Wynia et al., 2010; Zeffane, Tipu, & Ryan, 2011). However, they have provided little empirical evidence, if any, to support such an argument. These results have revealed that internal branding used to generate and foster brand values via the communication climate are significant. A past study (Neher, 1996) has found that when employees are satisfied with the communication climate in their workplace, they also tend to establish the positive employee-organization relationship and they are more productive.

When considering communication climate constructs, the ability of people in the organization to communicate with each other (mot02) is the first point discussed. As the result suggests, the communication ability has significant effects on employees' satisfaction on the communication climate with standardized loading 0.660. This can be explained by the studies of Smidts et al. (2001), Lam, Chen, and Schaubroeck (2002), and Downs and Hazen (1977); the communication ability should be enabled to help employees identify themselves as a vital part of the organization, understand the brand values, and ensure that employees deliver on the brand values. Therefore, management should have an interest in improving employees' communication skills because it involves helping them build relationships with

others, transfers the values and identity of a company, develops effective listening skills, develops effective oral and written communication and non-verbal communication skills, enables effective use of new technology in the communication process, and improves giving and receiving feedback. It means that employees may need HR's attention in educating them about important communication skills through training, coaching, and on-the-job practices.

The handling of workplace conflict through communication channels (mot05) is considered as one of the key constructs of the communication climate with standardized loading 0.709. A past study has shown that employees who feel satisfied with effective conflict management in the workplace are more likely to be engaged in their work and feel satisfied and motivated (Downs & Hazen, 1977). This thesis has extended previous research that management of conflict can help companies develop an internal branding campaign. Furthermore, the study of McKenna (2012) has found that internal communication channels such as face-to-face communication, whereby all the parties in the conflict come face to face with each other and discuss the issues, will help employees improve performance.

Moreover, the results show that communication motivates employees to achieve a goal (mot01) and has a significant effect on employees' satisfaction with the communication climate with standardized loading 0.748. The result is also in line with past research that suggests that if the organizations want their employees to feel accountable for achieving the objectives and goals of the organization, they need to communicate the importance of the objectives and goals (McKenna, 2012). The study of Latham & Locke (1979) supported the concept that good communication is an important part of motivating employees to achieve goals.

The result revealed that internal communication makes employees feel a part of the organization (mot03) and has a significant effect on employees' satisfaction with the communication climate with standardized loading 0.806. Previous studies found that internal

communication can provide more support in helping employees adopt a positive attitude in order to establish that employees feel they are a vital part of the organization, which in turn leads to meeting performance goals (McKenna, 2012; Salancik & Pfeffer, 1978). When employees feel that they are an important part of the organization, then the employees will adopt an attitude reflected in transferring corporate brand values to customers in order to help achieve company goals. Therefore, a good communication climate engages employees as a vital part of the organization, and it creates a supportive climate in order to encourage the improvement of performance (McKenna, 2012).

Finally, the result reveals that giving employees the information they need to do their jobs (mot04) has a significant effect on employees' satisfaction with the communication climate with standardized loading 0.765. This is in line with previous studies that both giving pertinent information for employees to do their jobs and keeping employees updated on their jobs can increase an employee's level of satisfaction and performance (Downs & Hazen, 1977; McKenna, 2012; Neher, 1996). Information about jobs is considered to be a kind of employee support and encouragement in order to get the best performance from employees (McKenna, 2012). They help employees understand what is expected of them and help them through the employee evaluation process of their companies.

According to the above, the five items of the communication climate construct, which are used in this current study, are similar to the communication climate construct with the original items of Downs-Hazen CSQ.

To summarise, a good communication climate should probably be enabled to help employees identify themselves as a vital part of the organization, understand the brand values, and ensure that employees deliver on the brand values. Hypotheses 1.1 and 1.2 are supported.

7.5 Testing Hypothesis 2: The Influence of Relationship to Superior on Employees' Brand Outcomes

Similarly, Table 7-5 indicates the influence of relationship to superior on employees' brand outcomes in each hypothesised path. The relationship to superior has a significant effect on employees' brand identification ($\beta = .487$, $p<0.001$); commitment ($\beta = 0.510$, $p<0.001$); and loyalty ($\beta = 0.537$, $p<0.001$). This is in line with the study of McKenna (2012) that revealed that the support of a superior influenced not only achievement of the individual's sense of personal worth but also enhanced their feeling of importance. The relationships with superior were reported to have important influences on their identification (Downs & Adrian, 2012; Elving, 2005; Gkorezis et al., 2015; Khabir, 2014; Unzicker, Clow, & Babakus, 2000); their commitment (Breeze, Dawson, & Khazhinsky, 2002; Jablin, 1979; Khabir, 2014; Lam et al., 2015; McKenzie, 2015; Shipton et al., 2015; Whitener, Brodt, Korsgaard, & Werner, 1998; Yoshimura, 2003); and their loyalty (Khabir, 2014; Salleh ei al., 2013; Smith & Rupp, 2002; Therkelsen & Fiebich, 2004; Tjosvold, 1984; van Vuuren et al., 2007; Yuan et al., 2006).

It is not surprising then that there are links between all three attitudes of employees towards a brand and employees' brand performance ($\beta = .125$, $p<0.001$ for the effect from brand identification; $\beta = 0.335$, $p<0.001$ from brand commitment; $\beta = 0.295$, $p<0.001$ from brand loyalty). This can be explained by the study of Rogers, Clow, & Kash (1994); effective communication between supervisors and employees impacts not only employees' attitudes but also employees' behaviours. If employees are satisfied with the relationship to the superior, they could improve service quality and customer satisfaction. This is in line with previous studies that empirically indicated that good relationship to superior engenders employees' brand performance (Johlke & Duhan, 2000; Kim, 2002).

When considering relationship to superiors' constructs, effective communication skills are considered as significant for superiors as the technical skills they develop for motivating employees in the concept of internal branding. The results suggested that communicating

clearly by giving clear instructions (sup03) has a significant effect on employee satisfaction with the relationship to superiors with standardized loading 0.906. This is in line with previous studies that supervisors must have communication skills to make sure employees obtain a complete understanding of their job and that they have sufficient information to do a high quality performance (Downs & Hazen, 1977; Preffer & Salancik, 1978; Riel, 1995). When employees have clear understanding of their job, they can increase productivity and deliver brand values to the customer (McKenna, 2012; Punjaisri & Wilson, 2007).

Additionally, the results suggest that supervisor communication practices to help employees have an important role in the organization (sup05) and have a significant effect on employee satisfaction on the relationship to superiors with standardized loading 0.812. This can be explained by the studies of Herzberg (1968), Herzberg (1974) and McKenna (2012); these supervisory communication practices help employees promote positive employees' attitudes, such as a sense of achievement, responsibility, and recognition. Therefore, the success in these supervisory communication practices could make employees achieve higher in their personal and work outcomes.

Moreover, the results suggested that informal communication between supervisors and employees (sup01) affects employee satisfaction in relationships to superiors with standardized loading 0.754. This is in line with a number of previous studies that consider informal communication as an enhancer of the effect of employee development by increasing employees' satisfaction (Downs & Hazen, 1977) and job satisfaction (Eisenberg, 2009; Kim, 2002). According to the study of McKenna (2012), it is suggested that informal communication creates good relationships between the employees and the supervisors in a spontaneous way, and it can be used to supplement formal communication. It means that any kind of conflict between the employees and the supervisors can be solved through this informal communication system. Informal communication system helps the supervisors exchange information, ideas and recommendations with the employees in order to build teamwork in the office.

Additionally, the results suggested that using humour to communicate between supervisors and employees (sup02) affects employee satisfaction with their relationship to superiors with standardized loading 0.728. The results resonated with a previous study that considered using humour to communicate as an enhancer of the effect of the employee development process by increasing employee satisfaction and commitment (Breeze et al., 2002). It can reduce stress and increase employee satisfaction and commitment.

Finally, the results suggested that a supervisor with the capability to communicate company policies (sup05) has a significant effect on employee satisfaction with their relationship to superiors with standardized loading 0.683. This is in line with a previous study that policies of the organization are important when they are clearly stated and communicated to employees (McKenna, 2012). As they provide a basis for making decisions and taking the various courses of action required to achieve the objectives, policy is translated into plans, rules, and procedures, and pervades all levels and activities within the organization (McKenna, 2012). The immediate supervisor is considered to be the most logical choice of candidate for the role of communicator of company policies and plays a part in building employees' commitment, identification and performance (McKenna, 2012). Therefore, training in companies' policies is a significant tool for the supervisory team to ensure each supervisor can effectively answer employees' questions about company policies (McKenna, 2012). A past study (McKenna, 2012) found that when employees understand the organizational goals (through superior communication), it leads to decreased conflict between the personal goals and organizational goals and increases employees' productivity. It means that when personal goals and organizational goals are congruent, employees are satisfied with their personal goals while achieving organizational goals. With the concept of internal branding, organizational goals are employees delivering on the brand promise.

According to the above, this current study developed the five items of the relationship with supervisor construct with a different content from the original items of Downs-Hazen CSQ. For example, informal communication, and instructions clearly explain and allow superiors to

perform their role more effectively and have an impact on employee satisfaction in the success of internal branding. Additionally, this current research is the first to show the role of using humour to communicate with superiors to improve employees' brand outcomes in the concept of internal branding.

To summarise, Hypotheses 2.1 and 2.2 are supported.

7.6 Testing Hypothesis 3: The Influence of Organizational Integration on Employees' Brand Outcomes

Employees' satisfaction with information individuals receive about the organization and their immediate job environment were also found to be associated with all three employees' brand attitudes (β = 1.144, $p<0.001$ for the effect on brand identification; β = 1.295, $p<0.001$ on brand commitment; β = 1.209, $p<0.001$ on brand loyalty). This is in line with a number of previous studies that show that an appropriate level of employees' perceptions of information in their immediate work environment helps to improve employees' brand attitudes because they can obtain and correctly use the most appropriate information and integrate with the set of organizational values (Byrne & LeMay, 2006; Clampitt & Downs, 1993; Downs & Hazen, 1977). Additionally, according to the study of Ebren (2006), it was found that organizational integration helps employees feel like a valuable part of the company and the meaningfulness of the task is enhanced. In short, satisfaction with organizational integration improves employee identification (Henkel, Tomczak, Heitmann, & Herrmann, 2007; Kumar & Pansari, 2014); commitment (DeCotiis & Summers, 1987; Guest & Conway, 2002; King & Grace, 2010; Kumar & Pansari, 2014; Ridder, 2004; Thomson & Hecker, 2001); and loyalty (Clampitt & Downs, 1993; Kumar & Pansari , 2014; Murthy & Guthrie, 2013).

Furthermore, the results suggest that the effect that satisfaction with organizational integration has on employees' brand identification (β = .054, $p<.001$), commitment (β = .289, $p<.001$), and loyalty (β = .437, $p<.001$) affects the performance outcomes. Past studies have reported that an appropriate level of employees' perceptions of information in their

immediate work environment enhances employees' brand performance (Baker et al., 2014; Ebren, 2006; Kumar & Pansari, 2014; Pincus, 1986). It suggests that employees who are not pleased with their perception of information in their immediate work environment need to be influenced more by internal communication. Both information in their immediate work environment and organizational objectives need to be more frequently reinforced to them. As a result, employees with high satisfaction with organizational integration feel like a valuable part of the organization and confident that they are delivering on the brand promise.

When considering organizational integration constructs, the results suggested that communicating critical issues in the organization with employees first (inf03) has a significant effect on employees' satisfaction with organizational integration. It means that employees want to know about the hotel's issues about how their work and their team will be affected by a change from the person they report to first. This is in line with past studies (Clampitt & Downs, 1993; Downs & Hazen, 1977) that revealed that his/ her immediate manager is a key conduit of information about the organization, which makes employees feel they have been integrated. Therefore, an organization's development of both the process for planned change and improvement of organization need to provide talking points and pertinent information, whilst the key consideration of this communication is that this information should ultimately be delivered to employees by their immediate supervisor.

Additionally, the results suggested that the information about the progress of individual employees (inf01) has great significance for employee satisfaction with standardized loading 0.820. Indeed, the results resonated with a previous study that considered information about employees' progress in their job as an enhancer of the effect of the employee development process by increasing employee satisfaction and loyalty (Downs & Hazen, 1977; McKenna, 2012). Good information about employees' progress can engender a sense of achievement, accomplishment, and recognition (McKenna, 2012). According to the study of Latham and Locke (1979), information about employees' progress in their job can produce improved and

more creative effort in employees because it is able to help employees monitor their progress.

Moreover, it suggests that keeping employees' satisfied with information received about personnel news (e.g. arrival of a new colleague, annual show, or important meeting) (inf02) can influence employees' satisfaction on organizational integration with standardized loading 0.869. This can be explained by the study of McKenna (2012); when employees suffered from information overload, it impacts not only employee attitudes but it can also block the transmission of ideas. In order to prevent this problem and help employees retain and understand the information they have acquired, organizations should endeavour not to undermine the employee's reliability by providing too much information or providing information that cannot conveniently, easily, and accurately be used (McKenna, 2012). Making use of personnel news as gatekeepers in the communication network is considered to be a powerful tool to help employees manage their information overload.

When comparing the organizational integration items of the original Downs-Hazen CSQ with the used items of organization integration in this current study, information about employees' progress in their jobs and personnel news items are similar to the original items. However, communicating critical issue of the organization with employees first is a new item, which is used with the organizational integration construct in this current study.

To summarise, Hypotheses 3.1 and 3.2 are supported.

7.7 Testing Hypothesis 4: The Influence of Media Quality on Employees' Brand Outcomes

Media quality is considered as the media for employee communication. The results reveal that media quality has a significant effect on employees' brand identification ($\beta = 1.456$, $p<.001$), commitment ($\beta = 1.561$, $p<.001$), and loyalty ($\beta = 1.477$, $p<.001$), lending support to Hypothesis 4.1. Brand identification is the attitude that is least influenced by media quality. In addition, the analysis also revealed that the three brand attitudes of the employees play a

meditational role in the relationship between media quality and employees' brand performance ($\beta = 0.123$, $p<0.001$ for the effect from brand identification; $\beta = 0.236$, $p<0.001$ from brand commitment; $\beta = 0.443$, $p<0.001$ from brand loyalty), lending support to Hypothesis 4.2. This is in line with previous studies that employees who are satisfied with effective media internal communication have positive attitudes about organizational values and effects on their performance (Baker et al., 2014; Downs & Hazen, 1977; Punjaisri & Wilson, 2007; Omilion-Hodges & Baker, 2014; Sharma & Kamalanabhan, 2012).

When considering media quality constructs, the results suggested that the application of new technology to the communication of information via e-mail (inf04) has significant effects on employees' brand attitudes with standardized loading 0.816. Past studies have shown that email is becoming increasingly the main way to communicate with colleagues and that the outcome of using email helps businesses meet with the dissemination of new ideas and practices, and in the process the organization will become a knowledge-based learning organization, influencing employee identification and commitment (Asif & Sargeant, 2000; De Bussy, Ewing, & Pitt, 2003; Henkel et al., 2007; McKenna, 2000).

Moreover, effective email communication within the hotels (inf05) was also found to affect all employees' brand attitudes with standardized loading 0.758. Employees who are more satisfied with effective email communication in the workplace contribute to the success of the organizational goals, as suggested by McKenna (2012). Effective information and communication technology can help to minimise problems and difficulties, such as information overload and loss of records in the paperless office. The application of new technology in communication of information by using email is new items of media quality constructs in this current study, which are different from original items of Downs-Hazen CSQ. It means that this current study found that using email for internal communication will improve employees' brand attitudes. This can be explained by the studies of Luke (2009) and McKenna (2012), which found that email communication is a very flexible way to communicate using new technology. According to the study of McKenna (2012), it was

suggested that email communication creates an organizational culture that facilitates teamwork and team spirit, which has significantly better employee performance. Email facilitates teamwork for when team members receive messages at the same time it makes instant communication possible (McKenna, 2012).

Employee meetings (inf06) were also found to be an item of media quality constructs that include both original items of Downs-Hazen CSQ and using items in this current study. Past studies have shown that employee meetings are considered to be oral and written communication in that if the meeting were well-organized, it might attempt to create positive employee attitudes (Clampitt & Downs, 1993; Downs & Hazen, 1977; McKenna, 2012). Employee meetings use both oral communication and face-to-face in a small group, which are considered to be the richest mediums on the communication channel continuum. It is most suitable for non-routine messages, whereas routine messages use the poorest media: flyers, bulletins or general reports (Bratton, Forshaw, Callinan, Sawchuk, & Corbett, 2010). Additionally, employee meetings usually consist of both the spoken and the written word. Written communication is used as a back-up of the spoken word and it can provide more information to the receiver and provide an opportunity to observe feedback from the receiver (McKenna, 2012).

According to the above, the employee meetings item of media quality in this current study is similar to the original item of Downs-Hazen CSQ. However, the application of new technology to the communication of information via e-mail and effective email communication within the organization are new items of media quality construct. This current study found that media quality constructs in the concept of internal branding consists of both new technology and oral and written communication that can influence an employee's attitudes and help with the dissemination of new ideas and practice, and in the process organizations will become knowledge-based learning organizations, which creates a collaborative learning environment and impacts on employees' brand performance.

To summarise, Hypotheses 4.1 and 4.2 are supported.

7.8 Testing Hypothesis 5: The Influence of Horizontal Communication on Employees' Brand Outcomes

The influence of horizontal communication, known as the grapevine, is formed and maintained by social relationships (Bratton et al., 2010; Downs & Adrian, 2012). The results reveal that Horizontal Communication has a significant effect on employees' brand identification ($\beta = 1.208$, $p<0.001$), commitment ($\beta = 1.110$, $p<0.001$), and loyalty ($\beta = 1.155$, $p<0.001$), lending support to Hypothesis 5.1. In addition, the analysis also revealed that all three brand attitudes play a meditational role in the relationship between Horizontal Communication and employees' brand performance ($\beta = 0.050$, $p<0.001$ for the effect from brand identification; $\beta = 0.306$, $p<0.001$ from brand commitment; $\beta = 0.431$, $p<0.001$ from brand loyalty), lending support to Hypothesis 5.2.

When considering horizontal communication constructs, the results suggested that both offering support to a colleague (cow3) and good atmosphere between colleagues (cow1) can help employees to develop positive brand attitudes with standardized loading 0.878 and 0.776. This is in line with the study of McKenna (2012) that revealed good relationships between people that arises in a spontaneous way, and one that can be used to supplement formal communication channels. The studies of McKenna (2012) and Zaremba (1988) suggests that successful companies know that good communication with colleagues is essential to their success because it is an important way to influence employees' brand attitudes and performance. Good communication with colleagues provides groups with a feeling of security and belonging (employees' identification), which in turn fosters satisfaction and group stability (Chan & Mak, 2014; Gkorezis et al., 2015; Guerber et al., 2014; Lin et al., 2013; McKenna, 2000; Zaremba, 1988). Good communication with colleagues can raise employees' commitment when it transmits positive information about the organization (McKenna, 2000; Zaremba, 1988). Good communication with colleagues enables an

employee to relieve frustration and stress in situations where anger cannot be realistically directed at an authority figure and it significantly affects employees' loyalty (McKenna, 2012).

Additionally, the results suggested that sharing a personal problem with colleagues (cow2) affects employees' brand attitudes with standardized loading 0.836. Indeed, the results resonated with the study of Robbins & Hunsaker (2005), that considered the development of listening skills of employees as an enhancing effect of the employee development process by developing employees' positive attitudes and performance. The active listening is important in the context of interpersonal perceptions (McKenna, 2012). According to the study of Robbins & Hunsaker (2005), it was found that, employees' patterns of behaviour in listening to colleagues links to employees' perceptions. For example, showing an interest in what has been said including an appropriate facial expression together with eye contact can reduce negative emotion in the employees and leads to attraction and cohesiveness to sub-units in the organization (Meyer, 1997; Levine & Moreland, 1990; McKenna, 2012). This item is the new item of Horizontal Communication constructs that is used in this current study and has not been used in the original Downs-Hazen CSQ items.

According to the above, the three items of horizontal communication constructs in this current study are new items, which are different from the construct with original items of Downs-Hazen CSQ. However, horizontal communication can be used to supplement formal communication channels in order to help employees achieve brand attitudes and performance. To summarise, Hypotheses 5.1 and 5.2 are supported.

7.9 Testing Hypothesis 6: The Influence of Organizational Perspective on Employees' Brand Outcomes

In particular, the results suggested that organizational perspective affect all three attitudes of employees towards brand ($\beta = 0.507$, $p<0.001$ for the effect on brand identification; $\beta = 0.562$, $p<0.001$ on brand commitment; $\beta = 0.532$, $p<0.001$ on brand loyalty) is heightened when employees are satisfied with the broadest kind of information about their company as a

whole lending support to Hypothesis 6.1. This is in line with a number of previous studies that show all the category information for organizational perspective, which includes changes in the company, information about the company's financial standing, and its overall policies and goals as influencing employees' satisfaction (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006). Additionally, satisfaction with organizational perspective improves employee identification (Edwards & Edwards, 2012; Hilton & Sherman, 2015; Jeavons, 1994; Rho et al., 2015), commitment (Diamond, 1992; Foote, Seipel, Johnson, & Duffy, 2005; Foreman, 1997; McDonald, 1996; Thomson & Hecker, 2001), and loyalty (Ridder, 2004).

Moreover, employees' brand performance is the extent of employees' brand attitudes (β = 0.223, $p<0.001$ for the effect from brand identification; β = 0.197, $p<0.001$ from brand commitment; β = 0.274, $p<0.001$ from brand loyalty) lending support to Hypothesis 6.2. It means that all three attitudes of employees towards a brand play a meditational role in the relationship between organizational perspective and employees' brand performance. Past studies have reported that organizational perspective enhances employees' brand performance (Bart, Bontis, & Taggar, 2001; Jeavons, 1994; Juriova & Durkova, 2012; Mullane, 2002; Rho et al., 2015).

When considering organizational perspective constructs, the results indicated that the item of organizational perspective used in this current study of providing information to help employees manage organizational change (inf09) has a significant impact on employee satisfaction about organizational perspective with standardized loading 0.865. A past study reported that organizational change such as restructuring, restrategizing, or re-engineering enhances employees' performance (McKenna, 2012). They can influence employee resistance to organizational change; therefore, organizations need to develop organizational change communication strategies. Communicating organizational change is considered as a way of controlling and overcoming employee resistance to change because the source of resistance lies in misinformation or poor communication (Kotter, 2008). Therefore, effective

communication brings successful organizational change, as misunderstandings will disappear and resistance becomes less of a problem and increases employees' positive attitudes and performance, which were also reflected in the results (McKenna, 2012).

Moreover, the results revealed that communication of non-task-related information, which includes information about organizational policies and goals (inf07), government policies and regulations affecting organizations (inf08), and organization's financial situation (inf10), has a significant effect on employee satisfaction regarding organizational perspectives with standardized loading 0.715, 0.796, and 0.704. This can be explained by the studies of McKenna (2012) and Ridder (2004) where communication of non-task-related information is a powerful motivational device in the sense that it can help employees work towards meeting organizational goals. Communication of organizational policies and goals will improve employee identification and influence employees to work towards the accomplishment of organizational goals because it helps employees understand how or why their jobs support the policies and goals of the company (Bart et al., 2001; Jeavons, 1994; Mullane, 2002).

Finally, the results revealed that communicating information about accomplishments and/ or failures of organizations (inf11) has a significant effect on employee satisfaction about organizational perspectives with standardized loading 0.630. Communication of this information is considered to be learning from success and failure of business, which is one of the most important capacities for employees to develop employees' performance (Gino & Pisano, 2011). Learning from success of business can present even greater challenges, and learning from failure is one of the most important capacities for employees to develop employees' performance (Gino & Pisano, 2011).

According to the above, the four items of organization perspective constructs in this current study, including communicating organisational policies and goals, government policies and regulations, the organization's financial position, and organizational change to employees, are similar to the original items of Downs-Hazen CSQ. However, communicating information

about accomplishments and/ or failures of organizations is a new item of organization perspective construct in the concept of internal branding. To summarise, Hypotheses 6.1 and 6.2 are supported.

7.10 Testing Hypothesis 7: The Influence of Personal Feedback on Employees' Brand Outcomes

When employees are satisfied with personal feedback, they have a more positive attitude and better performance (Downs & Hazen, 1977). The result reveals that satisfaction with personal feedback has a significant effect on employees' brand identification ($\beta = 0.897$, $p<0.001$), commitment ($\beta = 0.903$, $p<0.001$), and loyalty ($\beta = 0.876$, $p<0.001$) lending support to Hypothesis 7.1. In addition, the analysis also revealed that the three brand attitudes of employees play a meditational role in the relationship between personal feedback and employees' brand performance ($\beta = 0.050$, $p<0.001$ for the effect from brand identification; $\beta = 0.244$, $p<0.001$ from brand commitment; $\beta = 0.453$, $p<0.001$ from brand loyalty) lending support to Hypothesis 7.2. This is in line with previous studies that empirically indicate that giving positive feedback to employees can make them develop their employee identification, and hence improve employee performance (Ibarra, 1999; Swann, 1987). Therefore, employees can create and deliver brand value to meet the needs of a customer.

When considering personal feedback constructs, the results indicated that communicating information about how employees are being judged (per02) and employee recognition efforts (per03) are capable of inducing employees' satisfaction on personal feedback with standardized loading 0.832 and 0.764. This is in line with previous studies that show that the performance review procedure to all employees engenders employees' performance (Armstrong & Taylor, 2014; McKenna, 2012). Explaining the employee performance review procedure to all employees is considered an important part of the reward system in an organization in order to attract, retain, and motivate people in the desired direction

(McKenna, 2012). Moreover, recognition of employees' efforts influences employees' positive attitudes and behaviour because it helps employees feel that leaders recognize the importance of their contribution to the organization (Moorehead & Griffin, 2010).

This current study purported that communicating information about an employee's performance as compared with others (per01) is capable of inducing employees' satisfaction on personal feedback with standardized loading 0.734. This can be explained by the study of McKenna (2012) where communicating each employee's performance in comparison with others can promote teamwork, which is the backbone of a company. Using this communication can be a review of employees with emphasis on contribution to the team's overall success, increased ability to the accomplishment of the team's goals, and success of fitting into the team (McKenna, 2012).

Additionally, the results show that if an employee has a problem, the supervisor should know how to act. It is important to let employees know that supervisors understand the employees' problems (per05) because it has a significant effect on employees' satisfaction with personal feedback with standardized loading 0.606. The results are also in line with past research that suggested that the provision of feedback from the supervisor is significant with employees' attitudes and behaviours (McKenna, 2012). The provision of positive feedback is a function that allows supervisors to show support for the employees' problems and to communicate an understanding of both content and employees' feelings. According to the study of McKenna (2012), it is suggested that supervisors are continually faced with providing both positive and negative feedback on various aspects of subordinates' performance. The provision of positive feedback is a function that the supervisor could warmly embrace in order to support employees' relative contribution to the effectiveness of the company.

Finally, the results revealed that communication of the employees' problem resolution techniques (per04) has a significant effect on employees' satisfaction with personal feedback with standardized loading 0.570. The result is also in line with a past study that collaborative

problem solving requires transparent communication where stakeholders' concerns and different ideas and points of view are freely expressed (McKenna, 2012). It means that effective communication is considered to be a key tool for decreasing misunderstanding and reducing workplace stress. According to the study of Fedor, Caldwell, and Herold (2006), it is suggested that improving the process of employees' problem-solving can help employees to feel better about their problems.

According to the above, all five items of the personal feedback construct used in this current study are similar to all five items of the original items of Downs-Hazen CSQ. To summarise, Hypotheses 7.1 and 7.2 are supported.

