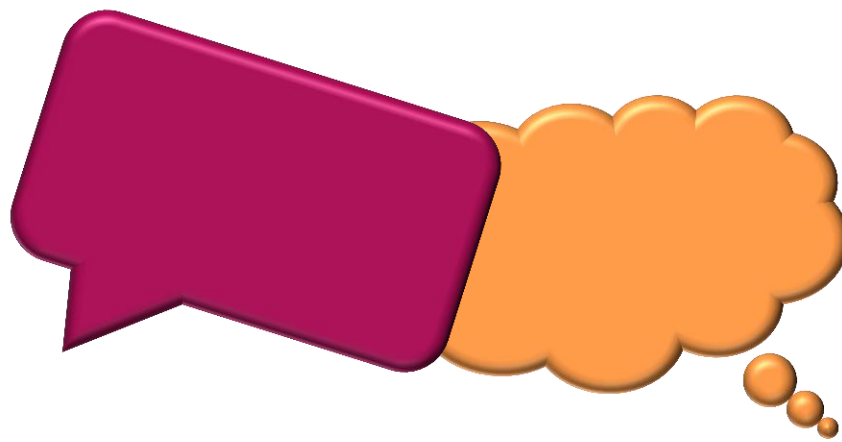


THE INFLUENCE OF INTERNAL COMMUNICATION ON TEXTUAL AND ORGANIZATIONAL OUTCOMES IN A HOME CARE ORGANIZATION

An experimental research on the comparison of internal messaging based on source characteristics and the perspective used in the internal messages



MASTER THESIS

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Abstract

Background. Among other home care organizations, TSN Thuiszorg is experiencing an ongoing process of change due to changing legislations and austerity measures. Nowadays it is critical to respond to these changes. If home care organizations still want to deliver high quality service to their clients with less (financial) resources, they should focus on their front-line employees who are working in name of their organization. When employees feel identified with the organization they are willing to improve the image and performance of the organization (e.g. Kane, Magnusen, & Perrewé, 2012). The important role of organizational identification for employees and organizations highlights the need to understand in what ways organizations can influence the degree of identification of their employees. Several studies that have been conducted in this area, argue that internal communication plays a critical and beneficial role (e.g. Tanis & Beukeboom, 2011). These researchers found that internal messages that signal personal focus and organizational identity increase employees' organizational identification. This research wants to contribute to this knowledge by focusing on two different peripheral cues in internal communication. Message perspective (direct vs. indirect) and source characteristics (local vs. national) are used to measure the effects on the perceived comprehensibility and attractiveness of the internal messages and on organizational outcomes such as attitude toward the source, perceived organizational support and organizational identification. Thus, TSN Thuiszorg is hoping to find a way to improve the current organizational identification of their domestic helpers with the use of internal communication.

Method. An experiment is established for this quantitative study based on a two-by-two between-subject design. This design concerned the independent variables message perspective (direct vs. indirect) and message source (national vs. local). These two variables are used to manipulate the internal messages on the intranet during a period of two weeks. Three internal messages are written based on the four different conditions; direct - local, direct - national, indirect - local and indirect - national. In total, 203 participants joined the whole experiment. They read the three internal messages, with intervals of three days, and completed the questions attached to the messages. Due to the fact that this experiment was conducted in a home care organization, the sample mainly exists of women (97%), the average age is 48, the average tenure is 5.4 years and the most common education level is pre-vocational secondary education (in Dutch, VMBO).

Results . The different perspectives used in internal messages appeared to significantly differ from each other based on the manipulation check. A significant effect of message perspective has been found on message attractiveness and comprehensibility. The manipulation check of message source was less successful, it appeared that the participants did not understand the difference between a national and local source in the messages. Possible reasons for this misunderstanding are the lack of commitment with the source, disbelief, no attention paid to the source, and influence of the researcher. Due to this less successful manipulation, further analyses were not performed.

Conclusion. This study contributes to a better understanding of the influence of source characteristics and message perspectives on employee perceptions regarding textual and organizational outcomes. A direct perspective used in internal messages positively influences textual outcomes in a home care organization setting. This direct perspective did not influence organizational outcomes such as attitude toward source, perceived organizational support or organizational identification. It is not wise to draw conclusions on the other independent variable, message source, because the manipulation has not been understood completely by all participants. Employees with a positive attitude toward the source, high perceived organizational support and high organizational identification can apparently not be realized after reading three internal messages. More material or actions fostering identification, and a longer period of time, are probably needed to accomplish positive influences on organizational outcomes.

Preface

By finishing this master thesis my life as a student is going to be over soon. Writing a master thesis seemed far away when I started studying in Enschede six years ago. I experienced the need to gain more knowledge and depth in the field of marketing communication during my bachelor at Saxion University of Applied Science. Therefore, I started my Premaster Communication studies in 2011 at the University of Twente; writing a master thesis came closer by making this decision. I gained the theoretical knowledge I was looking for but I lacked the practical knowledge. Therefore, I started an internship at TSN Thuiszorg at the communication department, where I simultaneously performed the research for my master thesis. At this moment, more than nine month after I started my internship and a lot of work experience richer, I finally wrote the long awaited master thesis. I could not have accomplished it on my own; therefore I would like to thank several people.

First of all, I would like to give special thanks to my colleagues at TSN Thuiszorg, to Alex Kuiper in particular for the opportunities he gave me. My colleagues supported and encouraged me to gain work (and table tennis) experience in the field of marketing communication during my internship, which is very valuable to me. I had a great time!

I would also like to thank my first supervisor, Joyce Karreman, for her enthusiasm and helpfulness. She was always willing to give critical advice and supported me with my choices. My thanks also go to Suzanne Jansen, my second supervisor, for her useful critique; therewith I was able to optimize my thesis. Finally, I would like to thank my family, boyfriend, roommates and friends for their support, kind words and optimism.

Enjoy reading my thesis!

Kim Wissink
Enschede, June 2014

Table of contents

1. Introduction	5
1.1 Research context	6
1.2 Outline of the report	6
2. Theoretical framework	7
2.1 Internal communication	7
2.2 The importance of identification	8
2.3 Peripheral cues in internal communication	10
3. Materials and Method	15
3.1 Design	15
3.2 Procedure	15
3.3 Participants	16
3.4 Instrumentation	17
4. Results	21
4.1 Manipulation check	21
4.2 Hypotheses testing	22
4.3 External factors	24
5. Conclusion and Discussion	26
5.1 Discussion of the results	26
5.2 Limitations and future research	28
5.3 Practical implications	29
References	31
Appendices	34
Appendix I.	34
Appendix II.	37
Appendix III.	40

1. Introduction

The end of the Dutch welfare state is proclaimed and will be replaced by a 'participation society'. The second half of the twentieth century brought about arrangements in social security and long-term care that are unsustainable in their current form, therefore austerity measures are necessary. Under the austerity measures, the national budget for home care will be cut dramatically. The Dutch home care sector is experiencing an ongoing process of change and it is becoming a social problem. Although some of the developments are relatively well predictable such as populations aging and growth of care needs, at the same time there is uncertainty in other areas such as the introduction of the market competition and the changing legislation.

For home care organizations nowadays it is critical to respond to these changes. Some of the organizations in the Netherlands are forced to lay off many employees due to the austerity measures. The increased market competition leads to the awareness that the quality of the service of these home care organizations should be superior in order to differentiate and keep the clients satisfied. If home care organizations still want to deliver high quality service to their clients with less (financial) resources, they should focus on the home care employees. They are front-line employees and are working in name of their organization. When employees feel identified with the organization they are able to show extra-role behavior and are willing to improve the image and performance of the organization (Bakker & Demerouti, 2008; Kane, Magnusen, & Perrewé, 2012; Podsakoff, Whiting, Podsakoff & Blume, 2009). Furthermore, identified employees are also more loyal to the organization, their turn-over intentions decrease, work satisfaction is higher, show more supportive behavior, and they have more motivation (Ashforth, Harrison, & Corley, 2008; Ashforth & Mael, 1989; Cooper & Thatcher, 2010). However, home care employees are virtual workers who are not physically in touch with their organization. Therefore, it is more difficult for home care organizations to realize high identification with their employees. Not only home care organizations can take advantage of this study, also other organizations with mainly virtual workers can use the practical implementations gained in this study for their communication strategy in the future.