Part II (Section 7.11 – 7.13)

Objective 2 was examined through the survey findings by determining the nomological network of internal branding. This current study used two step processes. First of all, it evaluated a second order factor model of internal communication satisfaction and employees' brand attitudes (Section 7.11-7.14). Second of all, hypotheses 8, 9 and 10 were tested through the results of the survey, by testing the Structural Equation Model in Part III.

7.11 The development of a second-order model for internal communication satisfaction (ICS) and for employees' brand attitudes (EBA)

According to the internal communication satisfaction literature (Chapter 2, Section 2.9), internal communication satisfaction is the main construct, which consists of seven constructs (Communication Climate (CC), Relationship to Supervisors (RS), Organizational Integration (OI), Media Quality (MQ), Horizontal Communication (HC), Organizational Perspective (OP), Personal Feedback (PF)). Additionally, employees' brand attitudes are also a main construct, which consists of three constructs (Employees' brand identification (EI), Employees' brand commitment (EC), and Employees' brand loyalty (EL)). Therefore, both the seven constructs of internal communication satisfaction (ICS) and the three constructs of

employees' brand attitudes (EBA) were considered as sub-constructs and each sub-construct is measured using a certain number of items.

Additionally, according to the studies of Comer & Kendall (2013) and Markon (2010), it is suggested that a second order factor was fairly narrow in scope. A second order factor bordered the first-order factor and included the internalizing and externalizing dimensions.

The figure 7-15, 7-16, 7-17, and 7-18 show two alternative path models developed for selecting the most suitable internal communication satisfaction model and employees' brand attitudes model to determine the nomological network of internal branding. The first-order model proposed in the study is reproduced in figures 7-16 and 7-17 and the second-order model is reproduced in the figures 7-17 and 7-18 below.

Figure 7-15: First order model of internal communication satisfaction

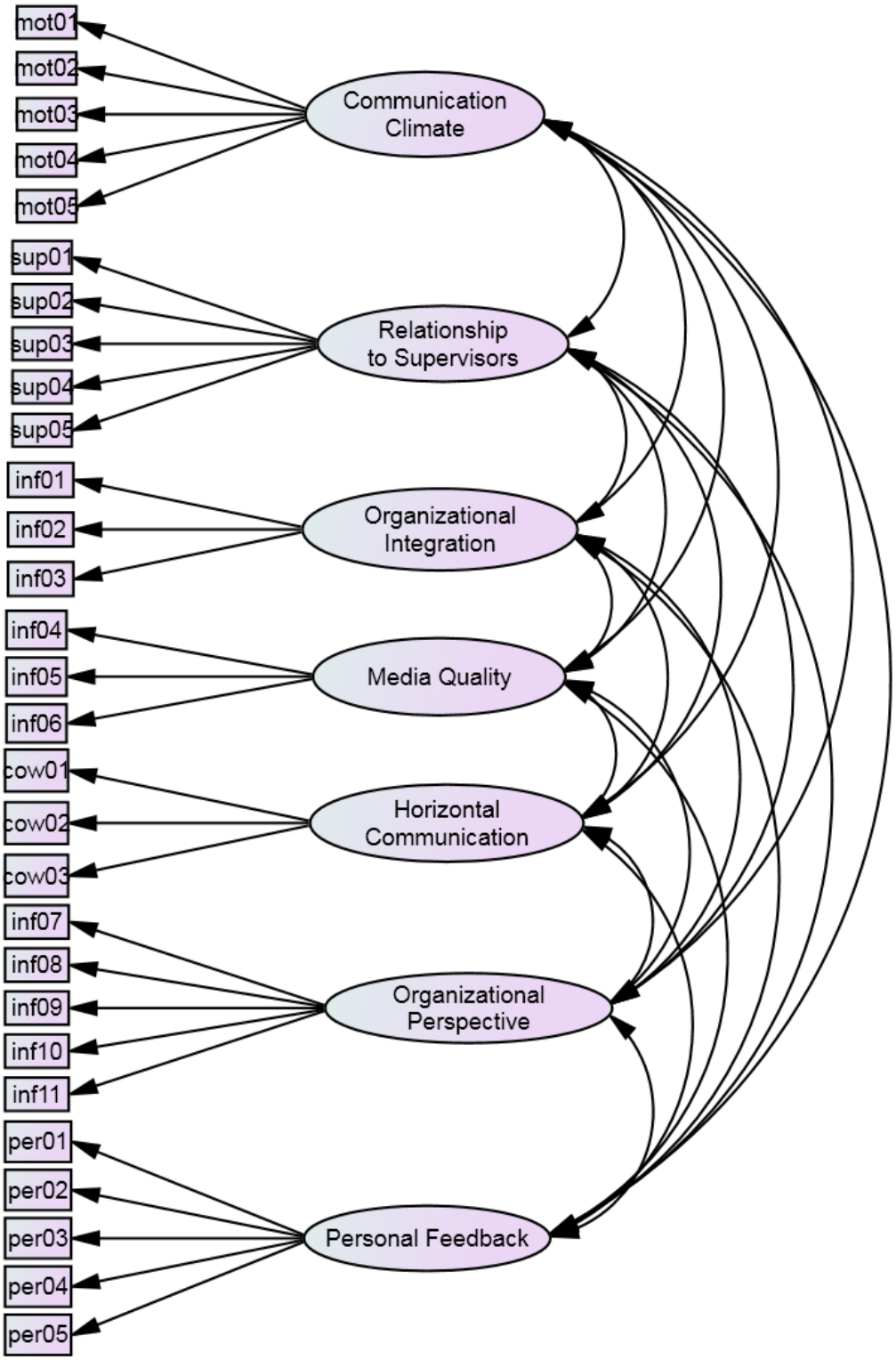


Figure 7-16: First order model of Employees' Brand Attitudes

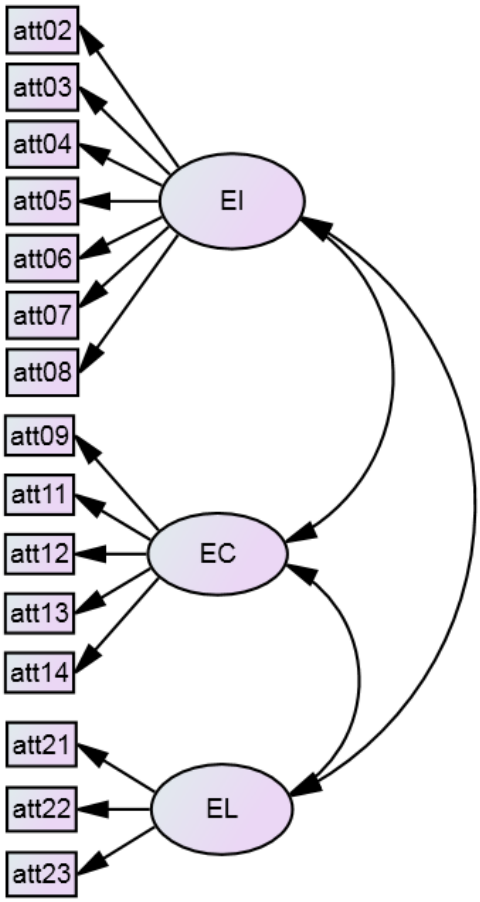


Figure 7-17: Second order structure of internal communication satisfaction

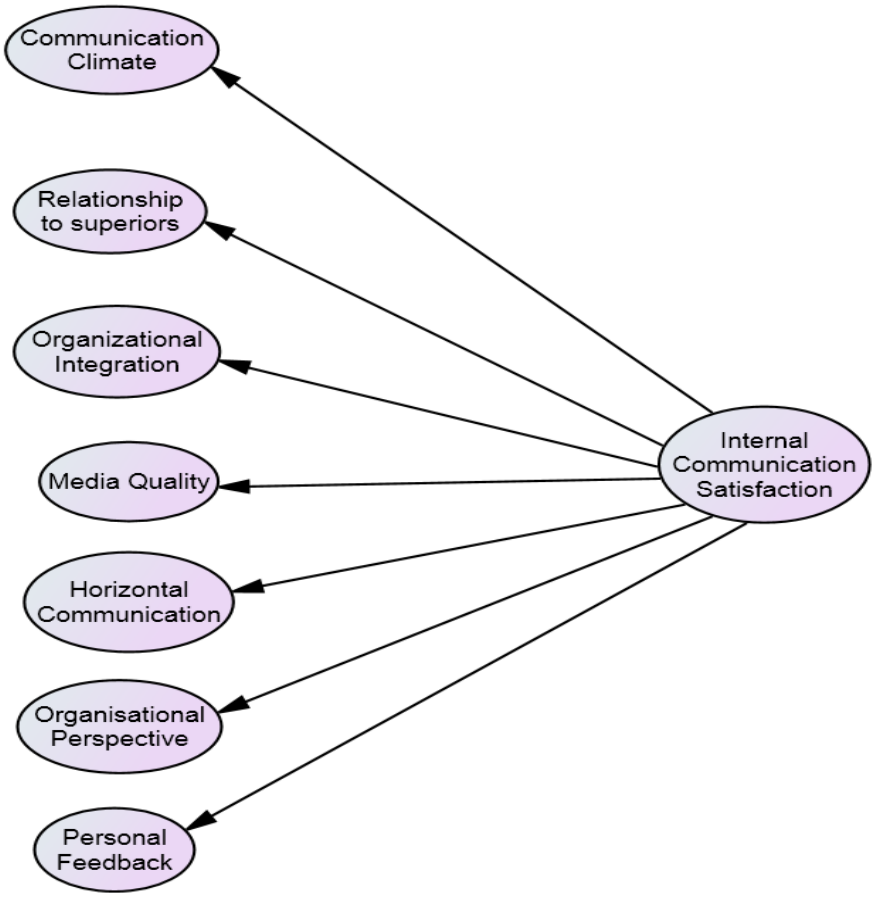
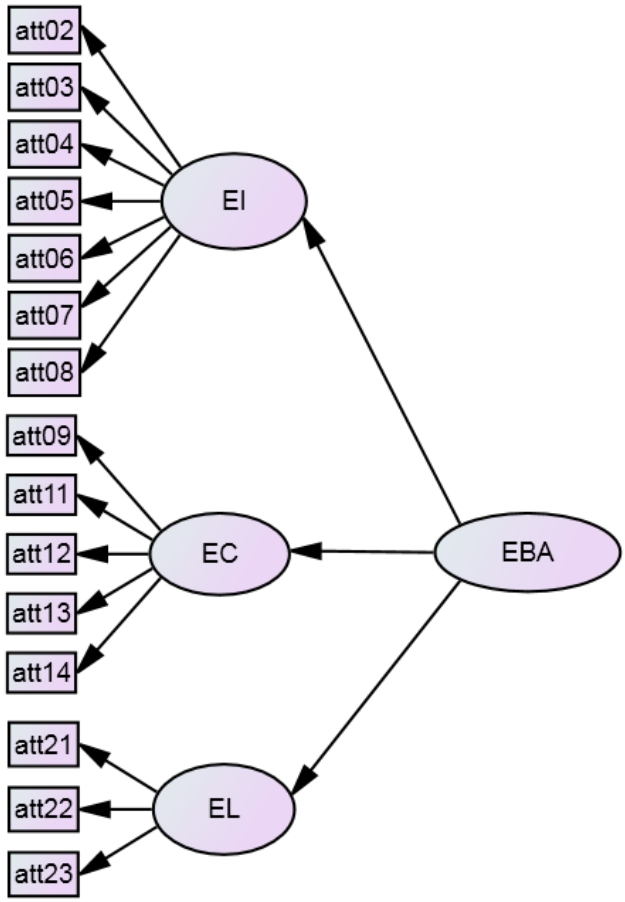


Figure 7-18: Second order structure of Employees' Brand Attitudes



7.12 A Comparison of Results of the first-order model and the second-order model of internal communication satisfaction

As per the Table 7-6 below, considering the fit indices between the first-order model and the second-order model, results suggest that the second-order model is the most suitable.

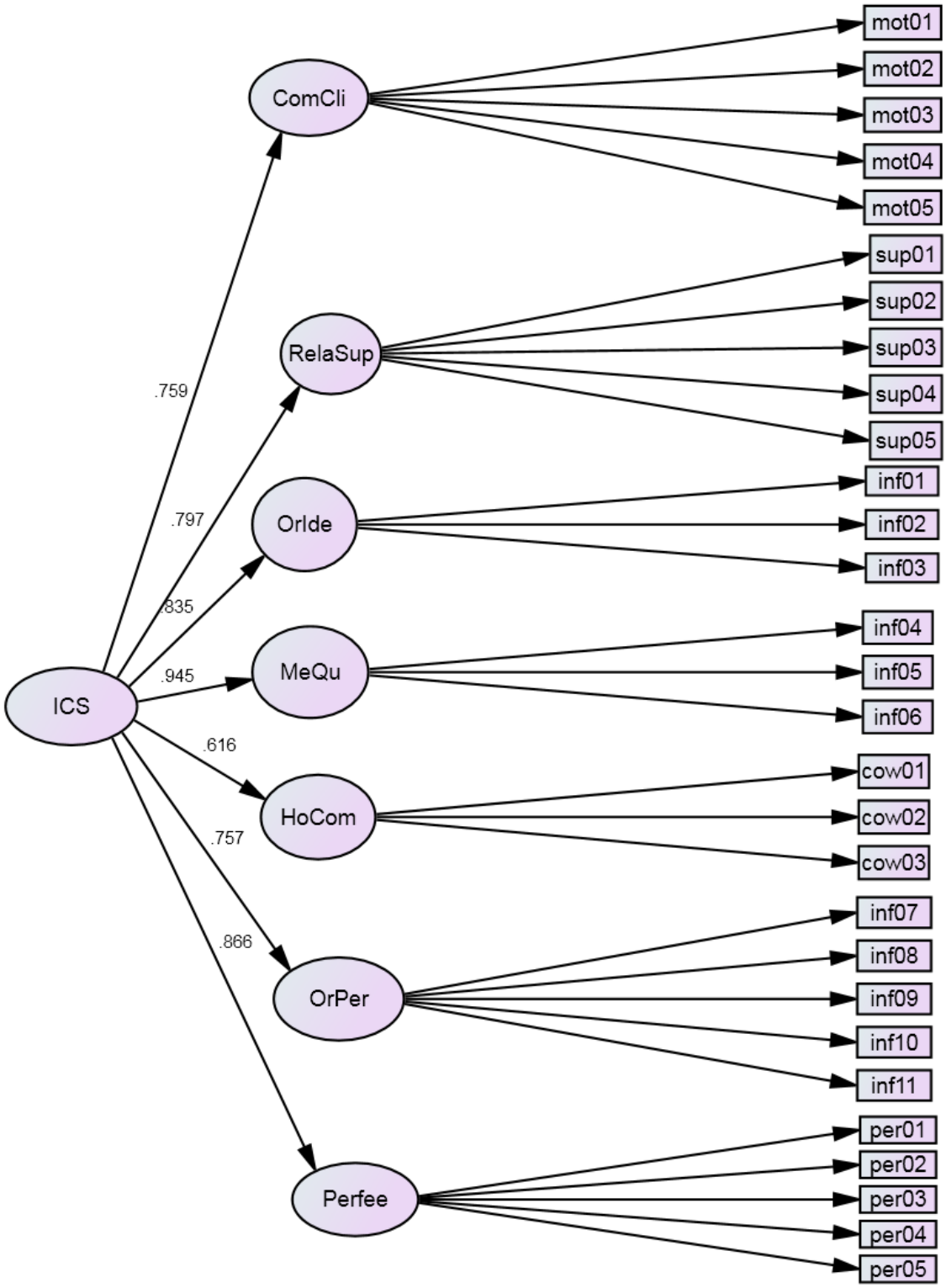
Table 7.6: Internal Communication Satisfaction Attributes: Fit indices of the first-order and the second-order model

Fit Indices	The first-order model (A)	The second-order model (B)	Model Selected
DF	235	211	
CMIN	263.955	229.923	
CMIN/DF	1.123	1.090	B
P	.094	.177	B
RMSEA	.008	.007	B
GFI (Goodness of Fit Index)	0.990	0.991	B
NFI	0.991	0.992	B
CFI	0.999	0.999	A, B
NNFI (TLI)	0.998	0.999	B
SRMR	.0145	.0141	B

7.13 Assessing the second-order model for internal communication satisfaction attributes

A higher-order model was developed with seven dimensions that contribute to the internal communication satisfaction construct. The figure 7-19 gives statistical estimations of the second-order model for internal communication satisfaction attributes.

Figure 7-19: Second-order Factor Model for Internal Communication Satisfaction Attributes



The results suggested that the construct of internal communication satisfaction can be expressed by seven domains, Communication Climate (CC), Relationship to Supervisors (RS), Organizational Integration (OI), Media Quality (MQ), Horizontal Communication (HC), Organizational Perspective (OP), and Personal Feedback (PF). In other words, these seven domains parsimoniously explain the concept of internal communication satisfaction. These seven constructs of internal communication satisfaction are discussed below.

Communication climate

Communication climate refers to a psychological atmosphere in an organization that is warm, tolerant, and participative. Satisfaction with communication climate is directly related to a higher quality of work life, innovative and organizational development (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006). The result reveals that a communication climate features: communication that motivates employees to work with others to achieve a goal, an individual's ability to communicate within an organization, helping employees to feel valued, frequent communication and handling conflict in the workplace. The findings revealed that an effective communication climate will reflect on both the organizational and personal levels. It means that the communication climate can help improve employee motivation and stimulation of employees to increase commitment and engagement in company goals and norms.

Relationship to Supervisors

Satisfaction with the relationship with supervisor measures satisfaction with upward and downward communication with the respondents' supervisors (Downs & Hazen, 1977; Grunig, Grunig, Sriramesh, Huang, & Lyra, 1995; Meintjes & Steyn, 2006; Riel, 1995). The results show that supervisory communication includes using informal communication, supervisors' sense of humour, giving clear instructions, giving reasons for doing the job, and giving reasons for decisions about company policies. Additionally, supervisors should inform

all employees of what is happening in other parts of the organization and explain what their responsibilities are, and how they can meet them.

Organizational Integration

Organizational integration involves the extent to which employees receive information about the immediate work environment (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006; Riel, 1995). The results reveal that this includes the degree of satisfaction with information about employee promotions in the organization, personnel news, and getting critical information first hand. Additionally, these findings revealed that personal news includes arrival of a new colleague, annual shows, and important meetings.

Media Quality

Media quality focuses on the extent to which meetings are well organized, written directives are short and clear, and the degree to which the communication is about right (Downs & Hazen, 1977; Hamilton, 1987; Meintjes & Steyn, 2006; Riel, 1995). The results of this current study found that media quality deals with general satisfaction that the meetings are well organised, the application of e-mail to the communication of information, and the effectiveness of the email system.

Horizontal Communication

Horizontal Communication relates to satisfaction with co-worker communication or horizontal communication relationships in the company (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006; Riel, 1995). The results reveal that satisfaction with horizontal communication deals with a good atmosphere between colleagues, feeling free to consult personal matters with co-workers, and support from colleagues.

Organizational Perspective

Organizational Perspective deals with information about the organization as a whole (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006; Riel, 1995). The results of this current study reveal that satisfaction with organizational perspective includes notification about organizational policies and goals, the impact of government policy and regulation on organization performance, information about the corporation's financial standing, as well as the lessons of success and failure existing in the organization.

Personal Feedback

Personal Feedback concerns what employees need to know about how they are judged and how their performance is appraised (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006; Riel, 1995). The results of this current study reveal that satisfaction with personal feedback includes information about employee performance relative to other employees' performance, judging employees by their work performance, employee recognition efforts, showing the progression of handling employees' problems, and working with problem employees.

In summary, this current study found that internal communication satisfaction is seen as a multidimensional concept. This is in line with previous studies that internal communication satisfaction was considered as a multidimensional concept (Clampitt & Downs, 1993; Downs & Hazen, 1977; Meintjes & Steyn, 2006).

7.14 A Comparison of Results of the first-order model and the second-order model of employees' brand attitudes

In order to operationalise the concept of Employees' Brand Attitudes, extant studies related to employees' attitudes in internal branding, organizational behaviour and marketing were investigated. The majority of studies have investigated employees' brand identification, commitment, and loyalty associated with Employees' Brand Attitudes (Asif & Sargeant, 2000; Backhaus & Tikoo, 2004; Papasolomou & Vrontis, 2006; Punjaisri, Evanschitzky, & Wilson, 2009; Sharma & Kamalanabhan, 2012; Steers, 1977). Therefore, it is determined that the construct of Employees' Brand Attitudes is essentially manifested through the three brand attitudes of employees in comparison to the Employees' Brand Attitudes.

As discussed in Chapter 2, three factors were identified in manifesting Employees' Brand Attitudes: Employees' Brand Identification, Employees' Brand Commitment, and Employees' Brand Loyalty. Therefore, a second-order model will be examined here.

As per the Table 7-7 below, by considering the fit indices between the first-order model and the second-order model, results suggest that the second-order model is the most suitable.

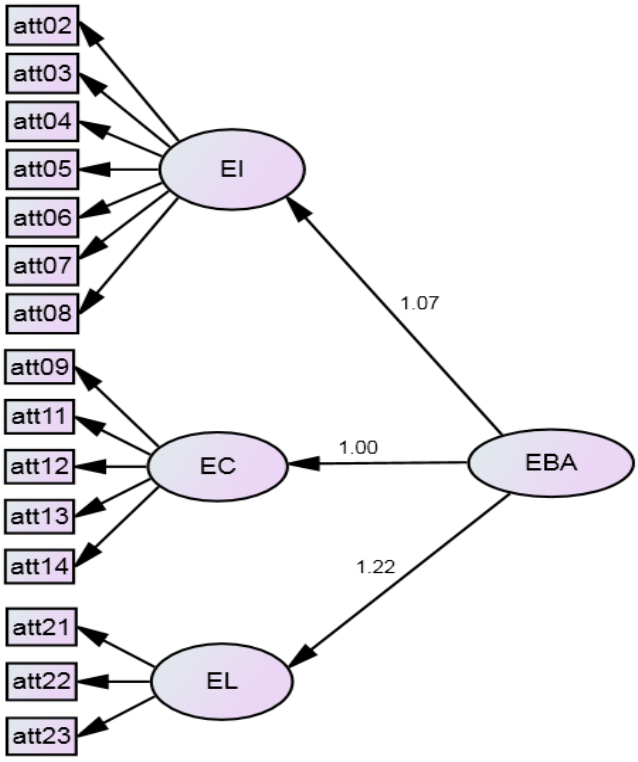
Table 7.7: Employees' Brand Attitudes Attributes: Fit indices of the first-order and the second-order model

Fit Indices	The first-order model (A)	The second-order model (B)	Model Selected
DF	49	50	
CMIN	52.222	52.922	
CMIN/DF	1.066	1.058	B
P	0.350	0.362	B
RMSEA	.006	.006	A, B
GFI (Goodness of Fit Index)	0.996	0.996	A, B
NFI	0.997	0.997	A, B
CFI	1.000	1.000	A, B
NNFI (TLI)	1.000	1.000	A, B
SRMR	.0080	.0081	A

7.15 Assessing the second-order model for employees' brand attitudes attributes

A higher-order model was developed with three dimensions that contribute to the employees' brand attitudes construct. The figure 7-20 gives statistical estimations of the second-order model for employees' brand attitudes attributes.

Figure 7-20: Second-order Factor Model for Employees' Brand Attitudes Attributes



The results reveal that the construct of employees' brand attitudes can be expressed by three domains: Employees' Brand Identification (EI), Employees' Brand Commitment (EC), and Employees' Brand Loyalty (EL). In other words, these three domains parsimoniously explain the concept of employees' brand attitudes.

Part III (Section 7.14 – 7.17)

Part III is structured around different hypotheses in Section 7.6-7.8, as depicted in the following Table 7-13.

Table 7-8: Hypotheses measured by empirical studies

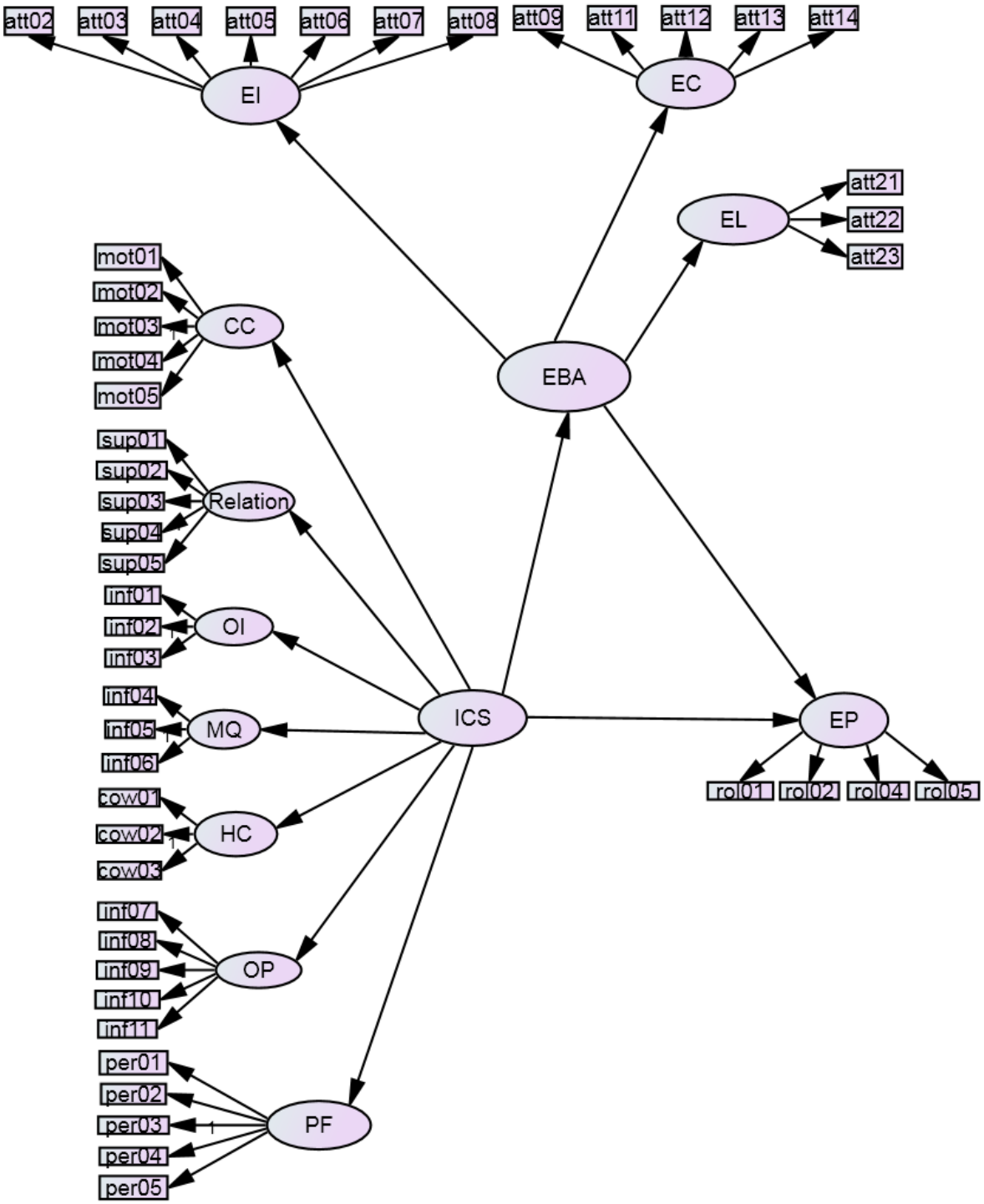
Objective 2: To determine the nomological network of internal branding.	
Hypotheses	Survey
H8: The second-order factor structure of internal communication satisfaction has a positive relationship with employees' brand attitudes.	/
H9: The second-order factor structure of employees' brand attitudes act as a meditational factor in the relationship between internal communication satisfaction and employees' brand performance.	/
H10: The second-order factor structure of internal communication satisfaction positively influences employees' brand performance.	/

This part tests the three hypotheses stated in the Table 7-8. This current study uses the survey data to test these hypotheses, by testing the Structural Equation Model (Section 7.16-7.17).