The important role of organizational identification for employees and organizations highlights the need to understand in what ways organizations can influence the degree of identification of their employees. In several studies that have been conducted in this area, internal communication plays a critical and beneficial role (Bartels, Pruyn, De Jong, & Joustra, 2007; Smidts, Pruyn, & Van Riel, 2001; Tanis & Beukeboom, 2011). Due to internal communication, the organization is able to provide adequate information about employees' roles, share information on organizational plans and goals, and fulfil socio-emotional needs of employees. Although internal communications seems to be an important factor in influencing identification, it appears that there is still limited knowledge about which specific aspects in internal communication foster organizational identification. Tanis and Beukeboom (2011) already researched subtle cues in internal communication that have a positive influence on organizational identification. They found that adding a salutation (signal personal focus) and the company logo (signal organizational identity) in e-mails, next to the content of the message, increases employees' organizational identification. This study wants to contribute to this knowledge by focusing on two different peripheral cues in internal communication; the way the organization approaches the employees in their communication and the source of the message.

This study focuses on message approach because Tanis and Beukeboom (2011) already concluded that a personal focus (adding a salutation) positively influences identification. More specifically, this study investigates whether a direct (personal) versus an indirect (impersonal) perspective in the message will influence textual and organizational outcomes. When readers are directed personally, they might feel that more attention is given to them and they will be more engaged

with the message (Jansen & Janssen, 2010) which leads to a more positive evaluation of the message and its sender. The degree of perceived organizational support and their identification with the organization grows. Besides that, this study focuses on the source of the message because this signals organizational identity. A distinction is made between a message sent from the organization as a whole (national) and from a specific department (local). The degree of similarity between the source (organization/department) and the reader (employee) has a positive influence on organizational identification (Dutton, Dukerich, & Harquail, 1994). It is interesting to investigate whether the national or local source has a more positive influence on perceived organizational support and identification. These two cues in the message can also reinforce each other which make it an interesting combination in this research. In short, I want to explore whether the perspective used in the message (direct versus indirect) and the source of the message (local versus national) foster positive textual and organizational outcomes. The following research question can be formulated:

To what extent do the perspective chosen in a message and the source the message is sent from, influence textual and organizational outcomes in a home care organization setting?

1.1 Research context

The organization that has cooperated in this study is the home care organization Thuiszorg Service Nederland (TSN). TSN is a fast growing and independent home care provider with a national coverage. Due to several takeovers in the last few years, TSN expanded to the largest home care organization in the Netherlands with a team of 20.000 caregivers in the field, and a total of 50 different local departments. However, locally TSN is mostly the smallest provider (except Groningen). TSN wants to be near their clients, in the area where they live. They want them to be autonomous in their own house as long as possible, with support from their home care employees who signal their individual needs. High quality service is one of the most important objectives of TSN; they want to deliver a service that is adapted to each individual. Home care workers are mainly on the road (virtual workers) and therefore have no physical or tangible contact with their organization. Simultaneously, these caregivers are the face of the organization. TSN wants to encourage their employees to capitalize on their role as key ambassador and live the brand. However, this can only be achieved if the employees can identify themselves with their organization and convey this to their client.

1.2 Outline of the report

An overview of the literature in the field of organizational identification, internal communication, peripheral cues in internal communication and their influence on the textual and organizational outcomes, will be presented in chapter two. Based on the literature several hypotheses are formulated. Chapter three explains the research method including the design, procedure and participants, and the measurement instrumentations of the independent and dependent variables. Chapter four describes the results of this research. Finally, the conclusion and discussion are presented in chapter five; this includes a discussion of the results, limitations of the research, suggestions for future research, and practical implications for organizations.

2. Theoretical framework

Internal communication is positioned first in this theoretical framework. Section one will give an overview of the concept of internal communication, and why it is important in this study. Its relation to identification is also explained and this concept will be discussed in more detail in section two. The different peripheral cues in internal communication and their influence on textual and organizational outcomes will be discussed in section three.

2.1 Internal communication

Within every organization, internal communication happens constantly and includes various types and levels of richness of communication. This research focuses on managed internal corporate communication through the intranet medium. According to Welch and Jackson (2007) managed internal corporate communication can be understood as communication 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. Smidts et al. (2001, p. 1052) describe the content of internal communication as information about employees' roles, organizational issues (goals, objectives, new developments, activities and achievements) and personal contributions.

The competitive advantage of strategic internal communication is not only derived from the benefits of committed, belonging employees, this advantage is also due to the well-informed employees who contribute to positive external public relations efforts of the organization. The employees can be an organization's best ambassador or loudest critics, depending whether and how they get information (Howard, 1998). An organization that succeeds in communicating desirable values and goals also may succeed in making employees identify with the organization, which will lead to employees who speak positively about the organization. Through this, the corporate reputation can be enhanced, because external stakeholders view employees as a credible source (Dawkins, 2005).

According to Dutton et al. (1994) being well-informed about organizational issues will enable members to discover the salient characteristics that distinguish one organization from another. Consequently, the organization becomes an object with which members can identify more easily. It can strengthen member identification because it provides organization members with an opportunity to create and share their subjective perception of the organization's defining features; its norms, values and culture. Knowledge of these facets of the organization creates a sense of shared meaning among employees. Communication can help to create shared meaning because it creates a shared interpretive context among organizational members (Zack, 1993). Shared meaning provides organization members with a clear sense of the organization's identity, which may strengthen member identification. Moreover, by providing employees with a feeling of ownership in the shared meaning that has been created, the member identification may be even stronger because they feel that they have helped develop it. However, Moloney (2000) has a critical perspective and states that internal communication also can be seen as propaganda, where employers try to manipulate employees. Thus, internal corporate communication can be used on the one hand to create and share subjective perception of the organization's defining features to develop member identification (the ethical intent), and on the other hand as means for those in power to manipulate and control member of the organization. Therefore, it needs to be emphasized that the ethical intent of the communication is used in this study. To understand how internal messages might contribute to organizational identification, I will first explain more about this concept and take a closer look to what identification entails.

2.2 The importance of identification

Next to the content of an internal message and the climate in which this message is performed, also very subtle cues of the message can make a difference in increasing employees feeling of organizational identification (Tanis & Beukeboom, 2011). Organizational identification has been defined in many ways, ranging from quite narrow to quite broad and can be linked to belongingness, emotional attachment, attraction to organization, perceived similarity between the self and the organization, and loyalty towards the organization (Edwards, 2005). The construct of organizational identification has much overlap with the construct of organizational commitment. Therefore, I first want to clarify the difference between commitment and identification before I explain the concept of identification.

2.2.1 Commitment

Allen and Meyer (1990) created a three-component model and defined affective organizational commitment as emotional attachment to, identification with, and involvement in, the organization. Commitment represents a positive attitude towards the organization where the self and organization remain separate entities. In contrast, organizational identification is a perceived oneness with the organization. Moreover, Pratt (1998) stated that organizational commitment can be measured as “How happy or satisfied employees are with their organization” and organizational identification on the contrary is concerned with the question “How employees perceive themselves in relation with their organization”. Although, theoretically speaking, identification and commitment are not the same constructs (Van Knippenberg & Sleebos, 2006), they are strongly related to each other. The meta-analysis of Riketta (2005) reported a large amount of shared variance between both constructs. However, organizational identification appeared to be more strongly related to extra-role performance than was organizational commitment. Therefore this study will focus only on organizational identification without including empirical evidence on organizational commitment.

2.2.2 Narrow and broad formulations of identification

To achieve the stage of identification, Tajfel (1982) argues that a cognitive component is necessary, in the sense of awareness of a membership. Besides that, an evaluative component is necessary too, in the sense that this awareness is related to some value connotations. A third component is an emotional investment in the awareness and evaluations. Ashforth et al. (2008) picture the narrow and broad formulations of identification which is presented in Figure 1. These formulations are related to the three components mentioned by Tajfel (1982).

The narrow end represents the cognitive component, 'I am A', which refers to a person's self-definition in terms of his or her organizational membership; the knowledge of being a member of a certain group. Moreover, a social identity also includes values and the emotional importance attached to a membership. Individuals should value the identity of a certain group. The broader formulation is therefore related to the evaluative component and includes the major content of the identity. These are the central, distinctive, and more or less enduring attributes that constitute identities in an organizational context. They show what it means to be 'A', such that identification implies an acceptance of those attributes as one's own. The component will lead to positive images of the organization and thus a positive social identity (Tajfel, 1982). However, the ring between these two formulations of identification should be dotted according to Ashforth et al. (2008); this means that organizational identification typically but not necessarily includes each of the content attributes. The attributes may be unclear or even conflicted in some organizations. Therefore, an individual does not necessarily have to accept certain attributes as one's own to feel identified with the organization.

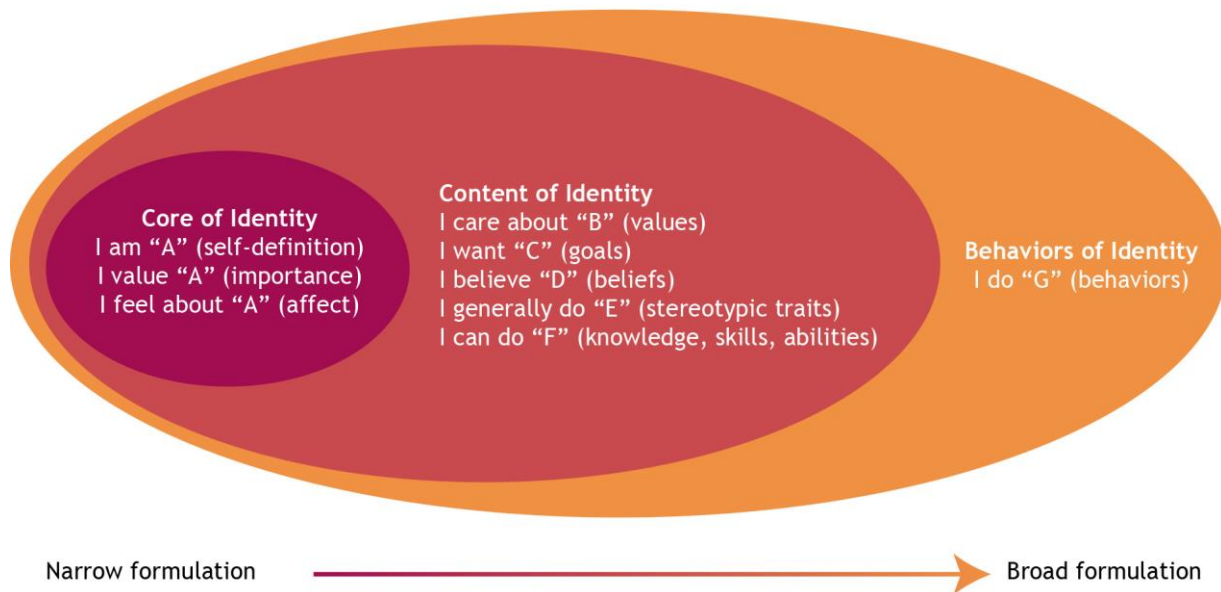


Figure 1. Identification: a fuzzy set by Ashforth et al. (2008)

The final ring represents behavior. Ashforth et al. (2008) argue that behavior should be regarded as an outcome of identification, not as a necessary component. Also Kane et al. (2012) argue that being identified has a positive association with behaviors that are supportive of the collective group, including organizational citizenship behaviors (extra-role behavior). Therefore, behavior does not have to be a necessary component to achieve the stage of identification; it is an outcome of an identified individual.

Other valued outcomes of organizational identification are researched widely. Ashforth and Mael found that employees who identify strongly with their organization are more likely to show a supportive attitude towards it (1989) and behave in accordance with the company's identity, reputation and strategy (1996). Besides that, being identified can increase their loyalty, decrease turn-over intentions, prevent alienation, lead to more work satisfaction and in general increase performance (Ashforth et al., 2008). Furthermore, Cooper and Thatcher (2010) add that higher levels of identification tend to increase motivation, may lead to higher group cohesion and cooperation, lower in-group conflicts, and positive behaviors congruent with the group's identity. All these kind of outcomes of organizational identification are particularly important in a service organization context, where employees play a vital role in delivering quality and achieving customer satisfaction.

2.2.3 Multiple organization identification

The majority of research on organizational identification has focused on the organization as a whole. However, organizations can have multiple entities and be a geographically dispersed organization. Studies conducted by Bartels et al. (2007), Johnson, Morgeson, Ilgen, Meyer and Lloyd (2006) and Reade (2001), view organizations as multiple entities and focus on the distinction between several organizational groups with which employees might identify themselves. Identifying oneself with a specific work group or department is clearly different from identification with the organization as a whole. Bartels et al. (2007) argue that internal communication management should concentrate on work groups and departments within the organization in order to achieve stronger identification with the entire organization. Reade (2001) focused on organizational subunit versus the wider organization in an international context, and argues that local identification is likely to be influenced more by local antecedents (support of the immediate superior, local prestige and local distinguishing factors) than by global antecedents, and global identification more by global antecedents.

2.2.4 Antecedents of organizational identification

Identified employees are a great advantage for organizations. Therefore, it is crucial to look at the factors that influence the degree to which employees identify with their organization. There are factors that cannot be influenced directly by the organization. Factors that are uncontrollable are personal factors of employees like need for social identity and organizational factors such as success (Ashforth et al., 2008; Mael & Ashforth, 1992). Managed internal corporate communication is one of the controllable factors, which appears to be one of the most researched and influencing antecedents of identification (Bartels et al., 2007; Smidts et al., 2001; Tanis & Beukeboom, 2011). This research focuses on this controllable factor and will be further explained in section 2.3.

Nevertheless, other antecedents such as perceived distinguishing ability of the organization and degree of contact between the employee and the organization also influence organizational identification (Mael & Ashforth, 1992). Fay and Kline (2012) concluded that informal co-worker communication also has a positive relation to identification. Co-worker social support could lead to a feeling of being part of the organization. Employees who perceive that they are integrated with other colleagues are likely to assume that others see them as a member of the organization, and therefore may be likely to view themselves as a member of the organization as well.

The last antecedent that will be explained here is perceived organizational support, which refers to the employee's perception concerning the extent to which the organization values their contribution and cares about their well-being. Past research has shown that perceived organizational support leads to positive work outcomes including organizational identification (Rhoades & Eisenberger, 2002). More recently, Gillet, Colombat, Michinov, Pronost, and Fouquereau (2013) have also proven that perceived organizational support leads to an increase of organizational identification. They conclude that employees' confidence in the organization is an important factor leading to increased perceived organizational support. Internal communication can, by providing information of organizational issues and employees' roles, increase confidence of the employees in the organization and therewith their perceived organizational support. Neves and Eisenberger (2012) confirm this relation; they state that internal management communication will positively affect the perceived organizational support of the employees. This antecedent as an important outcome of internal communication is also taken into account in this research. The peripheral cues in internal communication that foster organizational identification will be discussed in the following section.

2.3 Peripheral cues in internal communication

Most studies about internal communication in relation to organizational identification only focus on the communication preferences of employees (the amount, channels, types of information etc.). As mentioned before, this study focuses on specific aspects in internal communication that foster organizational identification and other organizational outcomes, next to textual outcomes. In total five different dependent variables will be discussed in this section. The textual outcomes are related to the perceived attractiveness and comprehensibility of the message. The organizational outcomes are related to the attitude of the employees toward the source, their perceived organizational support and organizational identification.

Smidts et al. (2001) found that the content and the climate of employee communication affect identification. More specifically, they suggest that the importance of *how* an organization communicates internally is more essential than *what* is being communicated (the content of the message). To increase identification, the information that is communicated should signal organizational identity, because it helps individuals to see themselves as a part of the organization they work for (Postmes, Tanis, & De Wit, 2001). Besides that, a positive and open communication climate in which individuals feel valued and appreciated is important as well (Smidts et al., 2001).

These findings propose that organizational identification can be fostered through internal communication by expressing the characteristics of the group (organization) a person is part of, as well as expressing that the employee is being valued and appreciated by the organization. Cues in internal messages that signal this appreciation can be communicated through the usage of a personal perspective (Tanis & Beukeboom, 2011). This will be explained in section 2.3.1. On the other hand, cues that signal organizational identity are for example the company's logo and the name of the sender, to make visible from whom the message is derived. These two cues in internal communication, the perspective and the source of the message, will be explained in relation to textual and organizational outcomes in the next sections.

2.3.1. Perspective

When writing a business text, according to Jaspers (1987) there are four different perspectives from which the writer can choose to apply in the text. They can choose for a writer perspective; where the writer uses a first person point of view (I or we) to make a more personal impression to the reader. Furthermore, they can choose to use a reader perspective; where the reader is approached directly by using a second person point of view (you and your), this is also used to make a more personal impression. Jaspers (1987) adds that the reader and writer perspective can be combined in the interaction perspective, where the reader and writer are both presented or alternate each other. Finally, a business-like perspective can be chosen; the reader and writer are both not mentioned directly, which can be called a third person point of view where the terms 'them', 'the employees', and other more general descriptions are used. Mainly based on this literature a comparison can be made between approaching the reader directly to create a personal message and not approaching the reader directly to create a more distanced, impersonal message. From now on I will mention this distinction as a direct perspective and an indirect perspective. The direct perspective will use terms as 'we/you' and 'our/your' and the indirect perspective uses general terms as mentioned before. To illustrate this operationalization, an example will be given in the textbox below.