7.16 Model Estimation and Comparison for Internal Branding Concept

The second objective of this thesis is to determine the nomological network of internal branding. Therefore, this section aims to test the relationship in the internal branding concept between the second-order factor structure of Internal Communication Satisfaction (ICS), the second-order factor structure of Employees' Brand Attitudes (EBA) and Employees' Brand Performance (EBP) through the survey data, by testing the Structural Equation Model. The model was developed in accordance with the concept of internal branding and it was reproduced below as figure 7-21.

Figure 7-21: Model of Relationship between Internal Communication Satisfaction (ICS), Employees' Brand Attitudes (EBA) (e.g. Brand Identification, Brand Commitment, and Brand Loyalty), and Employees' Brand Performance (EP)



7.17 Model Specification

According to the study of Byrne (2013), researchers can use the AMOS program for their applications of the Structural Equation Modelling (SEM). In reviewing the model shown in Figure 6-18, there are two second-order factors, Internal Communication Satisfaction (ICS) and Employees' Brand Attitudes (EBA), and one first order factor (Employees' Brand Performance (EP)). Taking all measures discussed in Chapter 5 and 6 into consideration, the SEM has been developed on the concept of internal branding. Additionally, this structural model has been purified and validated by using the survey data total sample 1,747. Moreover, the survey data were checked for normality in order to meet the requirements for the use of the Structural Equation Modelling. It found that all constructs are well within a reasonable amount of normality. The figures 7-22 and 7-23 below compare different models, and one can perform a nested and/ or non-nested model analysis, in order to select the most suitable measure for testing the relevant relationship based on the internal branding conceptualisation.

In part 2, the internal communication satisfaction (ICS) is defined as a higher order construct. Therefore, Model A is the nested model that shows the relationship between the internal communication satisfaction (ICS) as a higher order construct and Employees' Brand Attitudes (e.g. Employees' Brand Identification (EI), Commitment (EC), and Loyalty (EL)) as a mediator to link between internal communication satisfaction (ICS) and Employees' Brand Performance (EP). Additionally, this model shows a direct relationship between the internal communication satisfaction (ICS) and Employees' Brand Performance (EBP).

Model B, however, removes the parameter from the internal communication satisfaction (ICS) to obtain Employees' Brand Performance (EBP), suggesting further that non-related brand attitudes are not a mediator of the link between internal communication and brand performance.

Figure 7-22: Alternative path models: Model A

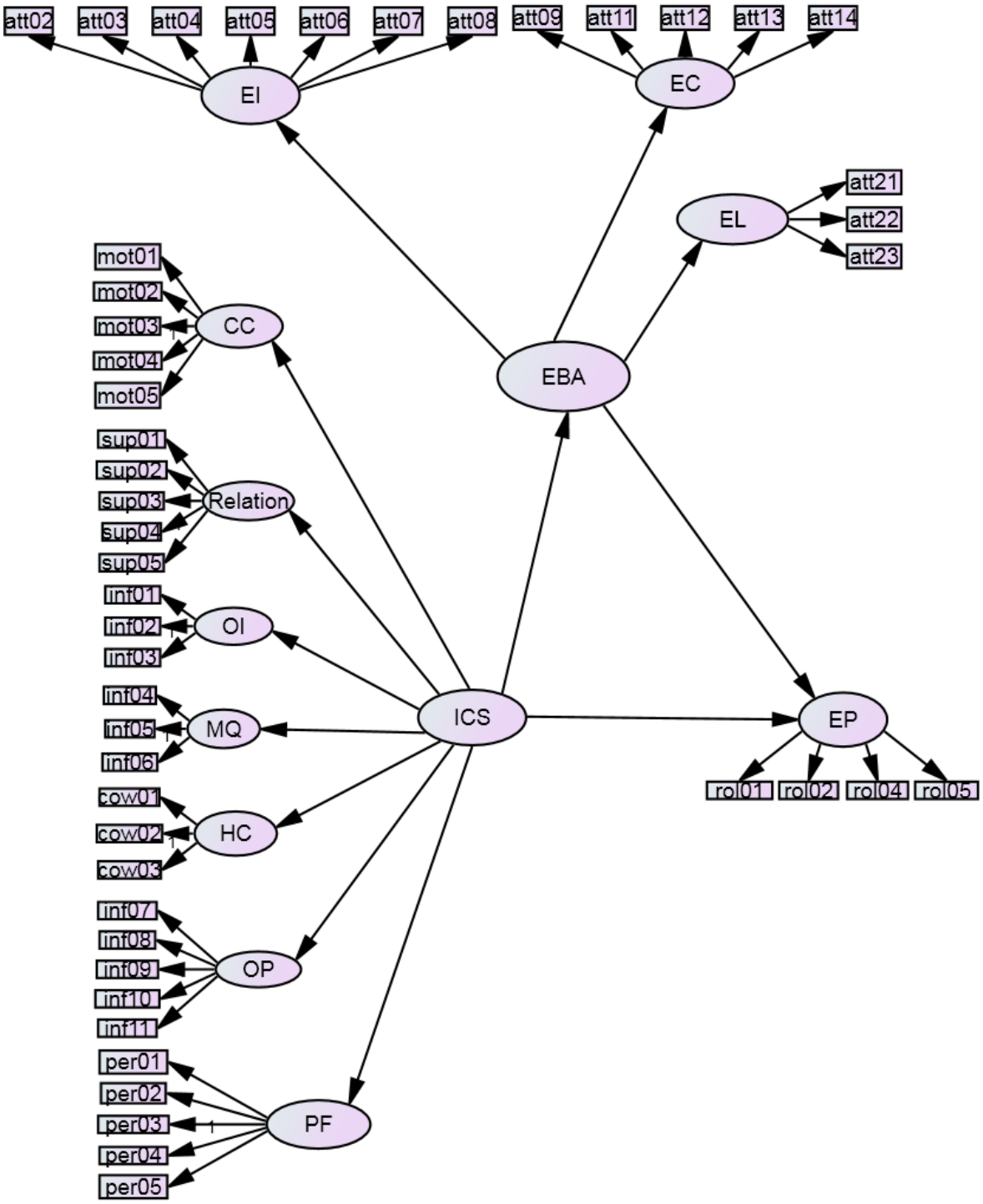
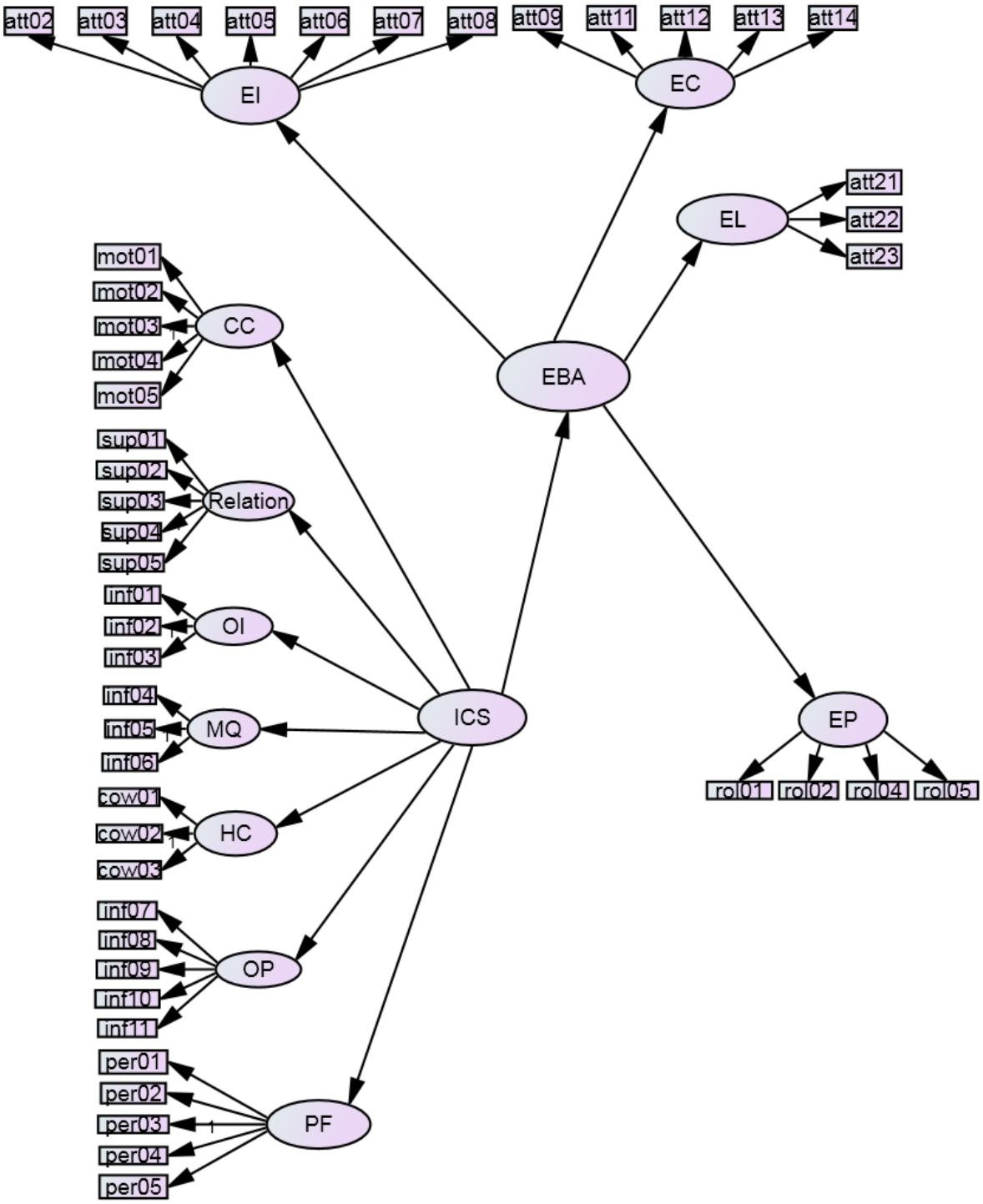


Figure 7-23: Alternative path models: Model B



7.18 Results Comparison

The results of fit indices of different models were evaluated and demonstrated by Table 7.9.

Table 7-9: Fit statistics of models – A and B

Fit Indices	Model A	Model B	Model Selected
DF	787	801	
CMIN	826.871	863.870	
CMIN/DF	1.051	1.078	A
P	.157	.061	A
RMSEA	.005	.007	A
GFI (Goodness of Fit Index)	.980	.980	A, B
NFI	.984	.984	A, B
CFI	.999	.999	A, B
NNFI (TLI)	.999	.998	A
SRMR	.0188	.0203	A

According to the study of Anderson and Gerbing (1988), the lower the values of CMIN/DF and RMSEA, the better the model fits with the observed data. This supports the goodness-of-fit indexes (GFI, NFI, CFI, and TLI); these values of Model A are higher than Model B values, thus being indicative of a better fit to the data. Moreover, the values of SRMR of Model A are the lowest. This then suggests that Model A is superior to the other models in terms of an overall model fit.

Model A results, as shown in the table above, can also be used to assess the main effects of internal communication satisfaction and employees' brand outcome models. The goodness-of-fit indexes revealed that the model fits the data reasonably well: the CMIN/DF values of

1.051 indicate a satisfactory level, as it is below the recommended 3.0 (Bollen, 1989). Other representative indexes also suggest that the results of structural model analysis are a good fit for the proposed data: GFI is 0.98, NFI is 0.984, CFI is 0.999, TLI is 0.999, RMSEA is 0.005, and SRMR is 0.0188.

7.19 Hypotheses Testing

As discussed through the Figure 7-23 and the Table 7-9, the SEM based on Model A was used to test the relationship. The following Figure 7-24 and Table 7-10 give statistical estimations of the path model relevant for testing all hypotheses.

Figure 7-24: Relationships between Internal Communication Satisfaction (ICS), Employees' Brand Attitudes (EBA) and Employees' Brand Performance (EP)

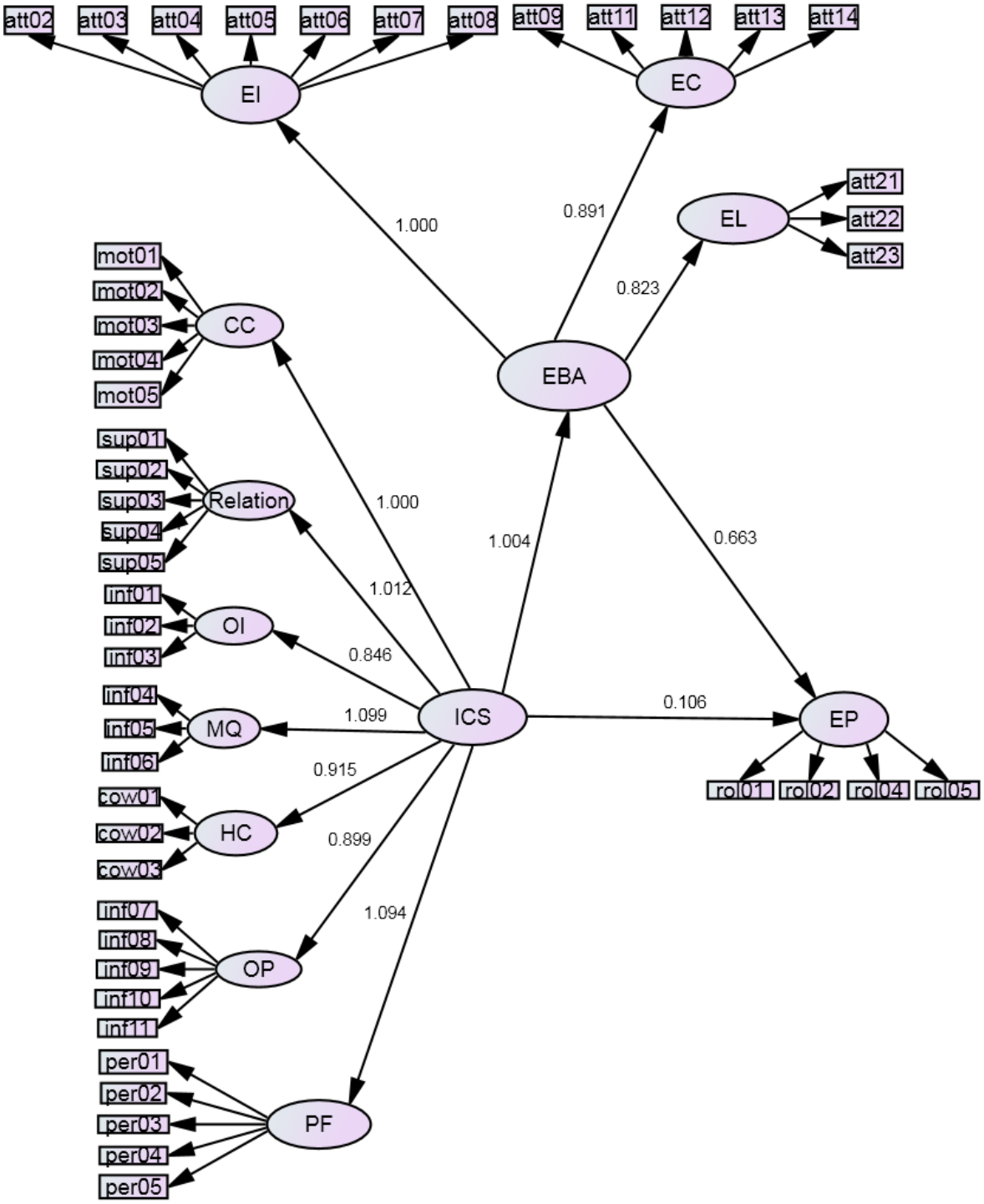


Table 7-10: Path Coefficients of the Models: Internal Communication Satisfaction (ICS), Employees' Brand Attitudes (EBA) and Employees' Brand Performance (EBP) of Internal Branding Concept

Hypotheses		**Causal Path**	**Standardised Path Coefficient**	**Status**
H8	The second-order factor structure of internal communication satisfaction has a positive relationship with employees' brand attitudes.	EBA <--- ICS	(1.004, P<0.001)	Supported
H9	The second-order factor structure of employees' brand attitudes act as a mediational factor in the relationship between internal communication satisfaction and employees' brand performance.	EP <--- EBA	(0.663, P<0.001)	Supported
H10	The second-order factor structure of internal communication satisfaction positively influences employees' brand performance.	EP <--- ICS	(0.106, P<0.001)	Supported

Based on the statistics, the data supports the relationship between internal communication satisfaction (ICS), employees' brand attitudes (EBA) and employees' brand performance (EP) of the internal branding concept. The following sections discuss these results by examining each relationship in detail.

7.20 Testing Hypothesis 8: The second-order factor structure of internal communication satisfaction has a positive relationship with employees' brand attitudes.

Hypothesis 8 examined the relationship between the Internal Communication Satisfaction (ICS) and Employees' Brand Attitudes (EBA). The standard path coefficient between ICS and EBA was 1.004 (P<0.001). Based on the p-values, there is a relationship between ICS and EBA.

This current study has purported that internal communication satisfaction that coordinates the wisdom from both organizational communication and management communication is capable of inducing employees' brand attitudes. This is in line with previous studies that empirically indicate that internal communication satisfaction engenders employees' brand attitudes (Punjaisri et al., 2009; Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012).

7.21 Testing Hypothesis 9 and 10

Hypothesis 9: The second-order factor structure of employees' brand attitudes act as a meditational factor in the relationship between internal communication satisfaction and employees' brand performance.

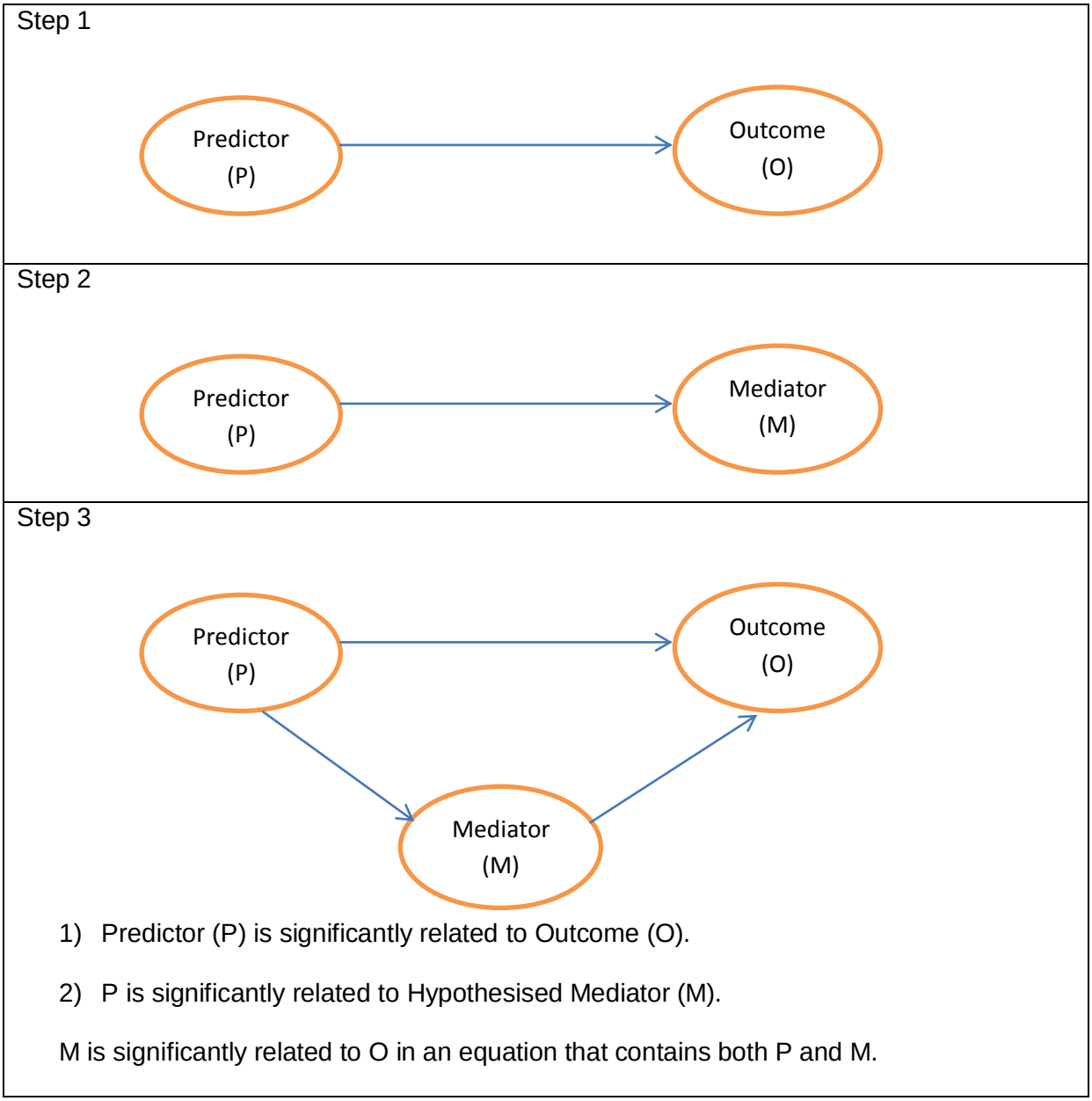
Hypothesis 10: The second-order factor structure of internal communication satisfaction positively influences employees' brand performance.

Hypothesis 9 examined the relationship between Employees' Brand Attitudes (EBA) and Employees' Brand Performance (EBP). The standard path coefficient between EBA and EBP was 0.663 (P<0.001). Therefore, there is evidence to support that Employees' Brand Performance can be explained by the Employees' Attitudes towards the brand.

Hypothesis 10 examined the link between Internal Communication Satisfaction (ICS) and Employees' Brand Performance (EBP). The standard path coefficient between ICS and EBP was 0.106 (P<0.001). Based on the P-values, there is a link between Internal Communication Satisfaction and Employees' Brand Performance.

The current study involves testing the mediational effects of employees' brand attitudes in the link between internal communication satisfaction and employees' brand performance. According to the study of Baron and Kenny (1986), it is shown that testing steps in mediation models (Figure 7-25), the hypotheses 9 and 10, reveals that the first two steps of the meditational model are fulfilled. That is, internal communication satisfaction has a significant relationship with employees' brand performance (the outcome) and employees' brand attitudes (the mediators). However, the comparison between the employees' brand attitudes and employees' brand performance (EP <--- EBA); and internal communication satisfaction and employees' brand performance (EP <--- ICS) is the value of the standard path coefficient. The standard path coefficient between EBA and EP was 0.663 and ICS and EP was 0.106, the relationship between ICS and EP has the standard path coefficient values smaller than the relationship between EBA and EP.

Figure 7-25: Testing Steps in mediation Models



Source: (Punjaisri, 2008, p. 262)

Part 4 (Section 7.18 – 7.20)

The third objective of this thesis is to evaluate the influence of internal communication satisfaction on employees' brand outcomes based on a developing country context using evidence from the hotel sector in Thailand. Therefore, Part 4 aims to evaluate whether the relationship between internal communication satisfaction, employees' brands attitudes and

employees' brand performance in the internal branding concept will differ based on the value of the moderator (Hotel Ranking) in Thailand. This part is structured around different hypotheses, as depicted in the following Table 7-10.

Table 7-11: Objective and hypothesis measured by empirical studies

Objective 3: To evaluate the influence of internal communication on employees' brand performance from high/ low performance employees based on a developing country context using evidence from the hotel sector in Thailand.	
Hypotheses	Survey
H11: Performance rankings in hotels moderate the effects that internal communication satisfaction has on employees' brand attitudes and employees' brand performance; specifically, the impact of internal communication satisfaction will be stronger in hotels that are ranked highly by customers.	/

Evaluating the influence of internal communication satisfaction on employees' brand performance from high/ low performance employees in Thailand was conducted using critical ratios in AMOS. The following Table 7-11 outlines the process followed in the multi-group moderation testing.

Table 7-12: The Testing Procedure

Step	**Methodology**
Total Sample (n) = 1,747 High Ranking = 1,212 Low Ranking = 535	
1.Baseline Model	Evaluation of goodness-of-fit indices
2. Relationship Testing	Assess path coefficients Examine P-values

7.22 Baseline Model

In this section, this thesis evaluates the SEM model with each set of data. Using the ranking of hotel, the baseline model is tested for high and low ranking separately. Fit indices of the two moderators are given below in Table 7-12 in order to consider the model of factor structure fit for the two moderators.

Table 7-13: Fit indices of baseline model – High and Low Range Hotels

Fit Indices		**High Range Hotels**	**Low Range Hotels**	**Acceptability**
DF		814	821	
CMIN		834.834	792.094	
CMIN/DF		1.026	.965	
P	>0.05	.299	.760	Yes
RMSEA	<.08	.005	.000	Yes
GFI (Goodness of Fit Index)	≥0.9	.972	.944	Yes
NFI	≥0.9	.978	.956	Yes
CFI	≥0.9	.999	1.000	Yes
NNFI (TLI)	≥0.95	.999	1.002	Yes
SRMR	<.08	.0222	.0262	Yes

By considering the Chi-square and the degree of freedom, results suggest that the two ranges of hotel are suitable for testing. The CMIN/DF is below 3 (1.026 in High Range, 0.965 in Low Range), which is considered as the cut-off point (Hoyle, 1995; Steiger, 2007).

When examining the absolute fit indices, the two range hotels show a good and acceptable fit in CFI: the CFI is more than 0.90 (0.999 in High Range and 1.002 in Low Range).

High Range and Low Range Hotels show a good and acceptable fit in RMSEA and GFI: the RMSEA is below 0.05 (0.005 in High Range and 0.000 in Low Range), which is considered

as the cut-off point (Hoyle, 1995; Steiger, 2007); GFI is more than 0.90 (0.972 in High Range and 0.944 in Low Range). When considering the p-value for the model, High Range and Low Range Hotels show the goodness of fit: P-value is more than 0.05 (0.299 in High Range and 0.460 in Low Range).