Direct perspective: We can inform you about our new training program.

Indirect perspective: [Name organization] can inform its employees about the new training program.

With a direct perspective, the reader is personally approached (you) which is comparable to the reader perspective of Jaspers. Furthermore, the writer uses 'we' and 'our' to refer directly to the one who is writing this message, which is comparable to the writer perspective. On the other side, the indirect perspective does not mention the writer or reader directly, but uses a general description, which is comparable to the business-like perspective. This study specifically focuses on the direct and indirect perspective in the text.

Several researchers gave recommendations for the direct (and sometimes indirect) perspective used in messages. Although these researchers used different constructs to describe this distinction, the intentions of the researchers are the same. A study conducted by Den Ouden and Doorschot (2010) for example compared a personal, relational letter to a business-like letter and concluded that the personal, relational letter evoked a higher appreciation by the readers. Furthermore, Verheijdt (as cited in Pander Maat, 2004) found positive effects of a direct perspective on multiple fronts. This study focused on letters of charity organizations. The letters with a direct perspective were rated more attractive and credible than letters without this perspective. Furthermore, the readers perceived the sender as more positive and had a more positive attitude against donating to the charity after reading the letter with a direct perspective.

Meiners and Miller (2004) investigated the personal and open versus impersonal and distanced perspective in negotiations. When there is a personal and open perspective in interactions, a higher confidence of the speaker's goodwill and willingness to work toward a solution exists. It can be assumed that not only for negotiations this correlation will be found. Using this perspective in internal communication might also contribute to higher feeling of goodwill and willingness to work to a solution of the sender of the message which might contribute to the feeling of perceived organizational support of the employees. Neves and Eisenberger (2012) argue that open communication from the management may signal that the organization cares about the well-being and values the contribution of its employees, thus increases perceived organizational support. Besides that, when a message is personally directed, the reader can engage more with the message (Jansen & Janssen, 2010) and feels valued and appreciated which increases identification with the sender of the message; the organization (Smidts et al., 2001).

An experimental research of Pander Maat (2004) manipulated an advertisement letter for a membership. They addressed the reader personally compared to no addressing at all, which can be compared to the direct perspective and indirect perspective respectively. The textbox below shows a specific part from the advertisement.

Addressing: You can probably agree to the fact that sometimes you want to look for a DVD or CD, but cannot find the time to go to a store

No addressing: Many people can agree to the fact that sometimes they want to look for a DVD or CD, but cannot find the time to go to a store.

When a direct perspective (addressing) was used, a negative effect was found on credibility and expertise of the organization, the attitude towards the membership and persuasiveness. Pander Maat (2004) states that this advertisement contains obligations regarding a membership which might be the reason for the direct perspective to *not* be perceived as personal and informal by the readers, but as pushy. This argumentation can be supported by research from Shelby and Reinsch (1995) who argue that the nature of the message can also have an impact on the influence of a specific perspective used in a message. They analyzed letters in which the organization blames employees about their abuse of the copier. Their conclusion is that in a negative message, including obligations or reproaches, a direct perspective should be avoided. The reader can perceive that the message is personally directed to him or her which in this case has a negative effect. Thus, in messages where employees are appealed by their inappropriate behavior, using a direct perspective might not be advantageous.

The information presented in the previous paragraph does not immediately apply to this study. Since informative internal communication is used in this study, I assume that when a direct perspective is used in the internal messages it will lead to more positive textual and organizational outcomes (Den Ouden & Doorschot, 2010; Verheijdt in Pander Maat, 2004). The employees perceive the message as more attractive and comprehensible when reading the message with a direct perspective. A direct perspective improves the personal characteristics of a message and therewith the employees are more engaged with the message. Furthermore, they feel more valued and appreciated by the use of this direct perspective, which influences the organizational outcomes more positive than when an indirect perspective is used. Thus,

H1: A direct perspective used in the internal message has a more positive influence on the (a) message attractiveness, (b) message comprehensibility, (c) attitude toward source, (d) perceived organizational support and (e) organizational identification, in comparison to an indirect perspective.

2.3.2 Message source

The message source is quite distinct from the message itself and may have considerable impact on the influences of internal communication. It is likely that the sender's characteristics and the sender-recipient relationship influence how content in messages is perceived by the receivers. The sender of the message in this study is the organization. However, a distinction between two types of senders is made, a department and the organization as a whole.

Two basic categories of source attributes are credibility and attractiveness. When employees receive a message from the organization they may expect the source to be credible, this attribute focuses on expertise and trustworthiness. Source credibility can affect how individuals evaluate communication messages and the development of behavioral intentions by serving as a peripheral cue (Petty & Cacioppo, 1979). As compared with low-credible sources, highly credible sources are expected to supply more valid arguments; the reader can therefore process reliable messages more positively. This positive process leads to a reader who perceives message arguments as stronger, elicits more favorable message-relevant thoughts and, in turn, it leads to more effective communication (Tormala, Briñol, & Petty, 2007).

The attractiveness of the source may in this case be more important for employees when evaluating the message in relation to their perceived organizational support and organizational identification. Source attractiveness encompasses the physical attractive (with visual communication), similarity, sympathy and likeability. The perceived similarity of the reader with the source has a direct positive effect on the attractiveness. Dutton et al. (1994) proposed that a greater degree of similarity between a person and its organization results in attitudes and behaviors consistent with stronger identification with the organization. Besides that, liking plays an important role in evaluations (Lefkowitz, 2000). More specifically, it is general believed that when the reader likes the source, the message from this source will be evaluated more positively and leads to more positive outcomes.

When bringing this information in relation to the research context, I assume that employees are more attracted to (more similarity and higher liking) their own department than the organization as a whole because this is more present in their daily lives. The managers of these departments are supporting and evaluating their work, and their physical presence is higher. Thus, a message sent from their own department could lead to more positive message and source evaluations. Furthermore, because the similarity between the reader and the department is higher than between the reader and the organization as a whole, their perceived organizational support and organizational identification will be higher after reading the message that is sent by their own (local) department in contradiction to a message that is sent by the organization as a whole (national). I therefore propose,

H2: A local source of the internal message has a more positive influence on the (a) message attractiveness, (b) message comprehensibility, (c) attitude toward source, (d) perceived organizational support and (e) organizational identification, in comparison to a national source.

2.3.3 Perspective and source

The credibility and attractiveness of the source are important factors that influence the relationship between the reader and the source. As mentioned before, the attractiveness between the reader and its department is higher which will lead to more positive outcomes. However, the use of a specific perspective in a message can also influence this relationship; a direct perspective for example can reduce the distance between the reader and the source. More specifically, the reader feels that the message sent from their own department is written for him or her and can

engage more to the message which will lead to more sympathy for the source and to a more positive attitude towards the source.

This argumentation can be supported by the politeness theory of Brown and Levinson (1987). This theory states that every person has a positive and a negative face. A person's positive face is the need to be accepted and respected by others. The negative face means that people want to be independent, to have freedom of action, and not to be imposed on by others. When one of these faces is threatened, a positive politeness strategy can be used to minimize these threats (Jansen & Janssen, 2010). A direct perspective can be seen as a positive politeness strategy. When the objective of a message is to encourage a certain attitude or behavior, the negative face of a person is threatened because the writer wants the reader to take action. The direct perspective in this situation can create a common bond which will lead to more engagement with the message and a relevant evaluation of the message. Pander Maat (2004) argues that the direct perspective is mainly used in situations when the writer wants to gain sympathy and when there already is a small distance between the writer and the reader to ensure that the message is accepted by the reader. However, the combination of the source and the direct perspective in a message can also cause relational problems. When a more distanced source is approaching the reader directly, it can undermine the positive evaluation of the message and the source because it can be perceived as too amicable or friendly. Thus, when the distance between the reader and the writer is too small or too big, problems in their relationship can occur. Therefore it is hard to separate the influence of the source of the message and the perspective used in the message. Based on this information I propose,

H3: There is an interaction effect between the source and the perspective: The outcomes of the use of a local source will be reinforced by a direct perspective.

3. Materials and Method

A quantitative study with an experimental design is conducted in order to test the hypotheses. The participants of this study read three internal messages from their organization with an informative content, within a period of two weeks. Based on these three different internal messages, with the same manipulations, the participants completed a questionnaire. In this chapter the research design of a two-by-two factorial design will be described in the first section, followed by the procedure in section two and the participants in section three, finally the measurements instrumentation will be described in the last section.

3.1 Design

In order to explore whether the perspective and source of the internal message have an influence on different organizational and textual outcomes, an experiment based on a two-by-two between-subject design is conducted. This design concerned the independent variables message perspective (direct versus indirect) and message source (national versus local). An overview of the four conditions is presented in Table 1.

Table 1. Overview of the four conditions and the number participants (N = 203)

		Message source	
		National	Local
Message perspective	Direct	Condition 1 N= 55	Condition 2 N= 52
	Indirect	Condition 3 N= 50	Condition 4 N= 46

3.2 Procedure

The organization informs their home care employees via the intranet. Prior to the experiment, there was no strict policy about the style of communication and no specific attention was paid to the source of the internal message. During the experiment that lasted two weeks, I was allowed to manipulate the source and the style of three internal messages with different informative topics (see section 3.4.1). Due to the limited possibilities of the intranet the different internal messages were spread through an online questionnaire tool as a picture, including questions. Figure 2 shows the timeline of the three different surveys.

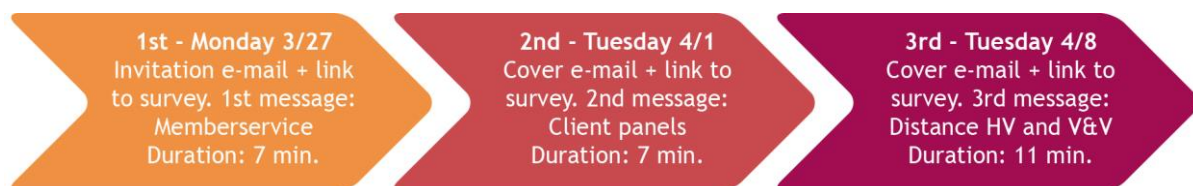


Figure 2. Timeline of the threefold research procedure

Participants were assigned randomly to one of the four experimental conditions mentioned in Table 1, and received the same manipulation during the whole experiment. They received an invitation for this threefold experiment by e-mail. First they were informed about the experiment, after that instructed to read the message with full attention, and it was emphasized that there were no wrong answers in this experiment. Besides that, they were also informed about the incentive provided to five participants. The employees who received the invitation e-mail and had no interest in participating were asked to reply on the e-mail and were excluded from the experiment. The employees who were interested immediately started the experiment by a link that was redirected to the online questionnaire. To make sure the internal message looks as natural as their regular internal messages, it was presented on their intranet webpage and a screenshot of it was copied to

the online questionnaire. After that, they were asked to value statements about the direct perspective of the message and its source (manipulations check), about the message attractiveness and comprehensibility (dependent variables), the quality of the internal message (control variable) and at the end their gender and date of birth were asked. Additional to the items of the message attractiveness and comprehensibility, the participants could place remarks to explain their choices.

After four days the participants received the second part of the experiment by e-mail. Just like the first part, they received an e-mail with instructions and a link to the online questionnaire in which first the internal message was presented and afterwards the questions. Six days later, they received the last part of the experiment by e-mail, including the third internal message. This part contained next to internal message a longer questionnaire, with more questions concerning the dependent variables: attitude towards source, perceived organizational support and organization identification. Besides that, their education level and tenure were asked. All dependent and control variables are explained in section 3.4.2. The invitation, cover e-mails, and an example of the intranet page are presented in Appendix I. After the third survey, all participants of the three surveys were verified by their date of birth to make sure the respondents had participated in all three surveys. The IP-address that had been saved by the online survey-tool provided an extra possibility to check the similarity between the participants.

3.3 Participants

For this experiment, one important condition for the participants was that they should be domestic helpers of the organization TSN Thuiszorg. The survey was sent to approximately 2400 employees and 203 employees have voluntarily joined the threefold experiment. Table 2 gives an overview of the descriptive statistics of the four different conditions. Due to the facts that this experiment was conducted in a home care organization, 97% of the participants were women and only 2.5% were men (0.5% decided to give no answer). The average age is 48.12 (SD = 10.67) and the average tenure is 5.44 years (SD = 5.06). The most common education level in this sample is pre-vocational secondary education (in Dutch, VMBO).

Table 2. Distribution of gender, age, tenure and education for each of the conditions (N = 203)

		Direct (N = 107)		Indirect (N = 96)	
		National	Local	National	local
Gender	N	55	52	50	46
	Male	2	1	2	0
	Female	53	50	48	46
	No answer	0	1	0	0
Age	Mean	49.2	50.4	46.2	48.9
	SD	11.5	9.39	11.0	10.7
Tenure	Mean	4.33	6.96	4.12	6.41
	SD	3.33	6.19	3.77	5.96
Education	None, primary school	2	1	0	1
	Junior secondary vocational (LBO)	13	17	8	9
	Pre-vocational secondary (VMBO)	17	18	11	17
	Secondary vocational (MBO)	20	8	19	9
	Senior general (HAVO) and pre-university (VWO), Professional higher (HBO) and research-oriented higher education (WO)	8	7	5	6
	Other	0	1	6	4
	Missing	0	0	1	0

3.4 Instrumentation

3.4.1 Independent variables

The two independent constructs message perspective and message source were manipulated in this study. In total six messages are written; three different topics with two different perspectives. These six messages are either sent from a local source (TSN Twente or TSN Haaglanden) or a national source (TSN). The three topics used for the internal messages are: 1. memberservice, 2. client panels 3. the distance between the two groups of employees, the domestic helpers (in Dutch, huishoudelijke verzorging (HV)) and caregivers & nurses (verpleging & verzorging, (V&V)). In this section the manipulation material for the message perspective will be explained first, followed by the message source.

Message perspective: direct versus indirect

The usage of a direct perspective contains a first (I and we) and second person (you and your) point of view and the usage of an indirect perspective contains a third person (them, the organization) point of view (Jaspers, 1987). Thus, in the message using a direct perspective, the employee was addressed directly in the second person, while in the indirect perspective message the text was written objectively in the third person. Besides that, the direct and indirect perspectives contain an active and passive voice respectively. From each message an example paragraph is written in Dutch and is presented in Table 3 (partly translated in English). The manipulations are underlined to emphasize them. A total overview of all three messages with their manipulations is presented in Appendix II.

Table 3. Example stimuli materials of the message perspective

Message perspective		
	Direct	Indirect
Manipulation 1 in message	Naast de zorg die <u>jij</u> jouw <u>cliënten</u> biedt, kunnen ze vaak ook hulp gebruiken in de tuin (...). <u>Wij willen</u> het leven voor hen gemakkelijker, comfortabeler en voordeliger maken.	Naast de zorg aan huis, kunnen cliënten vaak ook hulp gebruiken in de tuin (...). <u>TSN wil</u> het leven voor hen gemakkelijker, comfortabeler en voordeliger maken.
	Besides the services <u>you</u> provide to <u>your client</u> , they sometimes can also use an extra hand in the garden (...).	Besides the services of <u>TSN</u> , the <u>clients</u> sometimes can also use an extra hand in the garden (...).
	Word count: 211 Manipulations: 13	Word count: 208
2	Onlangs heb <u>jij</u> er samen met <u>je collega's</u> aan bijgedragen dat <u>we</u> opnieuw een hoog cijfer hebben gescoord op cliënttevredenheid, namelijk een 8,7. Dit hoge cijfer laat zien dat <u>onze cliënten</u> over het algemeen erg tevreden zijn over de zorg die onder andere <u>jij</u> hun aanbiedt.	Onlangs heeft de <u>organisatie TSN</u> opnieuw een hoog cijfer gescoord op cliënttevredenheid, namelijk een 8,7. Dit hoge cijfer bevestigt dat <u>de cliënten</u> over het algemeen erg tevreden zijn over de zorgverlening die <u>wordt</u> aangeboden.
	This high score shows that <u>our clients</u> are satisfied with the services <u>you</u> provide to them.	This high score shows that <u>the clients</u> are satisfied with the services that are provided by <u>TSN</u> .
	Word count: 187 Manipulations: 17	Word count: 162