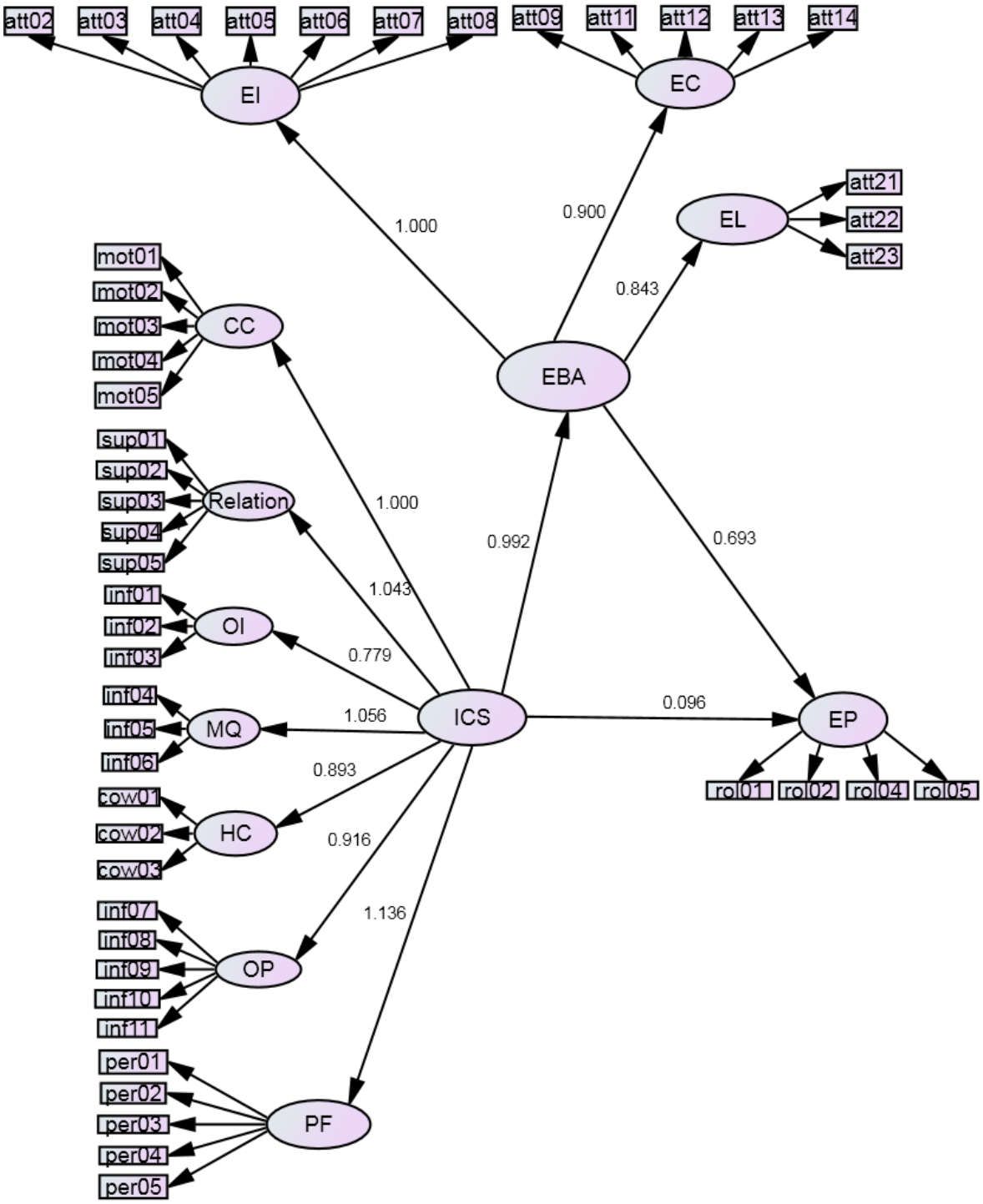
Yet, High Range and Low Range Hotels show a good absolute fit.

7.23 Hypothesis 11: Performance rankings in hotels moderate the effects that internal communication satisfaction have on employees' brand attitudes and employees' brand performance; specifically, the impact of internal communication satisfaction will be stronger in hotels that are ranked highly by customers.

As shown through the Table 7-12, the SEM was used to test the hypothesis of both high range and low range. The following Figure 7-26 and Table 7-27 give statistical estimations of the path model relevant for testing all relationships.

Figure 7-26: Measurement Model – Internal Communication and its impact on Employees' Brand Attitudes and Employees' Brand Performance of both High Range and Low Range.

High Ranking



Low Ranking

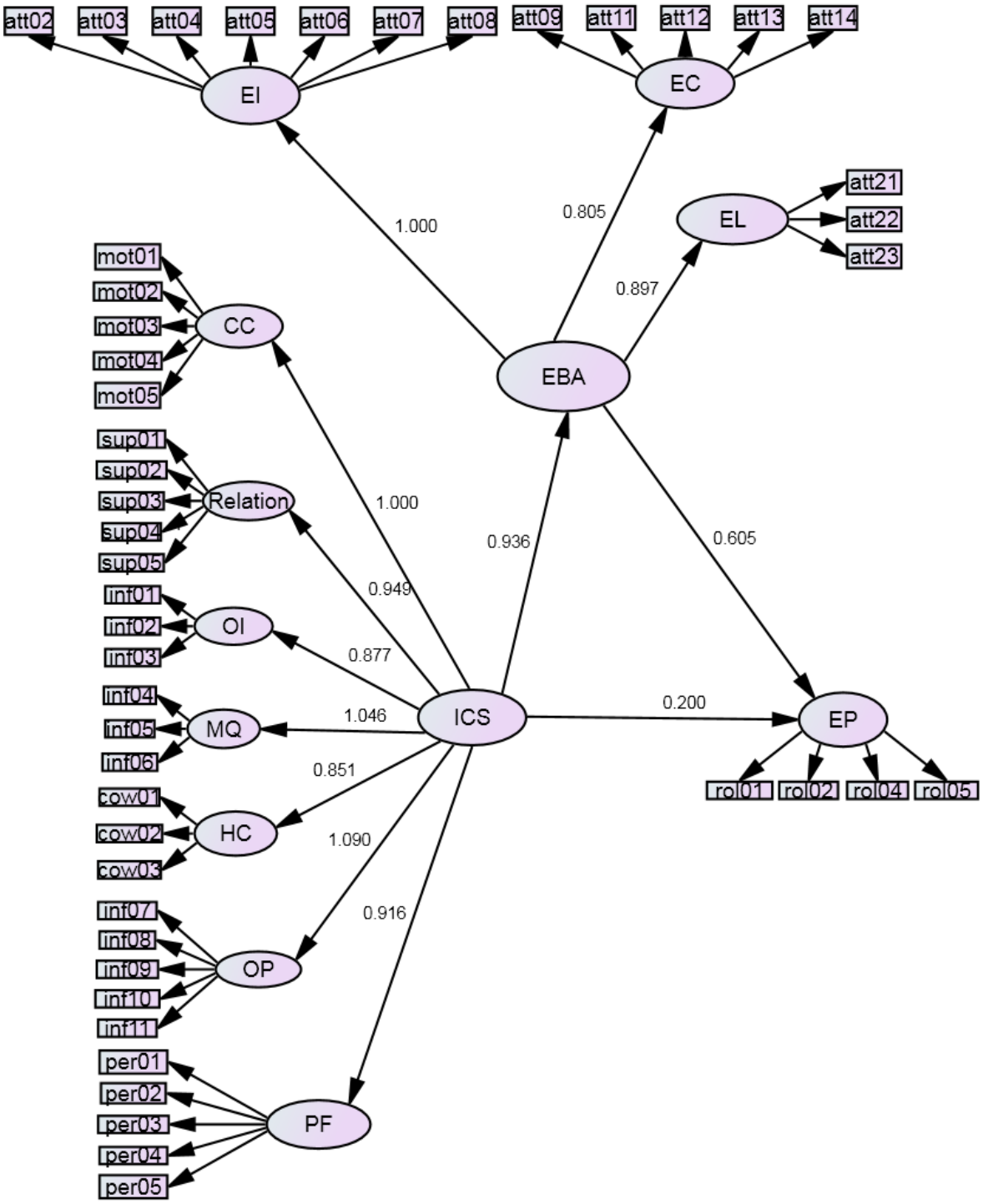

att02
att03
att04
att05
att06
att07
att08
att09
att11
att12
att13
att14
EI
EC
1.000
0.805
EL
att21
att22
att23
0.897
mot01
mot02
mot03
mot04
mot05
CC
EBA
sup01
sup02
sup03
sup04
sup05
Relation
1.000
0.936
0.605
0.949
inf01
inf02
inf03
OI
0.877
inf04
inf05
inf06
MQ
1.046
ICS
0.200
EP
0.851
cow01
cow02
cow03
HC
1.090
rol01
rol02
rol04
rol05
0.916
inf07
inf08
inf09
inf10
inf11
OP
per01
per02
per03
per04
per05
PF

Table 7-14: Path Coefficients of the Models: Internal Communication Satisfaction (ICS), Employees' Brand Attitudes and Employees' Brand Performance (EBP) of Internal Branding Concept

The Relationship of Internal Branding Concept		**Causal Path**	**Standardised Path Coefficient**
1.	ICS positively affects EBA	EBA <--- ICS	
	High Range		(0.992, P<0.001)
	Low Range		(0.936, P<0.001)
2.	EBA positively affects EP	EP <--- EBA	
	High Range		(0.693, P<0.001)
	Low Range		(0.605, P<0.001)
3.	ICS positively affects EBP	EBP <--- ICS	
	High Range		(0.096, P<0.001)
	Low Range		(0.200, P<0.001)

The result of an AMOS analysis revealed that internal communication satisfaction leads to employees' brand attitudes, which further affects employees' brand performance of both high ranking and low ranking hotels in Thailand. As the result suggests, the impact of internal communication satisfaction will be stronger in hotels that are ranked highly by customers, lending support to Hypothesis 11.

7.24 Conclusion

This chapter has discussed the findings related to the objectives and hypotheses examined in the previous chapter through the empirical data obtained by the quantitative methodology. Part 1 of this chapter aimed at discussing the hypothesised relationships between each of the seven domains of internal communication satisfaction, (including Communication Climate, Relationship to Supervisors, Organizational Integration, Media Quality, Horizontal Communication, Organizational Perspective, and Personal Feedback), and employees' brand attitudes, (including employees' brand identification, commitment, and loyalty), and employees' brand performance. Through the results, it is clear that each of the seven domains of internal communication satisfaction is positively associated with employees' brand attitudes (employees' brand identification, commitment, and loyalty). Importantly, the three brand attitudes act as a mediational factor in the relationship between the seven constructs of internal communication and employees' brand performance.

Part 2 of this chapter, the second-order model confirmed both the seven dimensionalities of the internal communication satisfaction scale (Communication Climate, Relationship to Supervisors, Organizational Integration, Media Quality, Horizontal Communication, Organizational Perspective, and Personal Feedback) and the three dimensionalities of the employees' brand attitudes scale (Employees' brand identification, commitment, and loyalty) that can be deployed as complementary measures to investigate internal communication satisfaction and employees' brand attitudes in the concept of internal branding.

Part 3 of this chapter intended to discuss the hypothesised relationships between the internal communication satisfaction (Communication Climate, Relationship to Supervisors, Organizational Integration, Media Quality, Horizontal Communication, Organizational Perspective, and Personal Feedback), employees' brand attitudes (Employees' brand identification, commitment, and loyalty) and employees' brand performance, or assess the nomological validity of the internal branding network. In this nomological assessment, it is

clear that internal communication satisfaction is positively associated with employees' brand attitude. Through the results, internal communication satisfaction has a significant relationship with employees' brand performance (the outcome) and employees' brand attitudes (the mediators). It means that employees' brand attitudes act as a mediational factor in the relationship between internal communication satisfaction and employees' brand performance. Importantly, internal communication satisfaction also has a direct relationship with employees' brand performance. However, the direct impact of internal communication satisfaction on employees' brand performance is smaller than the impact of mediation (employees' brand attitudes).

Part 4 of this chapter aimed at evaluating the influence of internal communication satisfaction on employees' brand outcomes from high/ low performance of employees in a developing economy. Through the results, it is clear that internal communication satisfaction is positively associated with employees' brand attitudes and employees' brand performance of both high/ low performance employees. Importantly, the impact of internal communication satisfaction will be stronger in hotels that are ranked highly by customers.

Chapter 8: Conclusions and Implications

8.0 Introduction

Chapter 7 revealed the results of the quantitative findings of this thesis. The discussions of their findings have also been provided. This chapter will present the conclusions of this thesis, which will be constructed in line with the research objectives discussed in Chapter 1 in Part 1 (Section 8.2-8.5). The second part of this final chapter will highlight the significance of this research from both academic and managerial points of view (Section 8.6-8.7). The chapter will end with the directions for future research in Part 3 (Section 8.8).

Part 1 (Section 8.1-8.4)

8.1 The Downs-Hazen (CSQ) Constructs as the Domain of Internal Communication in the Internal Branding Concept

The first objective of this thesis was to explore the domain of internal communication satisfaction in the internal branding concept. Previous research has established the crucial role of both organizational and management communication forms as internal corporate communication that influence employees' brand outcomes in the internal branding concept, as well as the fact that marketing's focus needs to be on both internal communication to their staff and external communication to their customers to achieve a successful corporate brand (Asha & Jyothi, 2013; Asif & Sargeant, 2000; Bambacas & Patrickson, 2008; Brunetto & Farr-Wharton, 2004; Camilleri, 2008; Carriere & Bourque, 2009; Chong, 2007; Chowdhury et al., 2015; Clutterbuck, 2005; Du Preez , 2015 ; Elving, 2005; Fawkes & Gregory, 2001; Hargie & Dickson, 2007; Hawabhay, Abratt, & Peters, 2009; Kapoor, 2010; Karanges et al. , 2015; Lee et al., 2014; Matanda & Ndubisi, 2013; Mazzei, 2010; Melewar & Akel, 2005; Mestre, Stainer, Stainer, & Strom, 2000; Power & Rienstra, 1999; Punjaisri & Wilson, 2007; To et al., 2015; Tukiainen, 2001; van Vuuren, de Jong, & Seydel, 2007; Welch & Jackson, 2007). Hence, it was not a surprise that the seven domains of internal communication satisfaction, which were created from the Downs-Hazen CSQ constructs and include both

organizational and management communication forms, corroborated the literature. Each of the seven domains of internal communication satisfaction has a relationship with employees' brand attitudes (commitment, identification, and loyalty) and employees' brand performance. This means that the seven CSQ's constructs as the domain of internal communication satisfaction in the internal branding concept can help employees represent a brand to customers that come into contact with the brand.

Results of the literature review revealed there was a need for empirical research that shows an association between each of the seven domains of internal communication and employees' brand outcomes in the internal branding concept in order to understand this concept from the employees' viewpoint. As a result, a balanced perspective between the internal communication (organizational and management communication) and external communication (marketing communication) of the brand is realised. The following section discusses each of the seven domains of internal communication satisfaction in detail to give deeper insights.

8.1.1 Communication Climate

The previous research studies have revealed a number of different communication climate scales. In particular, it supports Downs and Hazen (1977) who show the five factors of ideal communication climate: 1) The ability of people in the organization to communicate with one another, 2) The handling of workplace conflict through communication channels, 3) Communication motivating employees to achieve a goal, 4) Communication which makes employees feel a part of the organization, and 5) Giving the information employees need to do their jobs.

This current study agrees with the literature that the ability of people in the organization to communicate with one another was mostly embraced by employees. The rationale for their preference reflected the studies of Ayoko (2007), Spaho (2013), Smidts, Pruyn, and Van Riel (2001), Swanson & Kent, (2015); the ability of people in the organization to communicate

provided employees the opportunity to interact with their leaders or colleagues or message senders and to clarify any uncertainties of messages optimises the effectiveness of internal branding. Furthermore, these techniques were believed to decrease employee conflict by encouraging strong relationships among staff members. This study found that communication motivates employees to achieve a goal, which is available to improve creative ability and tackle complex problems of employees. Additionally, communication that makes employees feel a part of the organization could reinforce the positive employees' brand attitudes and performance. Failure to communicate effectively often leads to conflict, therefore, handling of workplace conflict via effective communication channels can help reduce conflict in the workplace and enable their employees to achieve more. Finally, updating employee job information was found to convey the brand message to both employees and external stakeholders.

All communication climate factors suggested by Downs and Hazen (1977) and other authors were supported by this case study representing the hotel industry in Thailand, as it reveals that not only communication with employees about job information is important, but also handling of workplace conflict via effective communication channels and communication, which makes employees feel a part of the organization were practised within these organizations, which in turn leads to employees' brand outcomes. Furthermore, the findings suggest the importance of good communication skills in the workplace. When employees are satisfied with the staff members who have great ability as communicators, the positive brand attitudes and the delivery of the brand promise were more effective. This suggests the prevailing role of the development of employees' communication skills.

8.1.2 Relationship to Supervisors

A group of authors (Breeze, Dawson, & Khazhinsky, 2002; Downs & Adrian, 2012; Elving, 2005; Gkorezis et al., 2015; Khabir, 2014; Jablin, 1979; Johlke & Duhan, 2000; Lam et al., 2015; McKenzie, 2015; Salleh ei al., 2013; Shipton et al., 2015; Smith & Rupp, 2002;

Tjosvold, 1984; Unzicker, Clow, & Babakus, 2000; van Vuuren et al., 2007; Whitener, Brodt, Korsgaard, & Werner, 1998; Yoshimura, 2003; Yuan et al., 2006) have suggested supervisor-employee relationship practices in order to optimise the success of internal branding programmes.

This study agrees with the literature that there is a need to develop a positive working relationship between supervisor and employee in terms of internal communication. Several relationships with supervisors' tools were listed during the expert judgement phase. Supervisor communication skill was mentioned as instrumental in engendering employees' brand attitudes and performance. The literature placed much emphasis on the upward and downward aspects of communicating with supervisors (Downs & Hazen, 1977), the quality of the supervisor communication (Elving, 2005), vertical communication (Downs & Adrian, 2012), using humour in communication in the workplace (Breeze et al., 2002), openness in communication (Jablin, 1979), supervisors' listening skills (Khabir, 2014; Therkelsen & Fiebich, 2004; van Vuuren et al., 2007), feedback from supervisors to employees (van Vuuren et al., 2007), effective supervisory communication skills (Tjosvold, 1984), and supervisor's recognition of the importance of personal and family life of employee (Smith & Rupp, 2002).

This current study revealed that using informal communication and humour to improve communication were perceived as ideal and practical in the internal communication in the internal branding concept. In addition, this current study reveals that the supervisor provides information about company policies and why employees need to do the job and why their job is important; the result reveals that employees use them to support their brand promise delivery to customers.

Therefore, under relationship to supervisors as a construct of internal communication in the internal branding concept, not only was improving supervisors' communication skills

revealed, but also the value of informal communication was found to have a positive influence on the success of internal branding programme.

8.1.3 Organizational Integration

Previous studies suggest the company could use organizational integration as an internal communication tool in order to optimise the success of internal branding programmes (Baker et al., 2014; Clampitt & Downs, 1993; DeCotiis & Summers, 1987; Ebren, 2006; Guest & Conway, 2002; Henkel, Tomczak, Heitmann, & Herrmann, 2007; King & Grace, 2010; Kumar & Pansari, 2014; Pincus, 1986; Ridder, 2004; Thomson & Hecker, 2001). This study agrees with the literature that there is a need to provide information about the organization and their immediate working environment for employees in the workplace. The literature placed much emphasis on organizational integration based on information about the immediate work environment (Downs & Hazen, 1977), the quality of task-related communication (DeCotiis & Summers, 1987; Guest & Conway, 2002; Kumar & Pansari, 2014; Ridder, 2004), and brand-related information (Baker et al., 2014; Henkel et al., 2007).

This study revealed that information about the immediate work environment whose values are aligned with the brand and the company is perceived as ideal and practical. The rationale for their preference reflected the studies of McKenna (2012) and Punjaisri (2008), when employees receive the information about the organization and their immediate job environment from their company, they use it to interpret into daily activities that they can link to their job responsibilities. Additionally, the results of this current study revealed that the organizational integration, which includes information about employees' and company's progress, practical matters within the company, and the critical issues facing the company could reinforce the employees' brand outcomes.

8.1.4 Media Quality

Many researchers argue for the importance of media quality in internal communication (Asif & Sargeant, 2000; Baker et al., 2014; Daft & Lengel, 1983; Daft, Lengel, & Trevino, 1987;

Downs & Adrian, 2012; Fornes, Rocco, & Wollard, 2008; Omilion-Hodges & Baker, 2014; Ridder, 2004; Stein, 2006). Several media quality tools were listed during the literature review phase. However, internal communication with emails and meetings were the media quality tools that were mentioned by expert judgement as instrumental in engendering employees' shared understanding of the brand concept, its values, and its mission engraved in the brand promise. The rationale for their preference reflected the study of McKenna (2012); these techniques were believed to be the fastest channel for internal communication.

The meetings usually consist of both the spoken and written word. For the written word, it allows the communicator to organize his/ her thoughts carefully and provides a written record of happenings and transactions for future reference (McKenna, 2012). Also, for the spoken word, it provides opportunity for the sender to observe feedback and to provide clarification (McKenna, 2012). In short, both emails and meetings could reinforce the employees' brand outcomes towards the use of these channels.

This study revealed that communicating in meetings and emails were perceived as ideal and practical. Additionally, the coordination of both internal communications with emails and meetings practices are needed in order to optimise the success of internal branding programmes.

8.1.5 Horizontal Communication

According to the literature, effective internal communication is achieved in organizations through the degree to which the grapevine helps internal communication and the degree to which horizontal communication is free-flowing and accurate (Ashforth & Mael, 1989; Asif & Sargeant, 2000; Bratton & Gold, 1994; Chan & Mak, 2014; Galbraith, 1973; Gkorezis et al., 2015; Guerber et al., 2014; Hall, 2001; Jarvenpaa & Staples, 2001; John P. Meyer, 1997; Levine & Moreland, 1990; Lin et al., 2013; McKenna, 2012; Narteh & Odoom, 2015; Parolia, Goodman, Li, & Jiang, 2007; Richmond, McCroskey, & McCroskey, 2001; Thomson & Hecker, 2001; van den Hooff & De Ridder, 2004; Wallace, 1995; Yammarino & Naughton,

1988). According to the studies of McKenna (2012) and Harley (2001), it is suggested that horizontal and informal communication creates possible teams and encourages decentralization of authority and initiative, and teamwork can lead to business success.

This study agrees with the literature that the effective horizontal communication refers to information about personal matters and other everyday issues that flow between employees and colleagues. It means that employees want to have a good atmosphere between them and colleagues in their workplace. Therefore, the horizontal communication based on a good atmosphere between employees and colleagues was perceived as ideal and practical.

8.1.6 Organisational perspective

According to the literature, employees in the workplace require a company to provide both non-task-related information and task-related information (Bart, Bontis, & Taggar, 2001; Diamond, 1992; Edwards & Edwards, 2012; Foote, Seipel, Johnson, & Duffy, 2005; Foreman, 1997; Hilton & Sherman, 2015; Jeavons, 1994; Juriova & Durkova, 2012; McDonald, 1996; Mullane, 2002; Rho et al., 2015; Ridder, 2004; Thomson & Hecker, 2001). When a company arranges organizational perspective programmes, it aims to share information about non-task-related information, which is related to goals, organization problems, organization change, and organization policy. According to the literature, organizational perspective creates corporate guidelines for the employees and aims achieve the desired and results.

In the hotel business in Thailand, the results of this current study agree with the literature that organizational perspective programmes are needed to provide information about company policies/ goals and organizational change to employees. Additionally, this study revealed that organizational perspective programmes, which are based on government policies, organization's financial standing, and organization accomplishments and/ or failures can influence employees' brand attitudes and behaviour. An organization may deploy several

tools to provide this information with its brand in terms of attitudes, qualifications, and personalities.

8.1.7 Personal Feedback

The literature has accumulated an increasing number of studies to explore 'how' personal feedback should be implemented. While some authors suggest an employee will find information about the job itself (Maanen & Katz, 1976), others argue that they will find information about their performance (Daft et al., 1987; Downs & Hazen, 1977; Young & Steelman, 2014; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Goleman, 1998; Ibarra, 1999; Maanen & Katz, 1976; Narteh & Odoom, 2015; Neher, 1996; Porter & Steers, 1973; Ross & Zander, 1957; Steers, 1977; Swann, 1987).

This study agrees with the literature that there is a need to provide sufficient performance feedback to employees through effective internal communication techniques to improve the effective internal branding programmes, such as how their job compares with others and how they are being judged. In addition, this study has revealed that employee perceptions about personal feedback include the recognition of positive employee efforts, how the problems of employees are being handled and understanding any staff problems. They were regarded as important to influence employees' brand outcomes, which positively influence customer satisfaction.

8.2 Influence of Internal Communication Satisfaction on the Employees' Brand Attitudes and Employees' Brand Performance

The thesis has fulfilled research objective 2, which aimed at determining the nomological network of internal branding. It means that this study aimed at investigating the influence of the seven domains of internal communication in the internal branding concept on employees' brand attitudes and behaviour. The literature has recently seen the role of internal communication satisfaction in the internal branding, the knowledge that is argued to influence employees' brand attitudes and behaviour (Punjaisri & Wilson, 2007; Sharma &

Kamalanabhan, 2012). A number of research studies (Khanyapuss Punjaisri, Evanschitzky, & Wilson, 2009; Punjaisri & Wilson, 2007, 2011; Sharma & Kamalanabhan, 2012) argue for the influence of internal communication satisfaction in the internal branding on employees' brand attitudes (identification, commitment and loyalty). Furthermore, while a number of authors (Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012) have suggested the relationship between internal communication satisfaction and employees' performance in delivering the brand promise, they are not clear what the domains of internal communication satisfaction in the internal branding concept are.

This study supports the seven domains of internal communication satisfaction, which are created from CSQ's constructs as influential in the extent to which employees follow the brand standards that ensure employees' delivery of the brand promise. This study discovered that the seven domains of internal communication satisfaction were integrated with brand values, mission, and goals, as they were implied within an organization, and the brand concept was constantly reinforced to the employees. The quantitative research of this study affirms that the coordination of all internal communication satisfaction tools is influential on both employees' brand attitudes (identification, commitment, and loyalty) and their performance.

Hence, this thesis confirms previous studies that internal communication satisfaction is a key factor for establishing the cause of employees' brand attitudes (e.g. identification, commitment, and loyalty). Significantly, this study has provided empirical evidence supporting the assumption that the seven domains of internal communication exert certain degrees of influence on employees' brand behaviours in delivering their brand promise.

The following section discusses the employees' brand attitudes as a medium of internal branding process, and employees' brand performance as the aim of internal branding process.

8.3 Employees Brand Attitudes as the Mechanism of Internal Branding Process

Under research objective 2, this current study of the Thai hotel industry also reveals that employees' brand attitudes act as partial mediators in the relationship between internal communication satisfaction and employees' brand performance. In orther words, internal communication satisfaction exerts part of its influence on employees' brand performance through its influences on employees' brand attitudes. Yet, it has a direct influence on the extent to which employees' brand behaviours deliver the brand promise to customers.

Therefore, this study supports previous studies (Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012) that postulate that employees' brand attitudes, which include brand identification, brand commitment and brand loyalty, influence the extent to which employees can deliver on the brand promise. Therefore, internal communication satisfaction is found to enhance employees' understanding about their corporate brand and build them with positive brand attitudes, which, in turn, gives good customer service for the company's brand promise.

8.4 Evaluating the Influence of Internal Communication Satisfaction on Employees' Behaviour in a Developing Economy

The final objective of this research study was to evaluate the influence of internal communication satisfaction on employees' behaviour based on a developing country context using evidence from the hotel sector in Thailand. This means that the study was to explore the seven domains of internal communication satisfaction (which are created from the CSQ) in the internal branding concept that influences employees' brand behaviour in Thailand (a developing economy). Previous research has established the crucial role of internal communication satifaction with employees (which used the CSQ constructs) in developed countries and that there is a lack of empirical research of the CSQ constructs in the internal branding concept within developing countries. Additionally, this study used TripAdvisor hotel

ranking in Thailand as moderating factors in order to expore the difference between the internal communication satisfaction of high ranking hotels and low ranking hotels in Thailand. The study has revealed that the seven domains of internal communication satisfaction (which are created from the CSQ) in the internal branding concept can cover the hotel businesses in Thailand as a developing country and this study has tested them through two different ranking hotels. One is the high ranking hotel, which is very high in experience qualities and the other one is the low ranking hotel, which has a need for development for delivering quality service. This study's operationalized models support this by showing high levels of good fits. Additionally, the impact of internal communication satisfaction will be stronger in hotels that are ranked highly by customers.