Table 3 Continued. Example stimuli materials of the message perspective

Message perspective		
	Direct	Indirect
Manipulation in message	3 Als huishoudelijke hulp ben <u>je</u> een belangrijke schakel in de groei van <u>onze</u> dienstverlening op het gebied van persoonlijke begeleiding, verzorging en verpleging. <u>Jouw</u> signaleringsfunctie voor het welzijn van <u>je</u> cliënten is hierbij van groot belang.	De <u>medewerkers</u> van de HV zijn belangrijke schakels in de groei van de dienstverlening van <u>TSN</u> op het gebied van persoonlijke begeleiding, verzorging en verpleging. <u>De</u> signaleringsfunctie voor het welzijn van cliënten is hierbij van belang.
	Your signaling function for the wellbeing of <u>your client</u> is of great importance.	The signaling function for the wellbeing of clients is of great importance.
	Word count: 201	Word count: 213
	Manipulations: 18	

To ascertain if this manipulation would succeed in the three messages, a pilot test was conducted first. The construct perceived personality is used to measure the direct and indirect perspective. The scale to measure this construct will be explained in section 3.4.3 and was found to be reliable with a Cronbach's alpha of .79 for message 1, .81 for message 2 and .77 for message 3. The expectation is that a direct perspective results in a higher perceived personality in comparison to an indirect perspective. To test this expectation an independent sample t-test was conducted for the three messages separately. For message 1 ($N = 32$), perceived personality was significantly higher when a direct perspective was used ($M = 3.44$, $SD = 0.62$) rather than an indirect perspective ($M = 2.93$, $SD = .65$), $t(30) = 2.301$, $p = .029$. Message 2 ($N = 33$) also showed significant differences in perceived personality between a direct ($M = 3.54$, $SD = 0.81$) and indirect perspective ($M = 2.72$, $SD = 0.97$), $t(31) = 2.67$, $p = 0.012$. Finally, for message 3 ($N = 44$), perceived personality was also significantly higher when using a direct perspective ($M = 3.52$, $SD = 0.89$) rather than an indirect perspective ($M = 2.96$, $SD = .59$), $t(40) = 3.076$, $p = .004$.

Message source: local versus national

The second independent variable in this study is the message source which was manipulated by either sending a message from the organization as a whole (national) or from a department (local). In producing the stimuli material, the same contents were used in both messages with variations to reflect the two sources' unique characteristics. For the local source, a logo of the organization adapted to a specific department was presented on top of the message. The sender of the message is the area manager; his or her name and department are mentioned. For the national source, a general logo is used and the communication department is mentioned as sender. Each message contains the name of the source TSN versus TSN Haaglanden / Twente in the body of the text. Table 4 gives an overview of the manipulations used in the messages.

Table 4. Example stimuli material of the message source

Message source		
National		Local
Manipulation	Logo	 
	In text	Message 2: To further improve the services of <u>TSN</u> .
	Closing	Afdeling communicatie, TSN Thuiszorg
		Message 2: To further improve the services of <u>TSN Haaglanden / Twente</u> .

Two different departments, Haaglanden and Twente, were used in this research to create a reliable sample of the whole population. The employees of these two departments are representative for the whole organization.

3.4.2 Dependent variables

The effects of the three internal messages with different manipulations were tested with a questionnaire. The dependent variables based on textual and organizational outcomes tested in the questionnaire will be described here.

Perceived message appreciation

The perceived message appreciation was measured by two different constructs; perceived attractiveness and comprehensibility. They both were measured using a 5-point semantic differential based on Maes, Ummelen and Hoeken (1996). To measure attractiveness the seven pairs of adjectives are: uninteresting - interesting, distant - appealing, boring - engaging, not personal - personal, monotonous - varied, businesslike - informal, not enjoyable to read - enjoyable to read. To measure perceived comprehensibility of the message, the six pairs of adjectives are: difficult - easy, unclear - clear, not clarifying - clarifying, complicated - simple, incoherent - coherent, illogically structured - logically structured. The Cronbach's alpha of both constructs is presented in Table 5.

Table 5. The constructs message attractiveness and comprehensibility and their Cronbach's alpha

		Nr of items	Cronbach's alpha
Attractiveness	Part 1	7	.84
	Part 2	7	.84
	Part 3	7	.85
Comprehensibility	Part 1	6	.84
	Part 2	6	.87
	Part 3	6	.88

Attitude towards source

Another 5-point semantic differential, based on Maes, Ummelen and Hoeken (1996) and Kamoen, Holleman and Van Den Bergh (2007), was used to measure attitude towards the source (image). The six pairs of adjectives are: unreliable - reliable, unprofessional - professional, inefficient - efficient, insincere - sincere, outdated - innovative, inaccurate - accurate. I added one other pair: distant - involved. I expected a better fit between this scale and the independent variable message perspective (direct vs. indirect), where the constructs distant and involved play an important role. The reliability also increased by adding this word pair. The Cronbach's alpha of this variable is .90.

Perceived Organizational Support

To measure perceived organizational support, eight items from the Survey of Perceived Organizational Support (Eisenberger et al., 1986) are selected based on prior research of Rhoades and Eisenberger (2002). These researches state that "the original 17-item scale has high internal reliability, the use of a shorter versions does not appear problematic" (Eisenberger, 2002, p. 699). Moreover, other studies have provided evidence for the reliability and validity of this selected scale (e.g. Gillet et al. 2013; Rhoades, Eisenberger, & Armeli, 2001). Items such as "The organization takes pride in my accomplishments" and "The organization really cares about my well-being" were used in the survey, including a rating scale numbered from 1 (totally disagree) to 7 (totally agree). The Cronbach's alpha of this variable is .87.

Organizational Identification

Organizational identification was measured by an 11-item scale based on Mael and Ashforth (1992) and Smits, Pruyn and Van Riel (2001). The 6-item scale of Mael and Ashforth (1992) was combined with the 5-item scale of Smits et al. (2001) to create one 11-item scale. The reliability of this combined scale has been proven by Bartels et al. (2007) (Cronbach's alpha 0.90). The scale included statements like "When I talk about TSN, I usually say 'we' rather than 'they'" and "If someone criticizes TSN, I take it personally. The items of organizational identification were answered on the basis of a 5-point Likert scale. The Cronbach's alpha of this variable is .94. Appendix III gives an overview of all items used for the two last mentioned variables with their Dutch translations.

3.4.3 Control variables

Manipulation check

After reading the internal messages, the participants were asked to answer questions about the message they just read in order to check whether they read the message and understood the manipulations the experiment tried to accomplish. To ascertain if the manipulation succeeded, the factor perceived personality is used to measure the direct and indirect perspective. The participants were asked to indicate to which of the following statements they disagreed (1) or agreed (5): "When I read this message, I feel that it has been written for me", "I feel that the writer of this message is directed at me", "I think this is a distanced way of addressing" (R), "I feel personally addressed when reading this message". The Cronbach's alpha of this scale is, after deleting the last item, presented in Table 6.

Table 6. The construct perceived personality and its Cronbach's alpha per part

		Nr of items	Cronbach's alpha
Perceived Personality	Part 1	3	.83
	Part 2	3	.85
	Part 3	3	.87

External factors

To check whether the results of the dependent variables are influenced by external factors, the tenure of the employees and the quality of the internal message are measured. The experience the employee already has with the organization is measured by the total length of their employment (in years). Besides that, their opinion of the quality of the internal message is measured with a 3-items scale concerning a realistic and professional message, answered on the basis of the 5-point Likert scale. The dependent variable quality is measured in all three parts of the research; the Cronbach's alpha concerning the three parts is presented in Table 7.

Table 7. The construct quality and its Cronbach's alpha per part

		Nr of items	Cronbach's alpha
Quality	Part 1	3	.82
	Part 2	3	.84
	Part 3	3	.86

3.4.4. Demographics

The questionnaire ends with several demographic questions, including age, gender and education. Their date of birth is also asked to verify the respondent for the whole experiment. The question of the total length of employment was also asked within this group of questions.

4. Results

This chapter presents the analysis regarding the hypothesis testing. The first section will present the manipulation check regarding the two independent variables, followed by the hypotheses testing in section two, and finally the external factors are discussed in section three.

4.1 Manipulation check

The perceived personality is measured to check whether the manipulation of the direct and indirect perspective was successful. An independent sample t-test was used for this manipulation check and the results show a significant difference between the direct en indirect perspectives in all three messages. The direct perspective of message one is significantly more perceived as personal as the indirect perspective $t(201) = 3.49, p = 0.001$, and so are message 2 $t(201) = 4.32, p < 0.001$ and message 3 $t(201) = 3.66, p < 0.001$. This means that the manipulation check was successful. Table 8 gives an overview of the means and standard deviations of the three parts.