Part 2 (Section 8.5-8.7)

8.5 Theoretical Contribution

Referring to the research objectives mentioned in the introduction part, here this thesis illustrates the research results that contribute to marketing academics.

Firstly, previous research about internal branding studies suggests that the internal communication satisfaction has played a major role in the positive employees' brand attitudes and performance in the internal branding concept. However, they are not clear on the domain of internal communication in the internal branding concept. This current study captures the role of internal communication satisfaction in the internal branding concept in the hotel business context. This thesis showed the conceptualisation of the domain of internal communication satisfaction in the internal branding concept. The seven domains of internal communication include Organizational Perspective, Organizational Integration, Personal Feedback, Relation with Supervisor, Horizontal Informal Communication, Media Quality and Communication climate.

Additionally, an internal communication review reveals important gaps that need to be considered is that the current internal communication literature explored is obtained from the developed country contexts (especially Australia, Western Europe, and North America) and to a little extent from the developing country contexts. Consequently, the extent to which the underlying theory of the influence of internal communication on employees' outcomes is relevant to developing economies (especially Asian economies), which has received very little attention and need to be addressed. Previous studies have suggested the importance of the influence of internal communication on employees' outcomes in the third world (Akaah & Riordan, 1988; Cui et al., 2006; Frimpong & Wilson, 2013; Tsui, 2004). Both businesses in developed countries and developing countries now live in a global economy and participate in a global village. According to Miller (2014), the global village has led many organizations to a multinational or international presence; therefore, businesses are no longer centered in Australia, Western Europe, and North America, but are spread among nations throughout the developing world as well.

Apart from identifying the seven domains of internal communication satisfaction in the concept of internal branding, this current study further adds to the existing literature by revealing the domain of internal communication satisfaction in the developing economy context, and this case study that represents the hotel industry in Thailand. This thesis shows that the seven domains of internal communication satisfaction can be used for both high and low ranking hotels in Thailand. It means that the same domains were communicated differently according to the receivers, while the seven domains of internal communication satisfaction still ensure any potential for creating a positive atmosphere, employee commitment, belonging, unified identity, buy-in involvement, and engagement in support of the achievement of internal branding goals as argued by different authors (Punjaisri & Wilson, 2007; Sharma & Kamalanabhan, 2012).

The findings from this thesis indicate some support for the influence of internal communication satisfaction on employees' brand outcomes literature even in a non-

developed economy. Understanding the influences of internal communication satisfaction on employees' brand outcomes in a developing economy is a key success factor to internal branding strategy implementation. The influences of internal communication satisfaction on employees' brand outcomes are felt not only in the developed countries, but in the developing countries as well.

Effective internal communication and internal branding effectiveness depend on understanding the influences of internal communication satisfaction on employees' brand outcomes. When managements' businesses in the developing countries understand the influence of internal communication satisfaction on employees' brand outcomes in the developing country contexts then they will use them to operate the societies and organizations they live within and adapt internal communication strategies in the internal branding concept to the organizational situations that they face and their resources available to meet them.

Effective internal communication and internal branding effectiveness in the developing country contexts help businesses in the developing countries deal with globalization, as the world economy has become increasingly globalized, creating new challenges and new opportunities for their organizations, their employees, and their governments. It means that effective internal communication and internal branding effectiveness can contribute to both the business sectors they are applying to and the economic growth of a developing country.

Secondly, this thesis has created operationalized models and they are the empirical evidence to support the concept of internal branding in the hotel business. There are some previous articles (Bakar & Mustaffa, 2013; Punjaisri & Wilson, 2007) stating the importance of internal communication satisfaction towards employees' brand attitudes, which influence employees' brand performance. This thesis has found that regarding the relationship between the internal communication satisfaction and employees' brand performance there are two types of relationship. One is a direct relationship where the seven domains of

internal communication satisfaction can directly influence employees' brand performance and the other one is an indirect relationship in which the internal communication satisfaction leads to employees' brand performance through employees' brand attitudes. However, the operationalized models of this thesis support the indirect relationship by showing high loadings more than the direct relationship.

This current study has confirmed the nomological network of internal branding that internal communication satisfaction empowers employees to create employees' brand attitudes (employees' commitment, identification, and loyalty) that facilitate the delivery of the brand promise (employees' brand performance). The total effect internal communication satisfaction has on employees' brand performance could be enhanced when internal communication satisfaction successfully heightens the level of employees' attitudes to the brand. Previous literature also supports this claim (Bakar & Mustaffa, 2013), regarding the employees' attitudes (Punjaisri & Wilson, 2007), and the employees' performance (Bakar & Mustaffa, 2013; Punjaisri & Wilson, 2007).

Finally**,** this current study has confirmed the importance of internal corporate communication, both organizational communication and management communication, which will help employees engage in the brand promise and invest in the company. Employees that understand and live the brand promise play an important role in developing the corporate image, which is perceived by customers and has been recognised as a strategic resource and source of competitive advantage. By considering corporate communication specialists, Riel (1995) has identified three main specialists, namely marketing, organizational and management communication. All three specialists are integrated with the totality of organizational message and their influence internally, by means of helping to define the corporate image as a means to improving corporate performance. Marketing communication enables a company to develop avenues for reaching out and interacting with customers. Both organizational and management communication help a company to develop relationships and build ambassadors among employees. It means that corporate

communication needs a balance between external corporate communication (via marketing communication) and internal corporate communication (via both organizational and management communication) in order to achieve a successful corporate image.

The seven domains of internal communication satisfaction are developed in this current study, which includes both organizational communication and management communication that influence employees' brand behaviour through employees' brand attitudes. Therefore, this current study has confirmed the essential role of organizational communication and management communication programmes. Both are identified as key mechanisms for implementing successful internal branding. Furthermore, this current study confirms that both mechanisms need to be coordinated to optimise the internal branding process.

From the literature review, the internal branding approach will require an integrated approach from both organizational communication and management communication. The seven domains of internal communication are developed by this current study that shows significant progress in promoting both integrated approaches. The empirical research in this thesis has revealed that using both organizational and management communication are associated with employees' brand attitudes and performance in the internal branding approach. These results are extremely important and provide information of internal corporate communication (both organizational and management communication) that marketers should consider when building a corporate brand. Various authors also support the importance of internal corporate communication (De Chernatony & Segal-Horn, 2003; Palmer, 1994; Piercy & Morgan, 1990), and they have suggested that marketing's focus needs to be on both internal corporate communication to their staff members and external corporate communication to their customers to achieve a successful corporate brand. Riel (1995, p. xi) also supports the link between internal and external corporate communication, as he stated that both internal corporate communication (organizational and management communication) and external corporate communication (marketing communication) need to

integrate the totality of the organizational message so that it could not only lead to defining the corporate image, but also to improving corporate performance.

8.6 Managerial Implications

There are a number of issues that can be applied to business implications and these can be explained as follows.

Firstly, the current study has confirmed that the internal communication is a subset of corporate communication, which also includes organizational communication and management communication. It empowers employees to understand and live the brand promise and ensure that all are aligned with corporate image. Therefore, business leaders should pay attention to factors suitable for the domain of internal communication, including Organizational Perspective, Organizational Integration, Personal Feedback, Relation with Supervisor, Horizontal Informal Communication, Media Quality and Communication Climate. Using these seven domains of internal communication satisfaction through internal communication, organizations gain competitive advantage by winning brand attitudes from all employees, harnessing the company's values through internal communication and supporting the company's brand promise.

Secondly, measuring the effectiveness of internal communications should be playing a crucial role in internal branding concept. Not only does it help management assess and show the worth of internal communication, but it also enables business leaders to determine which constructs and tactics are working and which are not. Traditional business leaders consider internal communication as a supportive role and a sunk cost. Therefore, they have questioned how internal communication generates business results in the long term or even translates into immediate success in the short term. The seven domains of internal communication satisfaction, which were developed in this current study, are the way to answer these questions.

The seven domains of internal communication could include the identification of internal communication constructs with high potential and the spotting of obstacles or barriers to employees' brand outcomes. They will help management in making their internal communication more effective. Therefore, the seven domains of internal communication satisfaction which were developed in this current study articulate the ways to measure the success of internal communication in the concept of internal branding.

Thirdly, the impact of internal communication satisfaction in hotel business in Thailand will be stronger in hotels that are ranked highly by customers. The qualitative study suggests that emplyees in high-performance hotels expressed higher levels of brand attitudes and brand behaviours than employees in low-performance hotels. This suggests that employees in low ranking hotels in Thailand need to be influenced more by internal communication to induce their brand attitudes (identification, commitment, and loyalty) and brand bahaviours.

As employees' brand identification is defined as their sense of belonging to the hotel and a perception of being aligned to the organization's brand values and promises (Punjaisri et al., 2009), employees in low ranking hotels may not believe that they are contributing to the success of the brand. According to Khanyapuss Punjaisri et al. (2009), employees' brand commitment is defined as their psychological attachment to the brand which influences their willingness to exert extra effort towards reaching the brand goals (Punjaisri et al., 2009), employees in low ranking hotels may not have emotional attachment to the brand and the hotels they work in. Moreover, as employees' brand loyalty is defined as their willingness to remain with the current hotel (Punjaisri et al., 2009), therefore, employees in low ranking hotels may not want to continue to work in the same hotel. Moreover, the three employees' brand attitudes can influence employees in low ranking hotels to deliver the brand promise to their customers.

The quantitative findings also supported that employees were believed to deliver the brand promise effectively, which relates to the level of internal communication satisfaction. This is

supported by the study of McKenna (2012) that affirmed that when employees were satisfied with their internal communication they were more productive at work. This means that there is the relationship between employees' satifaction with internal communication and their productivity at work. The internal communication satifaction is the importance factor of internal branding concept that enables employees to transform brand promise into practice, effective internal communication helps employees coordinate activities to achieve internal branding goals by giving them detailed information about the brand, which influences employees' brand behaviour.

With the influence of internal communication satifaction on employees' brand outcomes, employees in high ranking hotels feel valued to their hotels because effective internal communication in these hotels make employees aware about delivering the brand promise of them that can help their hotels become successful. The understanding of how to deliver their brand promise through efective internal communication helps employees in high ranking hotels to build their confidence with their brand knowledge, seeking to do their best for delivering the brand promise. Therefore, when employees in high ranking hotels are satified with internal communication they would have more employees' brand attitudes and can have an impact on the employees' brand behaviours.

Contrarily, employees in low ranking hotels need to be influenced more by internal communication that are offered by their hotels to engender their brand attitudes and performance. This thesis found that employees in low ranking hotels in Thailand have potential and aspiration to be the successful corporate brand ambassador. Therefore, management in low ranking hotels in Thailand need to communicate with employees to increase their brand knowledge and to ensure that they have bought into the brand promise.

The seven constructs of internal communication from this thesis can help the low ranking hotels in Thailand to achieve internal branding goals by developing their employees with success on delivering brand promise to their customers. When their customers are happy

with services provided by their employees, it can help the hotels to increase customer loaylty and repeat bookings and use a wide range of services offered by these hotels. This means that the low ranking hotels in Thailand can gain a competitive advantage and it is necessarry for their success.

Moreover, this thesis has refined the domains of internal communication satifaction in the internal branding concept into seven principal techniques that were found to be significant tools used by the low ranking hotels in Thailand: Organizational Perspective, Organizational Integration, Personal Feedback, Relationship to Supervisors, Horizontal Communication, Media Quality and Communication climate. According to the study of Miller (2014), internal communication practice can help businsess (e.g. the low ranking hotels in Thailand) to provide their employees the support they need to cope with organization goals, especially internal branding goals. The three common supports are emotional support, informational support, and instrumental support. Emotional support is most likely to come in the form of Relationship to Supervisors, and Horizontal Communication. Emotional support helps employees in low ranking hotels know that they are loved and cared for (Miller, 2014). Information support is most likely to come in the form of Organizational Perspective, Organizational Integration, and Personal Feedback. According to Miller (2014), information support helps their employees to involve the provision of facts and advice to help employees cope with problem issues about service delivery at their hotels. Information support might serve to decrease employees' stress levels, conflict between employees, and employees overload in the low ranking hotels. Additionally, information support might provide suggestions for dealing with their cutomers to achieve the internal branding goals. Finally, instrumental support is most likely to come in the form of Media Quality, and Communication climate. According to Miller (2014), instrumental support involes providing the resources for employees that thay need to cope with workplace problems.

This thesis has further shown that these seven domains are effective in inducing the brand positive attitudes and behaviours. However, this thesis found that these seven constructs of

internal communication satifaction are interdependent and indispensable. It means that these seven constructs need to be practised together to improve their employees' attitudes and behaviours.

The findings of this thesis suggest not only the internal communication satifaction can help the low ranking hotels in Thailand to achieve the internal branding outcomes but that it exists on social support in the workplace as a means of protecting employees from the major and minor stresses of life (Miller, 2014). Internal communication can provide employees the support they need to cope with workplace problems and enhance the feeling of 'oneness', which positively affects the relationships among employees in the hotels. Therefore, not only the seven internal communication constructs in the internal branding concept can help the low ranking hotels in Thailand to increase competitive advantage, but also they improve quality of work life in the low ranking hotels in Thailand.

For example, Relationship to Supervisors can provide information support and the access to resources to provide instrumental support (Miller, 2014). The outcomes of this support are the reducing ambiguity in the workplace, clarifying customers' expectations, and reducing employees workload. As Horizontal Communication, support from coworkers can help their employees to receive valuable information about corporate brand promise and how to deal with their customers. According to Miller (2014), coworkers are considered significant sources of emotional support in the workplace because they have a clear understanding of the workplace context. As Organizational Perspective, Organizational Integration, and Personal Feedback, information support involves the information about corporate values and their jobs that can help their employees to deliver the brand promise. Finally, as Media Quality and Communication climate, instrumental support involves tangible and intangible assistance that helps their employees to solve their own problems both work-related issues and personal problems in the workplace.

In summary, the effective internal communication in the internal branding concept from this thesis can help the low ranking hotels in Thailand to gain sustainable competitive advantage, to help Thailand's hotel industry to gain sustainable industrial development in a global context. Additionally, the effective internal communication from this thesis can help the low ranking hotels in Thailand to develop quality of work life for their employees though emotional support, informational support, and instrumental support.

Fourth, the partnerships working between the marketing department and human resource department (HR) in the company are instrumental to the success of internal communication strategies in the concept of corporate communication because both have a significant role in integrating all communication specialists (marketing, organizational and management communication) of corporate communication.

Marketing leaders can use the seven domains in this thesis to guide and coach HR on the nuances of effective internal communication of both organizational and management communication. They also support HR by giving guidance in ways of communication, transaction communications, improving communication, and important communication skills. Therefore, the partnerships working between marketing and human resources (HR) is internal the communication team's presence, which can help the company to achieve internal branding outcomes. The benefits of consistent internal communication include employees' brand performance, employees' commitment, employees' identification, and lower turnover.

The fifth point is that, the challenge facing business leaders in internal branding management is employee information overload, which can hinder effective internal communication and it can block the transmission of ideas (McKenna, 2012). With regards to the design of internal communication in the concept of internal branding, business leaders should endeavour not to undermine the employees' reliability by providing too much information or providing information that cannot conveniently, easily, and accurately be used

(McKenna, 2012). The seven domains of internal communication in the current study can be used to coach internal stakeholders and aid managers with internal communication knowledge in the concept of internal branding to ensure the totality of organizational messages are received, understood, and acted upon.

The sixth point is that, empowering employees to contribute and manage internal communication channels and flow are the key success factors in the concept of internal branding. This current study confirmed that horizontal communication such as good communication with colleagues can be used to supplement formal communication channels and it can influence employees' brand attitudes and behaviour. This current study also sends a message to management about considering each individual in the company as a potential internal communicator. It is beneficial to develop an understanding of this role in order to assist manager and supervisor to facilitate communication and to capitalize on the strengths and orientation of various individuals (McKenna, 2012). According to the study of Zaremba (1988), good communication with colleagues provides groups with a feeling of security and belonging, which in turn fosters satisfaction and group stability. Additionally, it can raise morale when it transmits positive information about the company (Zaremba, 1988).

The seventh point is that, according to the results in this current study, the most effective internal communication channels in the concept of internal branding were email, meetings and face-to-face communication. Both meetings and face-to-face communication are traditional ways of internally communicating via oral and written communication.

To use email as an internal communication channel, according to the study of McKenna (2012), some researchers in the past viewed email as a poor substitute for face-to-face communication because it lacks the depth of understanding most employees have face-to-face. Additionally, using email for internal communication is denies the opportunity of hearing the person's tone of voice or seeing a facial expression, and the receivers are not able to tell the mood of the emailer (McKenna, 2012). However, this current study sends a message to

management about viewing email as a new way to communicate with employees because present day email can place characters with, for example, a smiley face to indicate humour, and can assist the receiver in better understanding the intended meaning (McKenna, 2012).

Moreover, email is hard to beat as a transmitter of documents and data (Luke, 2009), and the senders need time to think about their arguments and express themselves concisely and logically (McKenna, 2012). It allows employees to exchange information with the senders of different questions when time is short. It makes possible instant communication, which offers real-time transmission of information, irrespective of the location of those involved, and it facilitates teamwork and team spirit when all team members receive a message at the same time (McKenna, 2012).

The next point is that, the role of the supervisor in developing employees' brand knowledge is a big boost to employees' morale and helps them to understand the brand knowledge. According to the seven domains in this thesis, supervisors can help employees understand the corporate's brand meaning, expectation and roles of them as brand deliverer. However, many studies focus on customers' brand knowledge more than supervisors' brand knowledge.

This current study sends a message to management leaders about the importance of supervisors' brand knowledge that influences employees' brand promise delivery and employees' understand the brand. For this reason, developing supervisors as coaches of brand knowledge requires them to be adequately educated and trained about brand knowledge, in order to ensure all supervisors in the company are trained, prepared and supported in their educational roles.

The new focus on supervisors' brand knowledge changes the role of the Human Resource Management (HRM) function. The degree of success is directly linked to achieving cooperation between the Human Resource Management (HRM) and the Marketing function.

It is important therefore that both the Human Resource Management and Marketing department work together effectively.

The Human Resource Management (HRM) is responsible for training supervisors, which can underpin effective delivery of messages the company wishes to convey as part of the brand knowledge to all supervisors. Through HRM, Marketing department can be given the brand information that is appropriate for supervisors. A strong relationship between HRM and the Marketing department leads to building the Corporate's Internal Communication Team. There are numerous benefits of this team, such as enhanced supervisors' brand knowledge, employees' brand attitudes, employees' brand performance, employees' turnover, absenteeism, and better business growth. However, to be accepted as leaders, the team needs to prove its worth.

Next, creating forums for employees to develop and share ideas to improve how they deliver on the brand promise is the new way of internal communication to get the internal branding outcomes. The seven domains of internal communication satisfaction, which are developed in this thesis, have challenged business leaders to think differently about the ways to communicate effectively to employees. These domains show characteristics of good internal communication, which help to make the internal communication effective, such as participation, informal communication, and feedback from employees.

According to the characteristics of effective internal communication from the seven domains, this current study found that creating forums for employees within and between the departments is a way of organising effective internal communications channels. It can be a source of innovative ideas and sharing ideas and practices, and it will become a knowledge-based learning organization (McKenna, 2012). Employee forums can play a part in both formal and informal communication in order to enable effective internal communication, which in turn can lead to achieving internal branding outcomes. Additionally, it would be

forums for the top management to meet the staff members in order to boost employees' morale and help set a context for organizational direction.

Finally, this current study sends a message to management about the influence of new media that has challenged internal communication planners to think differently. The findings suggest not only traditional internal communication channels but also new media channels could have a positive impact on employees' brand outcomes. Communicating face-to-face with employees is becoming extremely difficult and the reasons given include the fact that supervisors may be geographically distant from certain types of subordinate (McKenna, 2012). Therefore, usage of new media tools like email, video conferencing on PCs, along with mobile phones, offering voicemail, text messaging, and PC integration should be explored to increase two-way communication and to help leaders motivate employees to develop positive employees' attitudes in the concept of internal branding.

New media channels in internal communication affect the way people within the organization communicate with each other. For example, email is using written communication to support the face-to-face meeting of internal communication and it is devoid of the benefits of the verbal intonations and emotions gleaned from telephone conversations. Video conferencing helps people within the company bring colleagues and collaborators closer, although large distances might separate them, and may fail to satisfy our affiliation needs in the way that the conventional meeting does (McKenna, 2012). In short, new media channels seemed like a privilege for employees to meet with their colleagues, supervisors, and leaders.

With the growing importance and power of new media, business leaders will therefore have no choice but to embrace these new media channels. Successful leaders need to understand what employees say about service issues through new media channels that can affect perceptions of the corporate brand and they can help employees stop problems before they occur. Therefore, leaders who are yet to get into the new media channels will need to quickly upgrade their skills. This current study sends a message to management about the

development of new media communication skills in their business leaders as an important factor in creating effective internal communication as part of fostering employees' brand outcomes in the concept of internal branding.

Part 3 (Section 8.7)

8.7 Limitations and Future Research Directions

For the purpose of this current study, the communication with subordinates sub scale was eliminated from the study because the participants of this thesis are those in the employees-customer interface who are not supervisory personnel and thus, do not have subordinates**.** However, future research should improve some measurements of this model such as relations with subordinates because, in the case of the hotel industry, adding relation with subordinates to the internal communication measurements may be more appropriate for internal branding concept. These will make them a better fit to the hotel business.

This current study focuses on the hotel industry, which covers both high and low ranking hotels. Future research may replicate and investigate the study of these two types and see whether similar results occur in areas such as the hospital industry, health care, financial services, and tourism.

As this thesis investigates the internal communication in seven domains, it has asked all the respondents of both high and low ranking hotels to give their comments regarding those domains. Some of the respondents, especially those who are employees with less than two years' service, reveal that it is rather difficult for them to recall their comments towards seven domains of internal communication. They may guess their answers and the domain of internal communication from these employees may not project their true decisions and comments. Although the number of these employees is not high, they create some impact on the study's analysis. For future research, this thesis would recommend combining the survey data with actual employee data in the hotel. This is to check the answers of these

respondents against the actual data, such as behavioural consequences. It can be applied to the business of which employee data are kept from time to time.

Another aspect that needs to be examined is the number of internal communication domains in the internal branding concept, especially domains about cultural factors in internal communication in a developing country context. According Bakar & Mustaffa (2013), internal communication theories are not universal that they have been influenced by national culture. According to Bakar & Mustaffa (2013), national cultural factors are the significant factors that have influence on approaches to business leaders who use internal communication approaches to marketing implementations in the developing country contexts, both external communication to their customers and internal communication to their employees. The knowledge of national culture in internal communication approaches can help their business leaders understand the whole picture about how overall internal communication implementations might be effective. Future research of the internal communication constructs can contribute a great deal to this debate about national culture with internal communication strategies in the developing country contexts by conducting both qualitative studies and quantitative studies. According to the study of Tsui (2004), using a qualitative approach can help researchers analyse the role of national culture with management theories in the developing country contexts, with cultural roots drastically different from Western cultures in the developed countries. Therefore, future research should conduct some qualitative studies prior to the main surveys and seek information about the national culture with internal communication that employees really consider and which satisfies them according to the main survey. Any other statistical techniques rather than structural equation models may be applied to see whether any nonlinear relationships occur.

Appendix A

Appendix for Chapter 5

Appendix 5.1 : Original Items Used to Measure Internal Communication Satisfaction

Communication Climate

Item	Original Item	Reference	Items used in the questionnaire
1	Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	Downs & Hazen ,1977	I am satisfied that this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.
2	Extent to which the people in my organization have great ability as communicators	Downs & Hazen ,1977	I am satisfied that the people in this hotel have great ability as communicators.
3	Extent to which the organization's communication makes me identify with it or feel a vital part of it	Downs & Hazen ,1977	I am satisfied that this hotel's communication makes me identify with it or feel a vital part of it.
4	Extent to which I receive in time the information needed to do my job	Downs & Hazen ,1977	I am satisfied that I receive in time the information needed to do my job.
5	Extent to which conflicts are handled appropriately through proper communication channels	Downs & Hazen ,1977	I am satisfied that conflicts are handled appropriately through proper communication channels.
6	Generally speaking, everyone at [name organization] is honest with one another	Bartels et al. 2006	Generally speaking, everyone at this hotel is honest with one another
7	If I talk with colleagues at [name organization], I feel I am being taken seriously'	Bartels et al. 2006	If I talk with colleagues at this hotel, I feel I am being taken seriously
8	Colleagues at [name organization] genuinely listen to me when I say something	Bartels et al. 2006	Colleagues at this hotel genuinely listen to me when I say something

Relationship to Supervisors

Item	Original Item	Reference	Items used in the questionnaire
1	Extent to which my supervisor listens and pays attention to me.	Downs & Hazen ,1977	Extent to which my line manager listens and pays attention to me.
2	Extent to which my supervisor offers guidance for solving job related problems.	Downs & Hazen ,1977	Extent to which my line manager offers guidance for solving job related problems.
3	Extent to which my supervisor trusts me.	Downs & Hazen ,1977	Extent to which my line manager trusts me.
4	Extent to which my supervisor is open to ideas.	Downs & Hazen ,1977	Extent to which my line manager is open to ideas.
5	My supervisor strikes up casual conversations with me.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager strikes up informal conversations with me.
6	My supervisor jokes good naturedly.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager jokes well naturedly with me.
7	My supervisor tells me what materials and equipment to use when doing my work.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager provides clear instructions to do my job.
8	My supervisor tells me why job tasks are to be done.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager tells me why job tasks are to be done.
9	My supervisor tell me the reasons for company policies.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager tells me the reasons for company policies.
10	My supervisor criticise my work in front of others.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager criticise my work in front of others.
11	My supervisor ridicules or make fun of me.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager ridicules or makes fun of me.
12	My supervisor informs me about company rules and policies.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager informs me about the hotel rules requirements.
13	My supervisor informs me about future plans for my work group.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager informs me about future plans for my work group.
14	My supervisor asks me for suggestions about how work should be done.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager asks me for suggestions about how work should be done.
15	My supervisor asks me for my opinions.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager asks me for my opinions.
16	My supervisor let me know when I have done a good job.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager lets me know when I have done a good job.
17	My supervisor lets me know how I compare with my fellow workers.	Elmore Alexander & Ronnie Wilkins, 1982	My line manager lets me know how I compare with my fellow workers.

Organizational Integration

Item	Original Item	Reference	Items used in the questionnaire
1	I am satisfied with the information I receive about my future with this organization.	Zwijze-Koning & de Jong M(2007)	I am satisfied with the information I receive about my future with this hotel.
2	I am satisfied with the information which I receive about practical matters within this organization (arrival of a new colleague, annual show, or important meeting).	Zwijze-Koning & de Jong (2007)	I am satisfied with the information which I receive about practical matters within this hotel (arrival of a new colleague, annual show, or important meeting).
3	I am satisfied with the extent to which I hear critical organization issues from my employer (and do not hear about it in the news).	Zwijze-Koning & de Jong (2007)	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.
4	Information about my progress in my job	Downs & Hazen ,1977	I am satisfied with information about my progress in my job.
5	Personal news	Downs & Hazen ,1977	I am satisfied with personal news.
6	Information about departmental policies and goals	Downs & Hazen ,1977	I am satisfied with information about departmental policies and goals.
7	Information about the requirements of my job	Downs & Hazen ,1977	I am satisfied with information about the requirements of my job.
8	Information about benefits and pay	Downs & Hazen ,1977	I am satisfied with information about benefits and pay.

Media quality

Item	Original Item	Reference	Items used in the questionnaire
1	Extent to which the organization's communications are interesting and helpful.	Downs & Hazen ,1977	Extent to which the organization's communications are interesting and helpful.
2	Extent to which our meetings are well organized.	Downs & Hazen ,1977	Extent to which our meetings are well organized.
3	Extent to which written directives and reports are clear and concise.	Downs & Hazen ,1977	Extent to which written directives and reports are clear and concise.
4	Extent to which the attitudes toward communication in the organization are basically healthy.	Downs & Hazen ,1977	Extent to which the attitudes toward communication in the organization are basically healthy.
5	Extent to which the amount of communication in the organization is about right.	Downs & Hazen ,1977	Extent to which the amount of communication in the organization is about right.
6	The amount of information I get by means of the mailbox is about right.	Zwijze-Koning & de Jong (2007)	The amount of information I get from this hotel by e-mail is about right.
7	Communication by means of e-mail works well within this organization.	Zwijze-Koning & de Jong (2007)	Communication by means of e-mail works well within this hotel.
8	In meetings I always hear about the latest practical and organization issues.	Zwijze-Koning & de Jong (2007)	In meetings I always hear about the latest practical and organization issues.

Horizontal communication

Item	Original Item	Reference	Items used in the questionnaire
1	Extent to which the grapevine is active in our organization.	Downs & Hazen ,1977	Extent to which the grapevine is active in our organization.
2	Extent to which horizontal communication with other organizational members is accurate and free flowing.	Downs & Hazen ,1977	Extent to which horizontal communication with other organizational members is accurate and free flowing.
3	Extent to which communication practices are adaptable to emergencies.	Downs & Hazen ,1977	Extent to which communication practices are adaptable to emergencies.
4	Extent to which my work group is compatible.	Downs & Hazen ,1977	Extent to which my work group is compatible.
5	Extent to which informal communication is active and accurate.	Downs & Hazen ,1977	Extent to which informal communication is active and accurate.
6	There is a good atmosphere between colleagues in my unit.	Zwijze-Koning & de Jong (2007)	There is a good atmosphere between colleagues in my unit.
7	If I want, I can also discuss personal matters with my colleagues.	Zwijze-Koning & de Jong (2007)	If I want, I can also discuss personal matters with my colleagues.
8	My colleagues offer me support.	Zwijze-Koning & de Jong (2007)	My colleagues offer me support.

Organisational perspective

Item	Original Item	Reference	Items used in the questionnaire
1	Information about organizational policies and goals	Downs & Hazen ,1977	I am satisfied with information about this hotel policies and goals.
2	Information about government action affecting my organization	Downs & Hazen ,1977	I am satisfied with information about government policies and regulations affecting this hotel.
3	Information about changes in our organization	Downs & Hazen ,1977	I am satisfied with information about changes in our organization.
4	Information about our organization's financial standing	Downs & Hazen ,1977	I am satisfied with information about our organization's financial standing.
5	Information about accomplishments and/or failures of the organization	Downs & Hazen ,1977	I am satisfied with information about accomplishments and/or failures of the organization.

Personal Feedback

Item	Original Item	Reference	Items used in the questionnaire
1	Information about how my job compares with others	Downs & Hazen ,1977	I am satisfied with information about how my job compares with others.
2	Information about how I am being judged	Downs & Hazen ,1977	I am satisfied with information about how I am being judged.
3	Recognition of my efforts	Downs & Hazen ,1977	I am satisfied with recognition of my efforts.
4	Reports on how problems in my job are being handled	Downs & Hazen ,1977	I am satisfied with reports on how problems in my job are being handled.
5	Extent to which my superiors know and understand the problems faced by subordinates	Downs & Hazen ,1977	I am satisfied that my superiors know and understand the problems faced by subordinates.

Appendix A

Appendix for Chapter 5

Appendix 5.2 : Original Items Used to Measure Employees' Brand Attitudes and Employees' Brand Behaviour

Employees' Brand Identification

Item	Original Item	Reference	Items used in the questionnaire
1	I am proud to tell others that I am part of hotel X.	Punjaisri (2008)	I am proud to tell others that I am part of this hotel.
2	I feel a sense of ownership for this hotel X.	Punjaisri (2008)	I feel a sense of ownership for this hotel.
3	My sense of pride towards the hotel brand is reinforced by the brand-related messages.	Punjaisri (2008)	My sense of pride towards the hotel brand is reinforced by the brand-related messages.
4	I view the success of the brand as my own success.	Punjaisri (2008)	I view the success of the brand as my own success.
5	Hotel X is like a family to me.	Punjaisri (2008)	The hotel is like a family to me.
6	I feel belonging to this hotel X.	Punjaisri (2008)	I feel belonging to this hotel.
7	When I talk about this hotel X. I usually say 'we' rather than 'they'.	Punjaisri (2008)	When I talk about this hotel. I usually say 'we' rather than 'they'.
8	When someone praises this brand, it feels like a personal compliment.	Punjaisri (2008)	When someone praises this brand, it feels like a personal compliment.

Employees' Brand Commitment

Item	Original Item	Reference	Items used in the questionnaire
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	Mowday, Steers & Porter (1979)	I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.
2	I talk up this organization to my friends as a great organization to work for.	Mowday, Steers & Porter (1979)	I talk up this hotel to my friends as a great hotel to work for.
3	I feel very little loyalty to this organization.	Mowday, Steers & Porter (1979)	I feel very little loyalty to this hotel.
4	I would accept almost any type of job assignment in order to keep working for this organization.	Mowday, Steers & Porter (1979)	I would accept almost any type of job assignment in order to keep working for this hotel.
5	I find that my values and the organization's values are very similar.	Mowday, Steers & Porter (1979)	I find that my values and the hotel's values are very similar.
6	I am proud to tell others that I am part of this organization.	Mowday, Steers & Porter (1979)	I am proud to tell others that I am part of this hotel.
7	I could just as well be working for a different organization as long as the type of work was similar.	Mowday, Steers & Porter (1979)	I could just as well be working for a different hotel as long as the type of work was similar.
8	This organization really inspires the very best in me in the way of job performance.	Mowday, Steers & Porter (1979)	This hotel really inspires the very best in me in the way of job performance.
9	It would take very little change in my present circumstances to cause me to leave this organization.	Mowday, Steers & Porter (1979)	It would take very little change in my present circumstances to cause me to leave this hotel.
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	Mowday, Steers & Porter (1979)	I am extremely glad that I chose this hotel to work for over others I was considering at the time I joined.
11	There's not too much to be gained by sticking with this organization indefinitely.	Mowday, Steers & Porter (1979)	There's not too much to be gained by sticking with this hotel indefinitely.
12	Often. I find it difficult to agree with this organization's policies on important matters relating to its employees.	Mowday, Steers & Porter (1979)	Often. I find it difficult to agree with this hotel's policies on important matters relating to its employees.

Employees' Brand Commitment (Continuous)

Item	Original Item	Reference	Items used in the questionnaire
13	I really care about the fate of this organization.	Mowday, Steers & Porter (1979)	I really care about the fate of this hotel.
14	For me this is the best of all possible organizations for which to work.	Mowday, Steers & Porter (1979)	For me this is the best of all possible hotels for which to work.
15	Deciding to work for this organization was a definite mistake on my part.	Mowday, Steers & Porter (1979)	Deciding to work for this hotel was a definite mistake on my part.

Employees' Brand Loyalty

Item	Original Item	Reference	Items used in the questionnaire
1	I will happy to spend the rest of my career in this hotel chain.	Punjaisri (2008) Chen, & Francesco (2003) Meyer et al. (1993)	I will happy to spend the rest of my career in this hotel.
2	I don't have an intention to change to another hotel chain at this moment.	Punjaisri (2008)	I don't have an intention to change to another hotel at this moment.
3	My intention to stay is driven by the fact that I am competent in delivering the brand promise.	Punjaisri (2008)	My intention to stay is driven by the fact that I am competent in delivering the brand promise.
4	I really feel as if this organization's problems are my own.	Chen, & Francesco (2003) Meyer et al. (1993)	I really feel as if this hotel's problems are my own.
5	I do not feel a strong sense of belonging to my organization.	Chen, & Francesco (2003) Meyer et al. (1993)	I do not feel a strong sense of belonging to my organization.
6	I do not feel emotionally attached to this organization.	Chen, & Francesco (2003) Meyer et al. (1993)	I do not feel emotionally attached to this hotel.
7	I do not feel like part of the family at my organization.	Chen, & Francesco (2003) Meyer et al. (1993)	I do not feel like part of the family at my hotel.
8	This organization has a great deal of personal meaning for me.	Chen, & Francesco (2003) Meyer et al. (1993)	This hotel has a great deal of personal meaning for me.

Employees' Brand Behaviour

Item	Original Item	Reference	Items used in the questionnaire
1	I can successfully fulfil the responsibilities specified in my job descriptions underpinned by the brand standards.	Punjaisri (2008) Williams & Anderson (1991)	I can successfully fulfil the responsibilities specified in my job descriptions underpinned by the brand standards.
2	I always handle customers' specific requests within the set for the brand standards.	Punjaisri (2008) Williams & Anderson (1991)	I always handle customers' specific requests within the set for the brand standards.
3	Sometimes, I neglect some aspects of the job that I am obligated to perform during brand promise delivery.	Punjaisri (2008) Williams & Anderson (1991)	Sometimes, I neglect some aspects of the job that I am obligated to perform during brand promise delivery.
4	The quality level of my services meet formal performance requirements set by the brand standards.	Punjaisri (2008) Williams & Anderson (1991)	The quality level of my services meet formal performance requirements set by the brand standards.
5	I effectively fulfil the promise the brand has with customers based on the brand standards.	Punjaisri (2008) Williams & Anderson (1991)	I effectively fulfil the promise the brand has with customers based on the brand standards.

Appendix A

Appendix for Chapter 5

Appendix 5.3 : Question Items for Expert Judgement

Project Title: The influence of internal communication on employees' brand behaviour

1. Research Overview

Brief Overview

Studies indicate that organizations are pointing to effective internal communication as an influential factor in business success in ensuring the delivery of the brand promise by their employees, particularly the customer-interface employees. Internal communication makes employees feel that they are identified with, committed and loyal to the brand, they would behave in ways that support the brand reality. Therefore, this research's aim was to conceptualise and evaluate the role of internal communication in employees' brand performance. Furthermore, this study provides empirical evidence to support the link between the domain of internal communication and employees' brand attitudes and brand behaviours.

Target group for data collection

In this research we use the multi-organizational survey of the hotel industry in Thailand as a single unit of study with quantitative research. Every customer-interface employee in the hotel industry who delivers on the brand promise was selected to test the hypotheses.

The benefits of this study

The key objective of the study is to propose theoretically and test empirical study in the area of construct of internal communication and internal branding of employee in the hotel

industry. Findings were significant in three areas. First, to conceptualise the domain of internal communication. Second, to determine the nomological research of internal branding. Third, to evaluate the moderating of internal communication in developing economy.

2. Main Constructs and definitions

Construct/Variables	Definition
Internal Branding	Internal branding represents a firm's internal communication efforts to promote both within the firm, a clear view of what makes it different and desirable as an employer
Internal Communication	Communicating with people inside an organization and it means to create and implement behaviour changes
Communication climate	The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals.
Relationship to superiors	The upward and downward aspects of communicating with superiors.
Organisational integration	The degree to which individuals receive information about their immediate work environment.
Media quality	The extent to which meetings are well organized and written directives are short and clear.
Horizontal communication	The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine.
Organisational perspective	Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation.
Personal feedback	Information concerning how workers are being judged and how their performance is being appraised.

Question items for expert judgement

Question items

Based on the definition for each dimension, please give the weight of them from 1-5 (based on the relative importance, '5' as the most important) in the "Rank of Importance" column for each item.

	Contextual Information/ Specificity	**Rank of Importance (1-5)**
	Communication climate	
1.	I am satisfied that this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	
2.	I am satisfied that the people in this hotel have great ability as communicators.	
3.	I am satisfied that this hotel's communication makes me identify with it or feel a vital part of it.	
4.	I am satisfied that I receive in time the information needed to do my job.	
5.	I am satisfied that conflicts are handled appropriately through proper communication channels.	
6.	Generally speaking, everyone at this hotel is honest with one another.	
7.	If I talk with colleagues at this hotel, I feel I am being taken seriously'	
8.	Colleagues at this hotel genuinely listen to me when I say something	
	Relationship to Supervisor	
9.	Extent to which my line manager listens and pays attention to me.	
10.	Extent to which my line manager offers guidance for solving job related problems.	
11.	Extent to which my line manager trusts me.	
12.	Extent to which my line manager is open to ideas.	
13.	My line manager strikes up informal conversations with me.	
14.	My line manager jokes well naturedly with me.	
15.	My line manager provides clear instructions to do my job.	
16.	My line manager tells me why job tasks are to be done.	
17.	My line manager tells me the reasons for company policies.	
18.	My line manager criticise my work in front of others.	
19.	My line manager ridicules or makes fun of me.	
20.	My line manager informs me about the hotel rules requirements.	
21.	My line manager informs me about future plans for my work group.	
22.	My line manager asks me for suggestions about how work should be done.	
23.	My line manager asks me for my opinions.	
24.	My line manager lets me know when I have done a good job.	

	Contextual Information/ Specificity	Rank of Importance (1-5)
	Organizational Integration	
25.	I am satisfied with the information I receive about my future with this hotel.	
26.	I am satisfied with the information which I receive about practical matters within this hotel (arrival of a new colleague, annual show, or important meeting).	
27.	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	
28.	I am satisfied with information about my progress in my job.	
29.	I am satisfied with personal news.	
30.	I am satisfied with information about departmental policies and goals.	
31.	I am satisfied with information about the requirements of my job.	
32.	I am satisfied with information about benefits and pay.	
	Media quality	
33.	Extent to which the organization's communications are interesting and helpful.	
34.	Extent to which our meetings are well organized.	
	Extent to which written directives and reports are clear and concise.	
35.	Extent to which the attitudes toward communication in the organization are basically healthy.	
36.	Extent to which the amount of communication in the organization is about right.	
37.	The amount of information I get from this hotel by e-mail is about right.	
38.	Communication by means of e-mail works well within this hotel.	
39.	In meetings I always hear about the latest practical and organization issues.	
	Horizontal communication	
40.	Extent to which the grapevine is active in our organization.	
41.	Extent to which horizontal communication with other organizational members is accurate and free flowing.	
42.	Extent to which communication practices are adaptable to emergencies.	
43.	Extent to which my work group is compatible.	
44.	Extent to which informal communication is active and accurate.	
45.	There is a good atmosphere between colleagues in my unit.	
46.	If I want, I can also discuss personal matters with my colleagues.	
47.	My colleagues offer me support.	

	Contextual Information/ Specificity	Rank of Importance (1-5)
	Organisational perspective	
48.	I am satisfied with information about this hotel policies and goals.	
49.	I am satisfied with information about government policies and regulations affecting this hotel.	
50.	I am satisfied with information about changes in our organization.	
51.	I am satisfied with information about our organization's financial standing.	
52.	I am satisfied with information about accomplishments and/or failures of the organization.	
	Personal Feedback	
53.	I am satisfied with information about how my job compares with others.	
54.	I am satisfied with information about how I am being judged.	
55.	I am satisfied with recognition of my efforts.	
56.	I am satisfied with reports on how problems in my job are being handled.	
57.	I am satisfied that my superiors know and understand the problems faced by subordinates.	

Many thanks for your time and support in completing the expert judgement.

Appendix A

Appendix for Chapter 5

Appendix 5.4: The Survey Questionnaire for Pilot Testing

Questionnaire on Internal Communication

This research belongs to the PhD student who is studying in marketing and service management in Salford Business School, The University of Salford, UK. It generates the knowledge for service business management which will be benefits to consumers in general. Please honestly answer each question. Your data will be kept confidentially and used for the academic benefits only.

The structure of this questionnaire

You would spend about 20 minutes to answer all questions. This questionnaire consists of 4 parts.

1. Thinks you feel satisfied in internal communication of your hotel.

2. Your attitudes towards your hotel.

3. Your role in delivering the brand promise of your hotel.

4. Your personal data.

Part 1:

Instruction: Please check the mark/ to identify the weight and the rate of the things you feel satisfied in organisational internal communication of your hotel.

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

Internal communication is communication between you with colleagues or line manager and we classify the organisational internal communication into 7 constructs.

1.1) Construct 1

I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	1	2	3	4	5
I am satisfied with the people in this hotel have great ability as communicators.	1	2	3	4	5
I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	1	2	3	4	5
I am satisfied which I receive in time the information needed to do my job.	1	2	3	4	5
I am satisfied which conflicts are handled appropriately through proper communication channels.	1	2	3	4	5

1.2) Construct 2

My line manager strikes up informal conversations with me.	1	2	3	4	5
My line manager jokes well naturedly with me.	1	2	3	4	5
My line manager provides clear instructions to do my jobs.	1	2	3	4	5
My line manager tells me why job tasks are to be done.	1	2	3	4	5
My line manager tells me the reasons for company policies.	1	2	3	4	5
My line manager critizes my work in front of others.	1	2	3	4	5
My line manager ridicules or makes fun of me.	1	2	3	4	5
My line manager informs me about this hotel rules requirements.	1	2	3	4	5
My line manager informs me about future plans for my work group.	1	2	3	4	5
My line manager asks me for suggestions about how work should be done.	1	2	3	4	5
My line manager asks me for my opinions.	1	2	3	4	5
My line manager lets me know when I have done a good job.	1	2	3	4	5
My line manager lets me know how I compare with my fellow workers.	1	2	3	4	5

1.3) Construct 3

I am satisfied with the information I receive about my future with this hotel.	1	2	3	4	5
I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	1	2	3	4	5
I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	1	2	3	4	5

1.4) Construct 4

The amount of information I get from this hotel by e-mail is about right.	1	2	3	4	5
Communication by means of e-mail works well within this hotel.	1	2	3	4	5
In meetings I always hear about the latest practical and organization issues.	1	2	3	4	5

1.5) Construct 5

There is a good atmosphere between colleagues in my unit.	1	2	3	4	5
If I want, I can also discuss personal matters with my colleagues.	1	2	3	4	5
My colleagues offer me support.	1	2	3	4	5

1.6) Construct 6

I am satisfied with information about this hotel policies and goals.	1	2	3	4	5
I am satisfied with information about government policies and regulations affecting this hotel.	1	2	3	4	5
I am satisfied with information about changes in our hotel.	1	2	3	4	5
I am satisfied with information about our hotel's financial standing.	1	2	3	4	5
I am satisfied with information about accomplishments and/or failures of this hotel.	1	2	3	4	5

1.7) Construct 7

I am satisfied with information about how my job compares with others.	1	2	3	4	5
I am satisfied with information about how I am being judged.	1	2	3	4	5
I am satisfied with recognition of my efforts.	1	2	3	4	5
I am satisfied with reports on how problems in my job are being handled.	1	2	3	4	5
I am satisfied that my superiors know and understand the problems faced by subordinates.	1	2	3	4	5

Part 2:

Instruction: Please identify your attitudes towards your hotel and we classify the attitudes into 3 constructs. The scores 1 to 5 are ranging from strongly disagree to strongly agree.

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

2.1) Construct 1

I am proud to tell others that I am part of this hotel.	1	2	3	4	5
I feel a sense of ownership for this hotel.	1	2	3	4	5
My sense of pride towards the hotel brand is reinforced by the brand-related messages.	1	2	3	4	5
I view the success of the brand as my own success.	1	2	3	4	5
The hotel is like a family to me.	1	2	3	4	5
I feel belonging to this hotel.	1	2	3	4	5
When I talk about this hotel. I usually say ‘we’ rather than ‘they’.	1	2	3	4	5
When someone praises this brand, it feels like a personal compliment.	1	2	3	4	5

2.2) Construct 2

I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	1	2	3	4	5
I talk up this hotel to my friends as a great hotel to work for.	1	2	3	4	5
I would accept almost any type of job assignment in order to keep working for this hotel.	1	2	3	4	5
I find that my values and the hotel's values are very similar.	1	2	3	4	5
I could just as well be working for a different hotel as long as the type of work was similar.	1	2	3	4	5
This hotel really inspires the very best in me in the way of job performance.	1	2	3	4	5
It would take very little change in my present circumstances to cause me to leave this hotel.	1	2	3	4	5
I am extremely glad that I chose this hotel to work for over others I was considering at the time I joined.	1	2	3	4	5
There's not too much to be gained by sticking with this hotel indefinitely.	1	2	3	4	5
I really care about the fate of this hotel.	1	2	3	4	5
For me this is the best of all possible hotels for which to work.	1	2	3	4	5
Deciding to work for this hotel was a definite mistake on my part.	1	2	3	4	5

2.3) Construct 3

I will happy to spend the rest of my career in this hotel.	1	2	3	4	5
I don't have an intention to change to another hotel at this moment.	1	2	3	4	5
My intention to stay is driven by the fact that I am competent in delivering the brand promise.	1	2	3	4	5

Part 3:

Instruction: Please identify your roles in service delivery. The scores 1 to 5 are ranging from strongly disagree to strongly agree.

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

I can successfully fulfil the responsibilities specified in my job descriptions underpinned by the brand standards.	1	2	3	4	5
I always handle customers' specific requests within the set for the brand standards.	1	2	3	4	5
Sometimes, I neglect some aspects of the job that I am obligated to perform during brand promise delivery.	1	2	3	4	5
The quality level of my services meet formal performance requirements set by the brand standards.	1	2	3	4	5
I effectively fulfil the promise the brand has with customers based on the brand standards.	1	2	3	4	5

Part 4:

Instruction: Please provide your personal data.

1.) Age

(a) less than 20 (b) 21-25 (c) 26-30 (d) 31-35 (e) 36-40 (f) 41-45

(g) 46-50 (h) 51-55 (i) 56-60 (j) more than 60

2.) Gender

(a) male (b) female

3.) Department of ……

4.) Education

(a) below bachelor's degree (b) bachelor's degree

(c) master degree (d) doctoral degree

5.) Length of service

(a) less than 2 years (b) more than 2 years

---------- end ----------

Appendix A

Appendix for Chapter 5

Appendix 5.5: The Survey Questionnaire

Employee Survey

We are investigating the types and impact of organizational internal communication in a rage of hotels across Thailand as part of a doctoral research project (PhD) in marketing and service management in Salford Business School, The University of Salford, UK. Please honestly answer each question. Your data will be kept strictly confidential, anonymous and summary results only used to inform academic knowledge and management practice.

The structure of this questionnaire

It will take approximately 20 minutes to answer all questions. This questionnaire consists of 4 parts.

1. Your thoughts on the internal communication practice in your hotel.

2. Your attitudes towards your hotel.

3. Your role in delivering the brand promise of your hotel.

4. Your personal data.

Part 1:

Instruction: Please circle the number to identify the extent to which you feel satisfied about the following statement about your hotel.

1	2	3	4	5
Strongly disagree	**Disagree**	**I don't have an opinion on this.**	**Agree**	**Strongly agree**

Organisational internal communication is communication between you with colleagues or line manager.

1.1) Motivation

I am satisfied that this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	1	2	3	4	5
I am satisfied that the people in this hotel have great ability as communicators.	1	2	3	4	5
I am satisfied that this hotel's communication makes me identify with it or feel a vital part of it.	1	2	3	4	5
I am satisfied that I receive in time the information needed to do my job.	1	2	3	4	5
I am satisfied that conflicts are handled appropriately through proper communication channels.	1	2	3	4	5

1.2) Line manager

My line manager strikes up informal conversations with me.	1	2	3	4	5
My line manager jokes well naturedly with me.	1	2	3	4	5
My line manager provides clear instructions to do my job.	1	2	3	4	5
My line manager tells me why job tasks are to be done.	1	2	3	4	5
My line manager tells me the reasons for company policies.	1	2	3	4	5
My line manager critizes my work in front of others.	1	2	3	4	5
My line manager ridicules or makes fun of me.	1	2	3	4	5
My line manager informs me about the hotel rules requirements.	1	2	3	4	5
My line manager informs me about future plans for my work group.	1	2	3	4	5
My line manager asks me for suggestions about how work should be done.	1	2	3	4	5
My line manager asks me for my opinions.	1	2	3	4	5
My line manager lets me know when I have done a good job.	1	2	3	4	5
My line manager lets me know how I compare with my fellow workers.	1	2	3	4	5

1.3) Information

I am satisfied with the information I receive about my future with this hotel.	1	2	3	4	5
I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	1	2	3	4	5
I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	1	2	3	4	5
The amount of information I get from this hotel by e-mail is about right.	1	2	3	4	5
Communication by means of e-mail works well within this hotel.	1	2	3	4	5
In meetings I always hear about the latest practical and organization issues.	1	2	3	4	5
I am satisfied with information about this hotel policies and goals.	1	2	3	4	5
I am satisfied with information about government policies and regulations affecting this hotel.	1	2	3	4	5
I am satisfied with information about changes in our hotel.	1	2	3	4	5
I am satisfied with information about our hotel's financial standing.	1	2	3	4	5
I am satisfied with information about accomplishments and/or failures of this hotel.	1	2	3	4	5

1.4) Colleagues

There is a good atmosphere between colleagues in my unit.	1	2	3	4	5
If I want, I can also discuss personal matters with my colleagues.	1	2	3	4	5
My colleagues offer me support.	1	2	3	4	5

1.5) Performance

I am satisfied with information about how my job compares with others.	1	2	3	4	5
I am satisfied with information about how I am being judged.	1	2	3	4	5
I am satisfied with recognition of my efforts.	1	2	3	4	5
I am satisfied with reports on how problems in my job are being handled.	1	2	3	4	5
I am satisfied that my superiors know and understand the problems faced by subordinates.	1	2	3	4	5

Part 2:

Instruction: Please identify your attitudes towards your hotel. The scores 1 to 5 are ranging from strongly disagree to strongly agree.

1	2	3	4	5
Strongly disagree	**Disagree**	**I don't have an opinion on this.**	**Agree**	**Strongly agree**

I am proud to tell others that I am part of this hotel.	1	2	3	4	5
I feel a sense of ownership for this hotel.	1	2	3	4	5
My sense of pride towards the hotel brand is reinforced by the brand-related messages.	1	2	3	4	5
I view the success of the brand as my own success.	1	2	3	4	5
The hotel is like a family to me.	1	2	3	4	5
I feel belonging to this hotel.	1	2	3	4	5
When I talk about this hotel. I usually say 'we' rather than 'they'.	1	2	3	4	5
When someone praises this brand, it feels like a personal compliment.	1	2	3	4	5
I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful.	1	2	3	4	5
I talk up this hotel to my friends as a great hotel to work for.	1	2	3	4	5
I would accept almost any type of job assignment in order to keep working for this hotel.	1	2	3	4	5
I find that my values and the hotel's values are very similar.	1	2	3	4	5
I could just as well be working for a different hotel as long as the type of work was similar.	1	2	3	4	5

This hotel really inspires the very best in me in the way of job performance.	1	2	3	4	5
It would take very little change in my present circumstances to cause me to leave this hotel.	1	2	3	4	5
I am extremely glad that I chose this hotel to work for over others I was considering at the time I joined.	1	2	3	4	5
There's not too much to be gained by sticking with this hotel indefinitely.	1	2	3	4	5
I really care about the fate of this hotel.	1	2	3	4	5
For me this is the best of all possible hotels for which to work.	1	2	3	4	5
Deciding to work for this hotel was a definite mistake on my part.	1	2	3	4	5
I will happy to spend the rest of my career in this hotel.	1	2	3	4	5
I don't have an intention to change to another hotel at this moment.	1	2	3	4	5
My intention to stay is driven by the fact that I am competent in delivering the brand promise.	1	2	3	4	5

Part 3:

Instruction: Please identify your roles in the service delivery of this hotel. The scores 1 to 5 are ranging from strongly disagree to strongly agree.