Table 8. Mean and standard deviation of perceived personality per part

		N	Mean	SD
Part 1	Direct	107	3.45	0.72
	Indirect	96	3.07	0.81
Part 2	Direct	107	3.52	0.63
	Indirect	96	3.10	0.75
Part 3	Direct	107	3.67	0.62
	Indirect	96	3.30	0.81

Note. 1 = negative - 5 = positive

The manipulation check regarding the other independent variable, source, is less successful. Presented in Table 9, are the number of times participants chose a national or local source when they had read a national or local message. After reading the first national message, 89% of the participants understood the manipulation that I tried to accomplish. However, the manipulation in the first local message was not clear, 47% of the participants thought they received it from a national source while only 45% of the participants understood the manipulation correctly. The second and third local messages were more distinct for the participants. However, still for only 61% and 66% of the participants the manipulation of the source was successful.

Table 9. Manipulation check regarding the source of the message

		N	National		Local		Other	Missing
			Participants	%	Participants	%	Participants	Participants
Part 1	National	105	93	89	6	6	5	1
	Local	98	46	47	44	45	8	0
Part 2	National	105	80	76	22	21	3	0
	Local	98	36	37	60	61	2	0
Part 3	National	105	84	80	14	13	6	1
	Local	98	31	32	65	66	2	0

After analyzing the data concerning the local source in more detail, it appeared that both the area Haaglanden and Twente scored approximately the same percentages as displayed in Table 9. Thus, no differences have been found between the two areas used for this study.

4.2 Hypotheses testing

Different statistical analyses are performed to test the hypotheses formulated in the theoretical framework. First of all a multivariate analysis of variance (MANOVA) was conducted in order to test differences between the groups. Table 10 displays the results of the MANOVA. An alpha level of .05 is used for all statistical tests.

Table 10. General MANOVA-table based on multivariate analysis of variance (N = 201)

		Wilks' Lamba	F	P	np2
MANOVA	Perspective	.950	2.013	.07	.05
	Source	.959	1.670	.14	.04
	Perspective * Source	.978	0.854	.51	.02

Note. * $p < .05$

The multivariate analysis of variance shows that there is a trend toward a significant multivariate main effect for message perspective (Wilks' $\lambda = .950$, $F(5, 193) = 2.013$, $p = .07$, partial eta squared = .081). No significant multivariate main effect was found for message source. No significant interaction effect was found either. Based on these results and on the outcome of the manipulation check, the independent variable source is not further analyzed in this research. Although the main effect of message perspective is not significant, clearly a trend toward significance is visible. To indicate the effects of message perspective on the different dependent variables, a one-way ANOVA is conducted for each of the variables in the following section.

4.2.1 Message perspective

Hypothesis 1 predicted that a direct (vs. an indirect) perspective in internal messages would result in more positive employee responses concerning perceived message comprehensibility and attractiveness, attitude towards the source, perceived organizational support and organizational identification. To test the differences between the direct and indirect perspective, a one-way ANOVA is conducted per variable.

Attractiveness of the message

A significant effect of message perspective on the attractiveness of the message was found. The mean score of the attractiveness of the message was significantly higher when a direct perspective was used rather than an indirect perspective, $F(1, 201) = 6.28$, $p = .01$. The results of the third message are used for this test because at that point the participants are influenced three times by the internal messages. Table 11 presents the mean scores of attractiveness of the message.

Table 11. Mean score and standard deviation of the attractiveness of the message (N = 203)

		Mean	SD
Message perspective	Direct	3.72	0.62
	Indirect	3.48	0.76

Note. 1 = negative - 5 = positive

Based on these results it can be concluded that hypothesis 1a can be confirmed.

H1 (a): A direct perspective used in the internal message has a more positive influence on the message attractiveness in comparison to an indirect perspective.

Comprehensibility of the message

An effect of message perspective on the perceived comprehensibility of the message was found. The perceived comprehensibility was significantly higher when a direct perspective was used in the internal message rather than an indirect perspective, $F(1, 201) = 5.94$, $p = .02$. The results of this test are based on the third internal message. Table 12 presents the mean scores of message

comprehensibility. It should be added that some of the participants have posted comments on the clarity of the goal of the message; they did not understand the purpose of the internal messages.

Table 12. Mean score and standard deviation of the comprehensibility of the message (N =203)

		Mean	SD
Message perspective	Direct	4.23	0.70
	Indirect	3.97	0.79

Note. 1 = negative - 5 = positive

Based on these results it can be concluded that hypothesis 1b can be confirmed.

H1 (b): A direct perspective used in the internal message has a more positive influence on the message comprehensibility in comparison to an indirect perspective

Attitude toward source

No significant difference between the direct and indirect perspective was found on attitude toward the source. The direct perspective caused a more positive attitude toward the source. However, this difference in attitude was not significant, $F(1, 200) = 1.67$, $p = > .05$. The different mean scores of a direct and indirect perspective are presented in Table 13.

Table 13. Mean score and standard deviation of the attitude toward source (N = 202)

		Mean	SD
Message perspective	Direct	3.99	0.65
	Indirect	3.87	0.76

Note. 1 = negative - 5 = positive

After conducting a detailed one-way ANOVA on the different items, it can be concluded that the participants perceived the source significantly more involved when a direct perspective was used ($M = 4.08$, $SD = 0.88$) compared to an indirect perspective ($M = 3.79$, $SD = 1.07$), $F(1,198) = 4.29$, $p = .04$. However, based on these results it can be concluded that hypothesis 1c is rejected.

H1 (c): A direct perspective used in the internal message has a more positive influence on the attitude toward source in comparison to an indirect perspective.

Perceived organizational support

No significant difference of message perspective on perceived organizational support was found. Against expectations the indirect perspective leads to a higher perceived organizational support. However, these differences were not significant, $F(1,200) = 0.14$, $p = > .05$. The means and standard deviations are presented in Table 14.

Table 14. Mean score and standard deviation perceived organization support (N = 202)

		Mean	SD
Message perspective	Direct	4.89	0.96
	Indirect	4.94	1.00

Note. 1 = negative - 7 = positive

These results indicate that hypothesis 1d is rejected.

H1 (d): A direct perspective used in the internal message has a more positive influence on perceived organizational support in comparison to an indirect perspective.

Organizational identification

No significant difference between the direct and indirect perspective was found on organizational identification. The mean scores on organizational identification are almost the same for both

perspectives. Therefore not significant effect was found, $F(1, 201) = 0.001, p = > .05$. The means and standard deviations are presented in Table 15.

Table 15. Mean score and standard deviation of organizational identification (N = 203)

		Mean	SD
Message perspective	Direct	3.64	0.65
	Indirect	3.64	0.64

Note. 1 = negative - 5 = positive

Based on these results it can be concluded that hypothesis 1e is rejected.

H1(e): A direct perspective used in the internal message has a more positive influence on organizational identification in comparison to an indirect perspective.

4.2.2 Message source

Hypothesis 2 predicted that a local (vs. a national) source of the internal messages would result in more positive employee responses concerning perceived message comprehensibility and attractiveness, attitude towards the source, perceived organizational support and organizational identification. As mentioned already, the manipulation check was not as successful as expected. Besides that, Table 10 indicates that no significant multivariate main effect ($p > .05$) for message source was found. Thus hypothesis 2 is rejected and no further conclusions are drawn on this variable.

H2: A local source of the internal message has a more positive influence on the (a) message attractiveness, (b) message comprehensibility, (c) attitude toward source, (d) perceived organizational support and (e) organizational identification, in comparison to a national source.

4.2.3 Interaction effect

Based on Table 10 it can be concluded that no significant interaction effect ($p > .05$) between the source and the perspective of the message is found.

H3: There is an interaction effect between the source and the perspective: The outcomes of the use of a local source will be reinforced by a direct perspective.

4.3 External factors

This research had rejected several hypotheses. It seems that other factors influence the perception of the participants rather than the independent variables message perspective and source. The perception of the participants could be influenced by the quality of the internal messages and the experience these employees already have with their organization (tenure).