1	2	3	4	5
Strongly disagree	**Disagree**	**I don't have an opinion on this.**	**Agree**	**Strongly agree**

I can successfully fulfil the responsibilities specified in my job descriptions underpinned by the brand standards.	1	2	3	4	5
I always handle customers' specific requests within the set for the brand standards.	1	2	3	4	5
Sometimes, I neglect some aspects of the job that I am obligated to perform during brand promise delivery.	1	2	3	4	5
The quality level of my services meet formal performance requirements set by the brand standards.	1	2	3	4	5
I effectively fulfil the promise the brand has with customers based on the brand standards.	1	2	3	4	5

Part 4:

Instruction: Please provide your personal data.

1.) Age

(a) less than 20 (b) 21-25 (c) 26-30 (d) 31-35 (e) 36-40 (f) 41-45

(g) 46-50 (h) 51-55 (i) 56-60 (j) more than 60

2.) Gender

(a) male (b) female

3.) Department of ……

4.) Education

(a) below bachelor's degree (b) bachelor's degree

(c) master degree (d) doctoral degree

5.) Length of service

(a) less than 2 years (b) more than 2 years

---------- end ----------

Appendix B

Appendix for Chapter 6

Appendix 6.1

Internal Communication Satisfaction Measures Purification

6.1 Introduction

This Appendix reports purification of internal communication satisfaction. Internal communication satisfaction measures include Communication climate (CC); Relationship to Supervisory (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); and Personal feedback (PF).

These were conceptualised in seven independent unidimensional constructs (See Chapter 3). Attribute measures of CC, Relation, OI, MQ, HC, OP, and PF included 5, 13, 3, 3, 3, 5, and 5 identically-worded items that referred to CC, Relation, OI, MQ, HC, OP, and PF as per operational definitions provided in Chapter 4. For ease of reference, these definitions are reported below.

Abbreviation	Construct	Operational Definition
CC	Communication climate	The extent to which communication in an organisation motivates and stimulates workers to meet organisational goals (Downs & Hazen, 1977)
Relation	Relationship to superiors	The upward and downward aspects of communicating with superiors (Downs & Hazen, 1977)
OI	Organisational integration	The degree to which individuals receive information about their immediate work environment (Downs & Hazen, 1977)
MQ	Media quality	The extent to which meetings are well organized and written directives are short and clear (Downs & Hazen, 1977)
HC	Horizontal communication	The extent to which informal communication is accurate and free flowing, and includes perceptions of the grapevine (Downs & Hazen, 1977)
OP	Organisational perspective	Information about the organisation as a whole, which includes notifications about changes, overall policies, and goals of the organisation (Downs & Hazen, 1977)
PF	Personal feedback	Information concerning how workers are being judged and how their performance is being appraised (Downs & Hazen, 1977)

Measure purification process was described in Chapter 5, and consisted of internal consistency and reliability assessment; unidimensionality exploration and normality assessment steps were first conducted on customer-interfaced employees of both high and

low ranking hotels survey data (High n = 606; Low n = 268) and subsequently, on a pooled sample (n = 874). These steps are reported in this Appendix for CC, Relation, OI, MQ, HC, OP, and PF scales respectively.

6.2 Communication Climate Scale (CC)

6.2.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

As a first step, items developed to tap the CC construct were subjected to initial Exploratory Factor Analysis (PCA) method. Before proceeding with PCA, the items were assessed for reliability and suitability for factor analysis through examination of inter-item correlations, item-to-total correlations and communality values of 0.2 or 0.3 for inter-item correlations (Everitt & Skrondal, 2002), 0.3 for item-to-total correlations (Nunnally & Bernstein, 1994) and 0.4 for communality (Ford, MacCallum, & Tait, 1986). Parallel analysis (Watkins, 2005) suggested presence of one component with Eigenvalue exceeding 1, which was consistent with a priori criteria of communication climate dimensionality derived conceptually. Table A6.1-1 shows inter-item correlation and Table A6.1-2 shows communalities.

Table A6.1-1: CC Scale (High Ranking Hotels) Inter-Item Correlations

		mot01	mot02	mot03	mot04	mot05
Correlation	mot01	1.000	0.505	0.661	0.500	.0535
	mot02	0.505	1.000	0.519	0.513	.0337
	mot03	0.661	0.519	1.000	0.567	0.479
	mot04	0.500	0.513	0.567	1.000	0.481
	mot05	0.535	0.337	0.479	0.481	1.000

Table A6.1-2: Communication Climate Scale (High Ranking Hotels) Communalities

Items		Extraction
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.686
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.533
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.700
mot04	I am satisfied which I receive in time the information needed to do my job.	.616
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.513

All items had acceptable corrected item-total correlations ranging between 0.566 and 0.714.

Table A6.1-3: Communication Climate Scale (High Ranking Hotels) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
mot01	3.95	0.885	0.703	0.526	0.787
mot02	3.60	0.831	0.577	0.368	0.822
mot03	3.93	0.797	0.714	0.533	0.786
mot04	3.83	0.814	0.648	0.433	0.803
mot05	3.75	0.875	0.566	0.355	0.826

Dimensionality Exploration

PCA of 5 items returned one factor with 60.993% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity provided strong evidence of data suitability for factor analysis. As detailed in Table A6-4 below, all items had strong factor loadings, above the cut-off point of 0.55 recommended by Hair, Tatham, Anderson, & Black (2006).

Table A6.1-4: Factor Loadings

Item		Loading
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.828
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.730
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.837
mot04	I am satisfied which I receive in time the information needed to do my job.	.785
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.717
Cronbach's Alpha		.838
Total variance explained		60.993%
KMO Measure of Sampling Adequacy		.829
Bartell's Test of Sphericity		1145.050, df 10, p = .000

6.2.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items were submitted for initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Consistent with conceptually derived criteria, Parallel Analysis suggested presence of one factor exceeding 1. All items had acceptable correlations with one another and acceptable communality values as shown in Table A6.1-5 and A6.1-6. Corrected item-total correlations were acceptable, ranging between 0.542 and 0.698.

Table A6.1-5: CC Scale (Low Ranking Hotels) Inter-Item Correlations

		mot01	mot02	mot03	mot04	mot05
Correlation	mot01	1.000	0.423	0.583	0.531	0.450
	mot02	0.423	1.000	0.534	0.552	0.386
	mot03	0.583	0.534	1.000	0.602	0.447
	mot04	0.531	0.552	0.602	1.000	0.467
	mot05	0.450	0.386	0.447	0.467	1.000

Table A6.1-6: Communication Scale (Low Ranking Hotels) Communalities

Items		**Extraction**
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.599
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.556
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.685
mot04	I am satisfied which I receive in time the information needed to do my job.	.677
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.483

Table A6.1-7: Communication Climate Scale (Low Ranking Hotels) Items Statistics

Item	**Mean**	**Std. Dev.**	**Corrected Item-Total Correlation**	**Squared Multiple Correlation**	**Cronbach's Alpha if Item Deleted**
mot01	4.01	0.779	0.628	0.417	0.796
mot02	3.66	0.793	0.597	0.378	0.805
mot03	3.93	0.752	0.698	0.502	0.779
mot04	3.64	0.939	0.692	0.487	0.778
mot05	3.78	0.838	0.542	0.298	0.820

PCA of 5 items returned one factor with 60.008% total variance explained. Both KMO Measure of Sampling Adequacy measure of sampling adequacy and Bartell's Test of

Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-8, all items had strong factor loadings, above the cut-off point of 0.55.

Table A6.1-8: Factor Loadings

Item		Loading
mot01	I am satisfied with this hotel's communication motivates and stimulates an enthusiasm for meeting its goals.	.774
mot02	I am satisfied with the people in this hotel have great ability as communicators.	.746
mot03	I am satisfied with this hotel's communication makes me identify with it or feel a vital part of it.	.828
mot04	I am satisfied which I receive in time the information needed to do my job.	.823
mot05	I am satisfied which conflicts are handled appropriately through proper communication channels.	.695
Cronbach's Alpha		.830
Total variance explained		60.008%
KMO Measure of Sampling Adequacy		.846
Bartell's Test of Sphericity		466.762, df 10, p = .000

6.3 Relationship to Supervisor Scale (Relation)

6.3.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap the Relation construct were subjected to initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with a priori criteria of Relation dimensionality derived conceptually. Inspection of inter-item correlation matrix (Table A6.1-9) and communalities (Table A6.1-10) revealed that item sup06, sup07, sup08, sup09, sup10, sup 11, sup 12, and sup 13 present some weak-item correlation values below 0.3. These items were removed. However, all items had acceptable communality, as shown in Table A6.1-10.

Table A6.1-9: Relation Scale (High Ranking Hotels)

	sup01	sup02	sup03	sup04	sup05	sup06	sup07	sup08	sup09	Sup10	Sup11	Sup12	Sup13
sup01	1.000	0.651	0.603	0.587	0.504	-0.192	0.475	0.483	0.513	0.381	0.269	0.396	-0.023
sup02	0.651	1.000	0.466	0.465	0.356	-0.060	0.454	0.374	0.385	0.303	0.323	0.335	0.078
sup03	0.603	0.466	1.000	0.685	0.571	-0.084	0.511	0.549	0.540	0.441	0.269	0.365	-0.043
sup04	0.587	0.465	0.685	1.000	0.623	-0.082	0.515	0.562	0.574	0.492	0.287	0.430	-0.010
sup05	0.504	0.356	0.571	0.623	1.000	-0.104	0.470	0.563	0.487	0.388	0.217	0.405	-0.004
sup06	-0.192	-0.060	-0.084	-0.082	-0.104	1.000	-0.043	-0.010	-0.053	-0.005	0.212	0.012	0.451
sup07	0.475	0.454	0.511	0.515	0.470	-0.043	1.000	0.555	0.461	0.470	0.367	0.378	0.056
sup08	0.483	0.374	0.549	0.562	0.563	-0.010	0.555	1.000	0.581	0.467	0.318	0.436	0.106
sup09	0.513	0.385	0.540	0.574	0.487	-0.053	0.461	0.581	1.000	0.617	0.378	0.492	0.087
Sup10	0.381	0.303	0.441	0.492	0.388	-0.005	0.470	0.467	0.617	1.000	0.527	0.478	0.194
Sup11	0.269	0.323	0.269	0.287	0.217	0.212	0.367	0.318	0.378	0.527	1.000	0.409	0.328
Sup12	0.396	0.335	0.365	0.430	0.405	0.012	0.378	0.436	0.492	0.478	0.409	1.000	0.162
Sup13	-0.023	0.078	-0.043	-0.010	-0.004	0.451	0.056	0.106	0.087	0.194	0.328	0.162	1.000

Table A6.1-10: Relation Scale (High Ranking Hotels) Communalities

Items		Extraction
sup01	My line manager strikes up informal conversations with me.	.629
sup02	My line manager jokes well naturedly with me.	.422
sup03	My line manager provides clear instructions to do my jobs.	.643
sup04	My line manager tells me why job tasks are to be done.	.674
sup05	My line manager tells me the reasons for company policies.	.553
sup06	My line manager critizes my work in front of others.	.571
sup07	My line manager ridicules or makes fun of me.	.520
sup08	My line manager informs me about this hotel rules requirements.	.575
sup09	My line manager informs me about future plans for my work group.	.601
Sup10	My line manager asks me for suggestions about how work should be done.	.558
Sup11	My line manager asks me for my opinions.	.569
Sup12	My line manager lets me know when I have done a good job.	.451
Sup13	My line manager lets me know how I compare with my fellow workers.	.652

All remaining items had acceptable corrected item-total correlations ranging between 0.584 and 0.734. Given that removal of these items did not substantially weaken scale reliability as indicated by Cronbach's Alpha, these items were removed. Item characteristics are presented in Table A6.1-11 below.

Table A6.1-11: Relation Scale (High Ranking Hotels) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
sup01	4.01	0.898	0.734	0.569	0.812
sup02	3.71	0.951	0.584	0.437	0.854
sup03	3.91	0.832	0.718	0.551	0.818
sup04	3.89	0.852	0.730	0.576	0.814
sup05	3.90	0.851	0.616	0.440	0.843

Dimensionality Exploration

PCA of 5 retained items returned one factor with 64.304% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity provide strong evidence of data suitability for factor analysis. As detailed in Table A6.1-12 below, all items had strong factor loading, above the cut-off point of 0.55 recommended by (Hair et al., 2006).

Table A6.1-12: Factor Loadings

Item		Loading
sup01	My line manager strikes up informal conversations with me.	0.837
sup02	My line manager jokes well naturedly with me.	0.722
sup03	My line manager provides clear instructions to do my jobs.	0.837
sup04	My line manager tells me why job tasks are to be done.	0.846
sup05	My line manager tells me the reasons for company policies.	0.760
Cronbach's Alpha		0.858
Total variance explained		64.304%
KMO Measure of Sampling Adequacy		0.825
Bartell's Test of Sphericity		1404.976, df 10, p = 0.000

6.3.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap the Relation construct were subjected to initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Consistent with conceptually derived criteria, Parallel Analysis suggested presence of one factor exceeding 1. Inspection of inter-item correlation matrix (Table A6.1-13) revealed that item sup06, sup08, sup07, sup09, sup10, sup 11, sup 12, and sup 13 presented some weak inter-item correlation values below 0.3. These items were removed. However, all items had acceptable communality values, as shown in Table A6.1-14.

Table A6.1-13: Relation Scale (Low Ranking Hotels)

	sup01	sup02	sup03	sup04	sup05	sup06	sup07	sup08	sup09	Sup10	Sup11	Sup12	Sup13
sup01	1.000	0.707	0.678	0.609	0.556	-0.092	0.545	0.539	0.569	0.434	0.283	0.376	0.013
sup02	0.707	1.000	0.573	0.531	0.477	0.009	0.594	0.512	0.505	0.441	0.423	0.366	0.110
sup03	0.678	0.573	1.000	0.709	0.677	-0.116	0.534	0.571	0.584	0.400	0.286	0.365	-0.005
sup04	0.609	0.531	0.709	1.000	0.740	-0.041	0.571	0.623	0.616	0.442	0.282	0.419	0.014
sup05	0.556	0.477	0.677	0.740	1.000	-0.049	0.508	0.607	0.592	0.490	0.358	0.383	0.012
sup06	-0.092	0.009	-0.116	-0.041	-0.049	1.000	0.015	0.039	-0.100	-0.087	0.057	-0.001	0.515
sup07	0.545	0.594	0.534	0.571	0.508	0.015	1.000	0.705	0.641	0.442	0.371	0.561	0.059
sup08	0.539	0.512	0.571	0.623	0.607	0.039	0.705	1.000	0.645	0.462	0.344	0.458	0.101
sup09	0.569	0.505	0.584	0.616	0.592	-0.100	0.641	0.645	1.000	0.541	0.387	0.416	0.002
Sup10	0.434	0.441	0.400	0.442	0.490	-0.087	0.442	0.462	0.541	1.000	0.580	0.370	0.092
Sup11	0.283	0.423	0.286	0.282	0.358	0.057	0.371	0.344	0.387	0.580	1.000	0.365	0.196
Sup12	0.376	0.366	0.365	0.419	0.383	-0.001	0.561	0.458	0.416	0.370	0.365	1.000	0.141
Sup13	0.013	0.110	-0.005	0.014	0.012	0.515	0.059	0.101	-0.002	0.092	0.196	0.141	1.000

Table A6.1-14: Relation Scale (Low Ranking Hotels) Communalities

Items		Extraction
sup01	My line manager strikes up informal conversations with me.	.665
sup02	My line manager jokes well naturedly with me.	.573
sup03	My line manager provides clear instructions to do my jobs.	.732
sup04	My line manager tells me why job tasks are to be done.	.741
sup05	My line manager tells me the reasons for company policies.	.652
sup06	My line manager critizes my work in front of others.	.784
sup07	My line manager ridicules or makes fun of me.	.638
sup08	My line manager informs me about this hotel rules requirements.	.659
sup09	My line manager informs me about future plans for my work group.	.654
Sup10	My line manager asks me for suggestions about how work should be done.	.721
Sup11	My line manager asks me for my opinions.	.785
Sup12	My line manager lets me know when I have done a good job.	.425
Sup13	My line manager lets me know how I compare with my fellow workers.	.744

Given that removal of these items did not substantially weaken scale reliability as directed by Cronbach's Alpha, these eight items were removed. Item characteristics are presented in Table A6.1-15 below.

Table A6.1-15: Relation Scale (Low Ranking Hotels) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
sup01	4.03	0.854	0.755	0.622	0.862
sup02	3.63	0.944	0.660	0.522	0.885
sup03	4.05	0.780	0.786	0.631	0.858
sup04	4.01	0.899	0.767	0.642	0.859
sup05	3.96	0.919	0.716	0.596	0.871

Dimensionality Exploration

PCA of 5 retained items returned one factor with 70.161% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity

supported data suitability for factor analysis. As detailed in Table A6.1-16, all items had strong factor loadings, above the cut-off point of 0.55.

Table A6.1-16: Factor Loadings

Item		Loading
sup01	My line manager strikes up informal conversations with me.	.847
sup02	My line manager jokes well naturedly with me.	.778
sup03	My line manager provides clear instructions to do my jobs.	.873
sup04	My line manager tells me why job tasks are to be done.	.861
sup05	My line manager tells me the reasons for company policies.	.825
Cronbach's Alpha		.890
Total variance explained		70.161%
KMO Measure of Sampling Adequacy		.841
Bartell's Test of Sphericity		799.051, df 10, p = .000

6.4 Organizational Integration Scale (OI)

6.4.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap the OI constructs were subjected to initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with a priori criteria of OI dimensionality derived conceptually. All items had acceptable correlations with one another and acceptable communality values, as shown in Table A6.1-17 and A6.1-18.

Table A6.1-17: OI Scale (High Ranking Hotels Sample) Inter-Item Correlations

		inf01	inf02	inf03
Correlation	inf01	1.000	0.653	0.205
	inf02	0.653	1.000	0.237
	inf03	0.205	0.237	1.000

Table A6.1-18: OI Scale (High Ranking Hotels Sample) Communalities

Items		Extraction
inf01	I am satisfied with the information I receive about my future with this hotel.	0.756
inf02	I am satisfied with the information I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	0.775
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	0.447

All items had acceptable corrected item-total correlations ranging between 0.535 and 0.618. Item characteristics are presented in Table A6.1-19.

Table A6.1-19: OI Scale (High Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf01	3.55	0.878	0.576	0.477	0.484
inf02	3.71	0.804	0.618	0.489	0.449
inf03	3.64	0.976	0.535	0.114	0.813

Dimensionality Exploration

PCA of 3 items returned one factor with 59.279% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity provided strong evidence of data suitability for factor analysis. As detailed in Table A 6.1-20 below, all items had strong factor loadings, above the cut-off point of 0.55 recommended by Hair et al. (2006).

Table A6.1-20: Factor Loadings

Item		Loading
inf01	I am satisfied with the information I receive about my future with this hotel.	.869
inf02	I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	.881
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	.597
Cronbach's Alpha		.609
Total variance explained		59.279%
KMO Measure of Sampling Adequacy		.551
Bartell's Test of Sphericity		372.784, df 3, p = .000

6.4.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap the OI constructs were subjected to initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with a priori criteria of OI dimensionality derived conceptually. All items had acceptable correlations with one another and acceptable communality values, as shown in Table A6.1-21 and A6.1-22.

Table A6.1-21: OI Scale (Low Ranking Hotels Sample) Inter-Item Correlations

		inf01	inf02	inf03
Correlation	inf01	1.000	0.697	0.393
	inf02	0.697	1.000	0.328
	inf03	0.393	0.328	1.000

Table A6.1-22: OI Scale (Low Ranking Hotels Sample) Communalities

Items		Extraction
inf01	I am satisfied with the information I receive about my future with this hotel.	.791
inf02	I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	.746
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	.430

All items had acceptable corrected item-total correlations ranging between 0.394 and 0.653. Item characteristics are presented in Table A6.1-23 below.

Table A6.1-23: OI Scale (Low Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf01	3.52	0.914	0.653	0.516	0.490
inf02	3.71	0.810	0.610	0.489	0.564
inf03	3.81	0.949	0.394	0.161	0.818

Dimensionality Exploration

PCA of 3 items returned one factor with 65.557% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity provided strong evidence of data suitability for factor analysis. As detailed in Table A 6.1-24 below, all items had strong factor loadings, above the cut-off point of 0.55 recommended by Hair et al. (2006).

Table A6.1-24: Factor Loadings

Item		Loading
inf01	I am satisfied with the information I receive about my future with this hotel.	.889
inf02	I am satisfied with the information which I receive about practical matters within this hotel (e.g. arrival of a new colleague, annual show, or important meeting).	.864
inf03	I am satisfied with the extent to which I hear critical this hotel issues from my employer first.	.655
Cronbach's Alpha		.722
Total variance explained		65.557%
KMO Measure of Sampling Adequacy		.603
Bartell's Test of Sphericity		222.696, df 3, p = .000

6.1.5 Media quality Scale (MQ)

6.5.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap MQ construct were subjected to initial Exploratory Factor analysis (EFA) using the Principal Component Analysis (PCA) method. Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with priori criteria of GPA dimensionality derived conceptually. All items had acceptable correlation with one another and acceptable communality values, as shown in Table A6.1-25 and A6.1-26. Corrected item-total correlations were acceptable, ranging between 0.478 and 0.556, as shown in Table A6.1-27.

Table A6.1-25: MQ Scale (High Ranking Hotels Sample) Inter-Item Correlations

		inf04	inf05	inf06
Correlation	inf04	1.000	0.482	0.442
	inf05	0.482	1.000	0.383
	inf06	0.442	0.383	1.000

Table A6.1-26: MQ Scale (High Ranking Hotels Sample) Communalities

Items		Extraction
inf04	The amount of information I get from this hotel by e-mail is about right.	.673
inf05	Communication by means of e-mail works well within this hotel.	.620
inf06	In meetings I always hear about the latest practical and organization issues.	.580

Table A6.1-27: MQ Scale (High Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf04	3.52	0.881	0.556	0.309	0.545
inf05	3.73	0.950	0.513	0.268	0.609
inf06	3.79	0.769	0.478	0.233	0.649

Dimensionality Exploration

MQ of 3 items returned one factor with 62.404% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-28**,** all items had strong factor loadings, above cut-off point of 0.55.

Table A6.1-28: Factor Loadings

Item		Loading
inf04	The amount of information I get from this hotel by e-mail is about right.	0.820
inf05	Communication by means of e-mail works well within this hotel.	0.787
inf06	In meetings I always hear about the latest practical and organization issues.	0.761
Cronbach's Alpha		0.696
Total variance explained		62.404%
KMO Measure of Sampling Adequacy		0.683
Bartell's Test of Sphericity		319.016, df 3, p = 0.000

6.5.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with undimensionality criteria derived conceptually. All items had acceptable correlations with one another and acceptable communality values, as shown in Table A6.1-29 and A6.1-30 below. Corrected item-total correlations were acceptable, ranging between 0.597 and 0.640 (Table A6.1-31).

Table A6.1-29: MQ Scale (Low Ranking Hotels Sample) Inter-Item Correlations

		inf04	inf05	inf06
Correlation	inf04	1.000	0.576	0.517
	inf05	0.576	1.000	0.541
	inf06	0.517	0.541	1.000

Table A6.1-30: MQ Scale (Low Ranking Hotels Sample) Communalities

Items		Extraction
inf04	The amount of information I get from this hotel by e-mail is about right.	0.700
inf05	Communication by means of e-mail works well within this hotel.	0.720
inf06	In meetings I always hear about the latest practical and organization issues.	0.670

Table A6.1-31: MQ Scale (Low Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf04	3.60	0.866	0.623	0.391	0.702
inf05	3.76	0.957	0.640	0.412	0.681
inf06	3.71	0.930	0.597	0.356	0.728

Dimensionality Exploration

MQ of 3 items returned one factor with 69.284% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-28**,** all items had strong factor loadings, above cut-off point of 0.55.

Table A6.1-32: Factor Loadings

Item		Loading
inf04	The amount of information I get from this hotel by e-mail is about right.	0.837
inf05	Communication by means of e-mail works well within this hotel.	0.848
inf06	In meetings I always hear about the latest practical and organization issues.	0.818
Cronbach's Alpha		0.781
Total variance explained		69.660%
KMO Measure of Sampling Adequacy		0.702
Bartell's Test of Sphericity		223.513, df 3, p = 0.000

6.6 Horizontal Communication (HC)

6.5.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap HC construct were subjected to initial Exploratory Factor analysis (EFA) using the Principal Component Analysis (PCA) method. Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with priori criteria of HC dimensionality derived conceptually. All items had acceptable correlation with one another and acceptable communality values, as shown in Table A6.1-33 and A6.1-34. Corrected item-total correlations were acceptable, ranging between 0.627 and 0.743, as shown in Table A6.1-35.

Table A6.1-33: HC Scale (High Ranking Hotels Sample) Inter-Item Correlations

		cow01	cow02	cow03
Correlation	cow01	1.000	0.599	0.563
	cow02	0.599	1.000	0.719
	cow03	0.563	0.719	1.000

Table A6.1-34: HC Scale (High Ranking Hotels Sample) Communalities

Items		Extraction
cow01	There is a good atmosphere between colleagues in my unit.	0.676
cow02	If I want, I can also discuss personal matters with my colleagues.	0.803
cow03	My colleagues offer me support.	0.777

Table A6.1-35: HC Scale (High Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
cow01	3.80	0.895	0.627	0.395	0.836
cow02	3.75	0.895	0.743	0.572	0.719
cow03	3.94	0.839	0.717	0.545	0.749

Dimensionality Exploration

HC of 3 items returned one factor with 75.214% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-36**,** all items had strong factor loadings, above cut-off point of .55.

Table A6.1-36: Factor Loadings

Item		**Loading**
cow01	The amount of information I get from this hotel by e-mail is about right.	0.822
cow02	Communication by means of e-mail works well within this hotel.	0.896
cow03	In meetings I always hear about the latest practical and organization issues.	0.882
Cronbach's Alpha		0.834
Total variance explained		75.214%
KMO Measure of Sampling Adequacy		0.703
Bartell's Test of Sphericity		742.211, df 3, p = 0.000

6.6.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with undimensionality criteria derived conceptually. All items had acceptable correlations with one another and acceptable communality values, as shown in Table A6.1-37 and A6.1-38 below. Corrected item-total correlations were acceptable, ranging between 0.498 and 0.657 (Table A6.1-39).

Table A6.1-37: HC Scale (Low Ranking Hotels Sample) Inter-Item Correlations

		cow01	cow02	cow03
Correlation	cow01	1.000	0.454	0.457
	cow02	0.454	1.000	0.674
	cow03	0.457	0.674	1.000

Table A6.1-38: HC Scale (Low Ranking Hotels Sample) Communalities

Items		Extraction
cow01	There is a good atmosphere between colleagues in my unit.	0.554
cow02	If I want, I can also discuss personal matters with my colleagues.	0.754
cow03	My colleagues offer me support.	0.756

Table A6.1-39: HC Scale (Low Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
cow01	3.77	0.977	0.498	0.248	0.801
cow02	3.71	0.895	0.646	0.481	0.618
cow03	3.82	0.790	0.657	0.482	0.623

Dimensionality Exploration

HC of 3 items returned one factor with 68.793% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-40**,** all items had strong factor loadings, above cut-off point of .55.

Table A6.1-40: Factor Loadings

Item		Loading
cow01	There is a good atmosphere between colleagues in my unit.	0.744
cow02	If I want, I can also discuss personal matters with my colleagues.	0.868
cow03	My colleagues offer me support.	0.870
Cronbach's Alpha		0.761
Total variance explained		68.793%
KMO Measure of Sampling Adequacy		0.660
Bartell's Test of Sphericity		235.891, df 3, p = .000

6.7 Organisational Perspective (OP)

6.7.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

As a first step, items developed to tap the OP construct were subjected to initial Exploratory Factor Analysis (PCA) method. Before proceeding with PCA, the items were assessed for reliability and suitability for factor analysis through examination of inter-item correlations, item-to-total correlations and communality values of 0.2 or 0.3 for inter-item correlations (Everitt & Skrondal, 2002), 0.3 for item-to-total correlations (Nunnally & Bernstein, 1994) and 0.4 for communality (Ford et al., 1986). Parallel analysis (Watkins, 2005) suggested presence of one component with Eigenvalue exceeding 1, which was consistent with a priori criteria of communication climate dimensionality derived conceptually. Table A6.1-41 shows inter-item correlation and Table A6.1-42 shows communalities.

Table A6.1-41: OP Scale (High Ranking Hotels) Inter-Item Correlations

		inf07	inf08	inf09	inf10	inf11
Correlation	inf07	1.000	0.466	0.540	0.338	0.302
	inf08	0.466	1.000	0.639	0.502	0.454
	inf09	0.540	0.639	1.000	0.473	0.445
	inf10	0.338	0.502	0.473	1.000	0.680
	inf11	0.302	0.454	0.445	0.680	1.000

Table A6.1-42: OP Scale (High Ranking Hotels) Communalities

Items		Extraction
inf07	I am satisfied with information about this hotel policies and goals.	.451
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	.650
inf09	I am satisfied with information about changes in our hotel.	.662
inf10	I am satisfied with information about our hotel's financial standing.	.617
inf11	I am satisfied with information about accomplishments and/or failures of this hotel.	.566

All items had acceptable corrected item-total correlations ranging between 0.498 and 0.669.

Table A6.1-43: OP Scale (High Ranking Hotels) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf07	3.84	0.856	0.498	0.319	0.817
inf08	3.46	0.867	0.659	0.478	0.774
inf09	3.71	0.846	0.669	0.508	0.773
inf10	3.18	1.086	0.652	0.518	0.777
inf11	3.18	1.003	0.616	0.487	0.786

Dimensionality Exploration

OP of 5 items returned one factor with 58.935% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity provided strong evidence of data suitability for factor analysis. As detailed in Table A6.1-44 below, all items had strong factor loadings, above the cut-off point of 0.55 recommended by Hair et al., (2006).

Table A6.1-44: Factor Loadings

Item		Loading
inf07	I am satisfied with information about this hotel's policies and goals.	0.672
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	0.806
inf09	I am satisfied with information about changes in our hotel.	0.814
inf10	I am satisfied with information about our hotel's financial standing.	0.785
inf11	I am satisfied with information about accomplishments and/ or failures of this hotel.	0.753
Cronbach's Alpha		0.821
Total variance explained		58.935%
KMO Measure of Sampling Adequacy		0.780
Bartell's Test of Sphericity		1156.587, df 10, p = 0.000

6.7.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items were submitted for initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Consistent with conceptually derived criteria, Parallel Analysis suggested presence of one factor exceeding 1. All items had acceptable correlations with one another and acceptable communality values as shown in Table A6.1-45 and A6.1-46. Corrected item-total correlations were acceptable, ranging between 0.684 and 0.807.

Table A6.1-45: OP Scale (Low Ranking Hotels) Inter-Item Correlations

		inf07	inf08	inf09	inf10	inf11
Correlation	inf07	1.000	0.610	0.763	0.657	0.623
	inf08	0.610	1.000	0.696	0.546	0.556
	inf09	0.763	0.696	1.000	0.666	0.621
	inf10	0.657	0.546	0.666	1.000	0.779
	inf11	0.623	0.556	0.621	0.779	1.000

Table A6.1-46: OP Scale (Low Ranking Hotels) Communalities

Items		**Extraction**
inf07	I am satisfied with information about this hotel's policies and goals.	0.744
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	0.635
inf09	I am satisfied with information about changes in our hotel.	0.782
inf10	I am satisfied with information about our hotel's financial standing.	0.741
inf11	I am satisfied with information about accomplishments and/ or failures of this hotel.	0.710

Table A6.1-47: OP Scale (Low Ranking Hotels) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf07	3.71	1.004	0.771	0.634	0.876
inf08	3.42	1.030	0.684	0.515	0.895
inf09	3.58	0.902	0.807	0.691	0.871
inf10	3.13	1.110	0.773	0.671	0.877
inf11	3.01	1.011	0.754	0.641	0.880

OP of 5 items returned one factor with 72.225% total variance explained. Both KMO Measure of Sampling Adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6-8, all items had strong factor loadings, above the cut-off point of 0.55.

Table A6.1-48: Factor Loadings

Item		Loading
inf07	I am satisfied with information about this hotel's policies and goals.	0.862
inf08	I am satisfied with information about government policies and regulations affecting this hotel.	0.797
inf09	I am satisfied with information about changes in our hotel.	0.884
inf10	I am satisfied with information about our hotel's financial standing.	0.861
inf11	I am satisfied with information about accomplishments and/ or failures of this hotel.	0.843
Cronbach's Alpha		0.874
Total variance explained		72.225%
KMO Measure of Sampling Adequacy		0.840
Bartell's Test of Sphericity		869.401, df 10, p = 0.000

6.8 Personal Feedback (PF)

6.8.1 High Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Items developed to tap PF construct were subjected to initial Exploratory Factor analysis (EFA) using the Principal Component Analysis (PCA) method. Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with priori criteria of PF dimensionality derived conceptually. All items had acceptable correlation with one another and acceptable communality values as shown in Table A6.1-49 and A6.1-50. Corrected item-total correlations were acceptable, ranging between 0.547 and 0.731, as shown in Table A6.1-51.

Table A6.1-49: PF Scale (High Ranking Hotels Sample) Inter-Item Correlations

		per01	per02	per03	per04	per05
Correlation	per01	1.000	0.535	0.501	0.405	0.393
	per02	0.535	1.000	0.605	0.500	0.567
	per03	0.501	0.605	1.000	0.521	0.567
	per04	0.405	0.500	0.521	1.000	0.765
	per05	0.393	0.567	0.567	0.765	1.000

Table A6.1-50: PF Scale (High Ranking Hotels Sample) Communalities

Items		**Extraction**
per01	I am satisfied with information about how my job compares with others.	0.483
per02	I am satisfied with information about how I am being judged.	0.654
per03	I am satisfied with recognition of my efforts.	0.651
per04	I am satisfied with reports on how problems in my job are being handled.	0.660
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	0.706

Table A6.1-51: PF Scale (High Ranking Hotels Sample) Items Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
per01	3.60	0.766	0.547	0.346	0.851
per02	3.68	0.842	0.682	0.493	0.818
per03	3.80	0.807	0.680	0.476	0.819
per04	3.80	0.920	0.692	0.604	0.816
per05	3.72	0.930	0.731	0.644	0.805

Dimensionality Exploration

PF of 5 items returned one factor with 63.072% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-52**,** all items had strong factor loadings, above cut-off point of 0.55.

Table A6.1-52: Factor Loadings

Item		Loading
per01	I am satisfied with information about how my job compares with others.	0.695
per02	I am satisfied with information about how I am being judged.	0.809
per03	I am satisfied with recognition of my efforts.	0.807
per04	I am satisfied with reports on how problems in my job are being handled.	0.812
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	0.840
Cronbach's Alpha		0.853
Total variance explained		63.072%
KMO Measure of Sampling Adequacy		0.798
Bartell's Test of Sphericity		1387.828, df 10, p = 0.000

6.8.2 Low Ranking Hotels Sample

Internal Consistency and Reliability Assessment

Parallel analysis returned one component with Eigenvalue exceeding 1, which was consistent with undimensionality criteria derived conceptually. All items had acceptable

correlations with one another and acceptable communality values as shown in Table A6.1-53 and A6.1-54 below. Corrected item-total correlations were acceptable, ranging between 0.561 and 0.693 (Table A6.1-55).

Table A6.1-53: PF Scale (Low Ranking Hotels Sample) Inter-Item Correlations

		per01	per02	per03	per04	per05
Correlation	per01	1.000	0.661	0.523	0.322	0.410
	per02	0.661	1.000	0.618	0.394	0.487
	per03	0.523	0.618	1.000	0.458	0.571
	per04	0.322	0.394	0.458	1.000	0.646
	per05	0.410	0.487	0.571	0.646	1.000

Table A6.1-54: PF Scale (Low Ranking Hotels Sample) Communalities

Items		**Extraction**
per01	I am satisfied with information about how my job compares with others.	0.558
per02	I am satisfied with information about how I am being judged.	0.668
per03	I am satisfied with recognition of my efforts.	0.674
per04	I am satisfied with reports on how problems in my job are being handled.	0.506
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	0.638

Table A6.1-55: PF Scale (Low Ranking Hotels Sample) Items Statistics

Item	**Mean**	**Std. Dev.**	**Corrected Item-Total Correlation**	**Squared Multiple Correlation**	**Cronbach's Alpha if Item Deleted**
per01	3.53	0.781	0.598	0.461	0.816
per02	3.65	0.851	0.684	0.551	0.792
per03	3.78	0.758	0.693	0.495	0.791
per04	3.96	0.824	0.561	0.430	0.827
per05	3.73	0.814	0.671	0.525	0.796

Dimensionality Exploration

PF of 5 items returned one factor with 60.885% total variance explained. Both Kaiser-Meyer-Olkin's (KMO) measure of sampling adequacy and Bartell's Test of Sphericity supported data suitability for factor analysis. As detailed in Table A6.1-56**,** all items had strong factor loadings, above cut-off point of 0.55.

Table A6.1-56: Factor Loadings

Item		**Loading**
per01	I am satisfied with information about how my job compares with others.	0.747
per02	I am satisfied with information about how I am being judged.	0.817
per03	I am satisfied with recognition of my efforts.	0.821
per04	I am satisfied with reports on how problems in my job are being handled.	0.711
per05	I am satisfied that my superiors know and understand the problems faced by subordinates.	0.799
Cronbach's Alpha		0.838
Total variance explained		60.885%
KMO Measure of Sampling Adequacy		0.788
Bartell's Test of Sphericity		555.880, df 10, p = 0.000

6.9 Pooled Data Sample

Assessment of Communication climate (CC); Relationship to Supervisory (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); and Personal feedback (PF) scales on the pooled data sample presented below was conducted scale by scale, following the same process as assessment of high/ low ranking samples described above. For brevity, the results are presented together.

Internal Consistency and Reliability Assessment

5, 5, 2, 3, 3, 5, and 5 items tapping the CC, Relation, OI, MQ, HC, OP, and PF constructs retained form measure purification of high/ low data samples were submitted to initial Exploratory Factor Analysis (EFA) using the Principal Component Analysis (PCA) method. Items in each of the scales had acceptable correlations with one another, as shown in Tables A6.1-57, A6.1-58, A6.1-59, A6.1-60, A6.1-61, A6.1-62, A6.1-63, A6.1-64, A6.1-65,

A6.1-66, A6.1-67, A6.1-68, A6.1-69, and A6.1-70. Communality values and item-to-total statistics were also acceptable (see Table A6.1-71, A6.1-72, A6.1-73, A6.1-74, A6.1-75, A6.1-76, and A6.1-77).

Table A6.1-57: Communication climate (CC) Scale (Pooled Sample) Inter-Item Correlation

		mot01	mot02	mot03	mot04	mot05
Correlation	mot01	1.000	0.483	0.640	0.500	0.512
	mot02	0.483	1.000	0.523	0.517	0.352
	mot03	0.640	0.523	1.000	0.573	0.470
	mot04	0.500	0.517	0.573	1.000	0.470
	mot05	0.512	0.352	0.470	0.470	1.000

Table A6.1-58: Relationship to Supervisory (Relation) Scale (Pooled Sample) Inter-Item Correlation

		sup01	sup02	sup03	sup04	sup05
Correlation	sup01	1.000	0.666	0.623	0.593	0.519
	sup02	0.666	1.000	0.493	0.482	0.393
	sup03	0.623	0.493	1.000	0.693	0.603
	sup04	0.593	0.482	0.693	1.000	0.662
	sup05	0.519	0.393	0.603	0.662	1.000

Table A6.1-59: Organization integration (OI) Scale (Pooled Sample) Inter-Item Correlation

		inf01	inf02	inf03
Correlation	inf01	1.000	0.669	0.260
	inf02	0.669	1.000	0.261
	inf03	0.260	0.261	1.000

Table A6.1-60: Media quality (MQ) Scale (Pooled Sample) Inter-Item Correlation

		inf04	inf05	inf06
Correlation	inf04	1.000	0.510	0.463
	inf05	0.510	1.000	0.436
	inf06	0.463	0.436	1.000

Table A6.1-61: Horizontal communication (HC) Scale (Pooled Sample) Inter-Item Correlation

		cow01	cow02	cow03
Correlation	cow01	1.000	0.551	0.528
	cow02	0.551	1.000	0.705
	cow03	0.528	0.705	1.000

Table A6.1-62: Organisational perspective (OP) Scale (Pooled Sample) Inter-Item Correlation

		inf07	inf08	inf09	inf10	inf11
Correlation	inf07	1.000	0.521	0.621	0.447	0.414
	inf08	0.521	1.000	0.658	0.516	0.488
	inf09	0.621	0.658	1.000	0.536	0.504
	inf10	0.447	0.516	0.536	1.000	0.710
	inf11	0.414	0.488	0.504	0.710	1.000

Table A6.1-63: Personal feedback (PF) Scale (Pooled Sample) Inter-Item Correlation

		per01	per02	per03	per04	per05
Correlation	per01	1.000	0.575	0.508	0.376	0.396
	per02	0.575	1.000	0.609	0.466	0.543
	per03	0.508	0.609	1.000	0.501	0.568
	per04	0.376	0.466	0.501	1.000	0.732
	per05	0.396	0.543	0.568	0.732	1.000

Table A6.1-64: CC Scale (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
mot01	3.97	0.854	0.680	0.491	0.788
mot02	3.62	0.819	0.582	0.363	0.815
mot03	3.93	0.783	0.709	0.523	0.782
mot04	3.77	0.858	0.652	0.435	0.796
mot05	3.76	0.863	0.559	0.333	0.823

Table A6.1-65: Relation Scale (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
sup01	4.02	0.884	0.739	0.583	0.828
sup02	3.69	0.949	0.604	0.458	0.864
sup03	3.95	0.819	0.737	0.571	0.830
sup04	3.93	0.868	0.742	0.596	0.828
sup05	3.92	0.872	0.649	0.486	0.851

Table A6.1-66: OI (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf01	3.61	0.860	0.555	0.456	0.407
inf02	3.77	0.769	0.572	0.456	0.410
inf03	3.71	0.954	0.285	0.081	0.799

Table A6.1-67: MQ Scale (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf04	3.55	0.876	0.576	0.332	0.602
inf05	3.74	0.952	0.554	0.311	0.632
inf06	3.77	0.822	0.516	0.268	0.674

Table A6.1-68: HC Scale (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
cow01	3.79	0.921	0.585	0.343	0.826
cow02	3.73	0.895	0.714	0.542	0.689
cow03	3.91	0.826	0.699	0.525	0.711

Table A6.1-69: OP Scale (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
inf07	3.80	0.905	0.600	0.419	0.839
inf08	3.45	0.920	0.668	0.489	0.822
inf09	3.67	0.865	0.719	0.567	0.811
inf10	3.17	1.093	0.692	0.560	0.817
inf11	3.13	1.008	0.663	0.533	0.823

Table A6.1-70: PF Scale (Pooled Sample) Communalities and Item Statistics

Item	Mean	Std. Dev.	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
per01	3.58	0.771	0.559	0.374	0.841
per02	3.67	0.844	0.681	0.504	0.810
per03	3.80	0.792	0.683	0.480	0.811
per04	3.85	0.894	0.652	0.551	0.819
per05	3.72	0.896	0.714	0.608	0.801

Dimensionality Exploration

Communication climate (CC) of 5; Relationship to Supervisory (Relation) of 5; Organization integration (OI) of 3; Media quality (MQ) of 3; Horizontal communication (HC) of 3; Organisational perspective (OP) of 5; and Personal feedback (PF) of 5 retained itemed returned one factor with Internal communication satisfaction.

Table A6.1-71: CC Scales Factor Loadings

Item	Loading
mot01	0.813
mot02	0.734
mot03	0.835
mot04	0.790
mot05	0.710
Cronbach's Alpha	0.834
Total variance explained	60.505%
KMO Measure of Sampling Adequacy	0.837
Bartlett's Test of Sphericity	1590.803, df 10, p = 0.000

Table A6.1-72: Relation Scales Factor Loadings

Item	Loading
sup01	0.839
sup02	0.737
sup03	0.847
sup04	0.851
sup05	0.782
Cronbach's Alpha	0.868
Total variance explained	68.451%
KMO Measure of Sampling Adequacy	0.831
Bartlett's Test of Sphericity	2184.740, df 10, p = 0.000

Table A6.1-73: OI Scales Factor Loadings

Item	Loading
inf01	0.875
inf02	0.876
inf03	0.548
Cronbach's Alpha	0.646
Total variance explained	61.071%
KMO Measure of Sampling Adequacy	0.567
Bartlett's Test of Sphericity	591.206, df 3, p = 0.000

Table A6.1-74: MQ Scales Factor Loadings

Item	Loading
inf04	0.823
inf05	0.809
inf06	0.780
Cronbach's Alpha	0.725
Total variance explained	64.658%
KMO Measure of Sampling Adequacy	0.679
Bartlett's Test of Sphericity	534.462, df 3, p = 0.000

Table A6.1-75: HC Scales Factor Loadings

Item	Loading
cow01	0.798
cow02	0.887
cow03	0.877
Cronbach's Alpha	0.813
Total variance explained	73.123%
KMO Measure of Sampling Adequacy	0.690
Bartlett's Test of Sphericity	965.023, df 3, p = 0.000

Table A6.1-76: OP Scales Factor Loadings

Item	Loading
inf07	0.748
inf08	0.802
inf09	0.838
inf10	0.808
inf11	0.782
Cronbach's Alpha	0.853
Total variance explained	63.405%
KMO Measure of Sampling Adequacy	0.807
Bartlett's Test of Sphericity	1981.133, df 10, p = 0.000

Table A6.1-77: PF Scales Factor Loadings

Item	Loading
per01	0.709
per02	0.811
per03	0.811
per04	0.783
per05	0.829
Cronbach's Alpha	0.848
Total variance explained	62.329%
KMO Measure of Sampling Adequacy	0.798
Bartlett's Test of Sphericity	1925.066, df 10, p = 0.000

Appendix B

Appendix for Chapter 6

Appendix 6.2

Normality Assessment at Measure Development and Validation Stage

Normality is an important assumption of Confirmatory Factor Analysis and Structural Equation Modeling. An early step in screening data for normality is to consider statistic values (Z) of skewness and kurtosis of continuous variables. Z-value of 0 indicated perfect normality of data distribution in the sample. If the calculated z-valued exceed the critical value of ± 2.58 (.01 significance level) or ± 1.96 (.05 significance level), this indicates departure from normality assumption (Hair, Tatham, Anderson, & Black, 2006).

Tables A6.2-1, A6.2-2, A6.2-3, A6.2-4, A6.2-5, A6.2-6, and A6.2-7 present skewness and kurtosis statistics for independent variables, specifically: Communication climate (CC); Relationship to Supervisory (Relation); Organization integration (OI); Media quality (MQ); Horizontal communication (HC); Organisational perspective (OP); and Personal feedback (PF). Since new measure validation was conducted on high/low ranking and pooled samples, skewness and kurtosis are presented for high/low ranking sample (High: n=1,212; Low: n=535) and pooled samples (n=1,747).

Tables A6.2-8, A6.2-9, A6.2-10, and A6.2-11 present pooled sample (n= 1,747) skewness and kurtosis statistics for dependent variables, Employees' Brand Attitudes and Employees' Brand Behaviour. Three employees' brand attitudes and one employees' brand behaviour were utilised with wording adapted to measure of Punjaisri, Evanschitzky, & Wilson (2009), and Mowday, Steers, & Porter (1979) that represent four different meanings, namely: Employees' brand identification (EI); Employees' brand commitment (EC); Employees' brand loyalty (EL) and Employees' brand behaviours (EB). Skewness and kurtosis statistics are presented for each of these scales.

Table A6.2-1: Skewness and Kurtosis Statistics for Communication Climate (CC) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
mot01	-.814	.070	.746	.140
mot02	-.542	.070	.194	.140
mot03	-.597	.070	.445	.140
mot04	-.496	.070	.145	.140
mot05	-.565	.070	.235	.140
Low Ranking Sample (n= 535)				
mot01	-.790	.106	.815	.211
mot02	-.825	.106	.779	.211
mot03	-.670	.106	1.162	.211
mot04	-.638	.106	.495	.211
mot05	-.768	.106	.646	.211
Pooled Sample (n=1,747)				
mot01	-.804	.059	.758	.117
mot02	-.628	.059	.360	.117
mot03	-.607	.059	.625	.117
mot04	-.540	.059	.265	.117
mot05	-.628	.059	.363	.117

Table A6.2-2: Skewness and Kurtosis Statistics for Relationship to Supervisory (Relation) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
sup01	-.842	.070	.511	.140
sup02	-.520	.070	.037	.140
sup03	-.687	.070	.451	.140
sup04	-.652	.070	.465	.140
sup05	-.646	.070	.381	.140
Low Ranking Sample (n= 535)				
sup01	-1.039	.106	1.150	.211
sup02	-.528	.106	.119	.211
sup03	-.991	.106	1.338	.211
sup04	-.823	.106	.728	.211
sup05	-.876	.106	1.088	.211
Pooled Sample (n=1,747)				
sup01	-.906	.059	.736	.117
sup02	-.522	.059	.061	.117
sup03	-.780	.059	.711	.117
sup04	-.703	.059	.532	.117
sup05	-.713	.059	.566	.117

Table A6.2-3: Skewness and Kurtosis Statistics for Organization integration (OI) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
inf01	-.559	.070	.434	.140
inf02	-.536	.070	.597	.140
inf03	-.400	.070	-.264	.140
Low Ranking Sample (n= 535)				
inf01	-.582	.106	.655	.211
inf02	-.582	.106	.723	.211
inf03	-.474	.106	-.160	.211
Pooled Sample (n=1,747)				
inf01	-.569	.059	.496	.117
inf02	-.550	.059	.628	.117
inf03	-.423	.059	-.238	.117

Table A6.2-4: Skewness and Kurtosis Statistics for Media quality (MQ) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
inf04	-.433	.070	.194	.140
inf05	-.462	.070	-.095	.140
inf06	-.523	.070	.471	.140
Low Ranking Sample (n= 535)				
inf04	-.483	.106	.013	.211
inf05	-.488	.106	-.142	.211
inf06	-.688	.106	.569	.211
Pooled Sample (n=1,747)				
inf04	-.447	.059	.130	.117
inf05	-.470	.059	-.112	.117
inf06	-.574	.059	.493	.117

Table A6.2-5: Skewness and Kurtosis Statistics for Horizontal communication (HC) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
cow01	-.585	.070	.298	.140
cow02	-.570	.070	.358	.140
cow03	-.682	.070	.629	.140
Low Ranking Sample (n= 535)				
cow01	-.614	.106	.352	.211
cow02	-.230	.106	-.270	.211
cow03	-.279	.106	-.164	.211
Pooled Sample (n=1,747)				
cow01	-.594	.059	.312	.117
cow02	-.478	.059	.200	.117
cow03	-.564	.059	.394	.117

Table A6.2-6: Skewness and Kurtosis Statistics for Organisational perspective (OP) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
inf07	-.587	.070	.326	.140
inf08	-.522	.070	.303	.140
inf09	-.533	.070	.179	.140
inf10	-.353	.070	-.411	.140
inf11	-.337	.070	-.214	.140
Low Ranking Sample (n= 535)				
inf07	-.868	.106	.904	.211
inf08	-.443	.106	-.003	.211
inf09	-.757	.106	.632	.211
inf10	-.399	.106	-.235	.211
inf11	-.305	.106	-.098	.211
Pooled Sample (n=1,747)				
inf07	-.675	.059	.507	.117
inf08	-.495	.059	.199	.117
inf09	-.597	.059	.298	.117
inf10	-.370	.059	-.359	.117
inf11	-.327	.059	-.182	.117

Table A6.2-7: Skewness and Kurtosis Statistics for Personal Feedback (PF) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
High Ranking Sample (n= 1,212)				
per01	-.455	.070	.329	.140
per02	-.496	.070	.248	.140
per03	-.629	.070	.555	.140
per04	-.721	.070	.472	.140
per05	-.691	.070	.554	.140
Low Ranking Sample (n= 535)				
per01	-.418	.106	.579	.211
per02	-.442	.106	.436	.211
per03	-.438	.106	.291	.211
per04	-1.012	.106	1.385	.211
per05	-.672	.106	.995	.211
Pooled Sample (n=1,747)				
per01	-.445	.059	.399	.117
per02	-.484	.059	.306	.117
per03	-.579	.059	.497	.117
per04	-.811	.059	.744	.117
per05	-.690	.059	.680	.117

Although a value of 0 corresponds to the perfect normality in data distribution, Hoyle (1995) posits that this rarely achieved in social science research. As Hair et al. (2006), a value of ± 2.58 is the cut-off point for rejecting the normality assumption at 0.01 error level, and ± 1.96 is the cut-off point for rejecting the assumption at the 0.05 error level. As per the above Tables A6.2-1 – A6.2-7, the magnitude of skewness and kurtosis are within the range of ± 2.58, meaning that all internal communication satisfaction constructs are well within a reasonable of normality.

Table A6.2-8: Skewness and Kurtosis Statistics for Employees' brand identification (EI) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Pooled Sample (n=1,747)				
att02	-.625	.059	.236	.117
att03	-.538	.059	.297	.117
att04	-.682	.059	.167	.117
att05	-.461	.059	.123	.117
att06	-.627	.059	.708	.117
att07	-.634	.059	.398	.117
att08	-.814	.059	.631	.117

Table A6.2-9: Skewness and Kurtosis Statistics for Employees' brand commitment (EC) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Pooled Sample (n=1,747)				
att09	-.698	.059	.863	.117
att11	-.709	.059	.735	.117
att12	-.685	.059	.756	.117
att13	-.640	.059	.616	.117
att14	-.555	.059	.465	.117

Table A6.2-10: Skewness and Kurtosis Statistics for Employees' Brand loyalty (EL) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Pooled Sample (n=1,747)				
att21	-.336	.059	.034	.117
att22	-.244	.059	-.127	.117
att23	-.657	.059	.523	.117

Table A6.2-11: Skewness and Kurtosis Statistics for Employees' brand behaviour (EB) Scale

Item	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Pooled Sample (n=1,747)				
rol01	-.604	.059	.977	.117
rol02	-.673	.059	.692	.117
rol04	-.443	.059	.368	.117
rol05	-.491	.059	.548	.117

Tables A6.2-8, A6.2-9, A6.2-10, and A6.2-11 indicate that all dependent variables scales have z-value of skewness within ± 2.58 range both in the high/low rankings sample and pooled sample. Additionally, it was concluded that the EI, EC, EL and EB variables can be taken into measure validation stage utilising Structural Equation Modelling with good levels of confidence.

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