4.3.1 Quality

It can be concluded that the quality of the internal messages was realistic, professional and the participants would expect these messages to be placed on the intranet. However, based on a one-way ANOVA it can be concluded that the quality of the three messages differed significantly, $F(2, 606) = 6.78, p = 0.001$. Participants experienced a higher quality when they read the third message ($M = 3.84, SD = 0.77$) than when they read the first ($M = 3.65, SD = 0.76$) or second message ($M = 3.55, SD = 0.84$). Comparison indicates that the second message was not significantly different from the first message, $t(404) = 1.23, p = 0.219$. The second message was significantly different from the third one, $t(404) = -3.56, p = 0.00$. The first message was also significantly different from the third one, $t(404) = -2.46, p = 0.014$.

The variable quality is also brought into relation with the perspective of the message. No significant difference between the direct and indirect perspective were found for the three messages. Table 16 displays the outcomes of one-way ANOVA performed for the three parts.

Table 16. One-way ANOVA per part concerning the quality of the internal message (N = 203)

			<i>F</i>	<i>df</i>	<i>p</i>
Part 1			0.99	1	0.32
		Mean	SD		
	Direct	3.70	0.63		
	Indirect	3.59	0.89		
Part 2			0.43	1	0.51
		Mean	SD		
	Direct	3.59	0.82		
	Indirect	3.51	0.87		
Part 3			3.65	1	0.06
		Mean	SD		
	Direct	3.93	0.66		
	Indirect	3.73	0.86		

Note. 1 = negative - 5 = positive

Based on these results there is no reason to assume that quality influences the differences between the message perspectives. Therefore, the MANCOVA analysis has not been performed. It can be concluded that quality did not influence the results of the dependent variables.

4.3.2 Tenure

The experience the employee already has with the organization is measured by the total length of their employment (in years). Table 17 presents the descriptive results of tenure.

Table 17. Descriptive results of tenure (in years) (N = 201)

Descriptive results	Mean	SD	Minimum	Maximum	Median
Tenure	5.44	5.07	1	30	4

Based on the median split, a separation has been made between short tenure (1 to 4 years of employment) and long tenure (5 to 30 years of employment). An independent sample t-test was conducted to test whether a significant difference in organizational identification can be found between these two groups. No significant effect between a short and long tenure was found $t(199) = 0.61$, $p = 0.54$. Participants with a long tenure ($M = 3.59$, $SD = 0.62$, $N = 72$) did not show any difference on organization identification than participants with a short tenure ($M = 3.65$, $SD = 0.66$, $N = 129$). Therefore, hypothesis 4 is rejected.

As already showed in Table 2, the average tenure is evenly distributed over all four groups. Besides that, as showed above, tenure did not influence the amount of organizational identification of the participants. Therefore, the MANCOVA has not been conducted and it can be concluded that tenure did not influence the results.

5. Conclusion and Discussion

In the introduction of this thesis, I have identified a research objective. Based on the existing literature, it appeared that there is limited knowledge about which aspects in internal communication foster organizational outcomes, such as perceived organizational support and organizational identification. This study focused on two peripheral cues in internal communication; the perspective chosen for internal communication (direct versus indirect) and the source of the internal message (national versus local). This study contributes to a better understanding of these effects on employee perceptions regarding textual and organizational outcomes. Findings of the present study offer insight on positive internal communication. The research question this study is based on is:

To what extent do the perspective chosen in a message and the source the message is sent from, influence textual and organizational outcomes in a home care organization setting?

In the remainder of this chapter, I will answer this research question and discuss the results. The limitations this study has encountered are discussed next, which however offer perspectives for future research. Therefore, section three will discuss these limitations in relation to possibilities for future research. Finally, section three gives practical implications to organizations.

5.1 Discussion of the results

The results show that the textual outcomes, perceived message attractiveness and message comprehensibility, are positively influenced by the use of a direct perspective in internal messages. These results are in line with the findings of Den Ouden and Doorschot (2010) and Verheijdt (as cited in Pander Maat, 2004). Both studies found positive effects of a direct perspective on the appreciation and attractiveness of the message. However, this study extends the results of these two studies. While only appreciation and attractiveness were proven to be influenced in the previously mentioned studies, this research also found that the perceived comprehensibility of the message is more positive when using a direct perspective. Besides internal communication, this perspective can also be applied in other domains to achieve a more attractive and comprehensible message. The fields of marketing and education are interesting domains to apply this perspective.

Verheijdt (1997) found that the reader perceived the sender as more positive after reading the message with a direct perspective. This research did not find significant results on organizational outcomes such as attitude toward source, perceived organizational support and organizational identification. However, one of the items of the scale attitude toward the source was notable. The readers perceived the sender of the message with a direct perspective more involved than the sender of message with an indirect perspective. This is not enough prove to confirm the hypothesis concerning this organizational outcome. Although, it is an important conclusion if future research on this topic is considered. The results of the two other organizational outcomes, perceived organizational support and organizational identification, did not differ for a direct or indirect perspective. Jansen and Janssen (2010) argue that a reader can engage more with the message when a direct perspective is used. However, this study could not confirm this statement. The absence of sufficient engagement with the message that used a direct perspective could be due to subject of the message. The first two messages were directed at the domestic helpers. Although, the information that was spread was meant for the clients; a new member service that the clients could apply for and client panels that were organized. The engagement of the participants with the message could therefore be less than expected, and therefore they did not feel more valued and appreciated after reading these messages, which could have increased organizational identification (Smidts et al., 2001).

An explanation for the absence of these differences may also be found in the nature of the internal messages, which can also have an impact on the influence of a specific perspective used in a message (Shelby and Reinsch, 1995). The findings in this study can support their arguments. The quality of the first two internal messages was perceived lower than the last message; this could be due to encouragement of specific behavior; inform your clients or improve your work. The last internal message was informative, as they are expecting the information to be on the intranet. In the message where a direct perspective was used, the reader could have experienced that the message was personally directed to him or her, what in this case could have a negative effect. The same negative effect the indirect perspective has. Therefore, no differences were found for attitude toward the source, perceived organizational support or organizational identification.

Postmes et al. (2001) argue that the information that is communicated should signal organizational identity to increase identification. This study tried to express the characteristics of the group the employees are part of (logo and name of the sender), in order to positively influence organizational outcomes. However, the manipulation check revealed that the participants did not understand the manipulation of the national and local source completely. This is the reason that further analyses with this independent variable are excluded. To find out what the reason is of this misunderstanding, I tried to find solutions in the remarks added to the questions. First of all it appeared that some of the participants thought the internal message they had read in the survey was send by the researcher, and was therefore rated as a national source. Another explanation could be the lack of commitment with the source before joining the experiment. It could be that the participants did not know the name of their own manager, and therefore chose a national source instead of a local source. Moreover, there is also a difference between knowing from which source the message is send and believing from which source it is send. Usually the internal messages are communicated by the communication department. This study used a new source; the region manager. It could also be concluded that the participants did not believe the message was written and send by their own manager, and therefore rated it as a national source.

The external factor tenure did not influence the relation between message perspective and textual and organizational outcomes. The experience an employee has with their organization does apparently not influence their organizational identification. The situational characteristics of a home care organization nowadays can explain the absence of an effect. The organization experiences a lot of difficulties with the national government austerity measures. Therefore, employees are insecure about their jobs and the organization has a hard time to reassure them. Increasing perceived organizational support or identification based on three internal messages is probably not powerful enough for employees who are either working for the organization for a long or for a short period. It takes more internal communication and other instruments that foster identification. Moreover, these employees are virtual workers who are not physically in touch with their organization. This means that the process of gaining more information of and feelings with the organization is not a usual process like employees working at an office or in a factory. Therefore, this could also be an explanation for the absence of effects of tenure on organizational identification.

It can be concluded that a direct perspective used in internal messages positively influences textual outcomes in a home care organization setting. This direct perspective did not influence organizational outcomes such as attitude toward source, perceived organizational support or organizational identification. It is not wise to draw conclusions on the other independent variable, message source, because the manipulation this research tried to accomplish has not been completely understood by all participants. Positive organizational outcomes can apparently not be realized by three internal messages. More material or actions fostering identification are probably needed to accomplish these wishes. Moreover, a longer period of time is probably needed as well to give the employees more time to perceive support and to identify with the organization.

5.2 Limitations and future research

The positive influence of a direct perspective on perceived message attractiveness and message comprehensibility is confirmed in this study. A first possibility for future research can be found in expanding the type of messaging. In this study an informative message is used, it would also be interesting to focus on sensitive, persuasive or encouraging messaging to test if a direct perspective achieves more positive textual outcomes. Second, other manipulations can be used in future research about the influence of messaging on textual outcomes. For example, an anecdotal versus statistical evidence or the difference between a positive or negative approach. Furthermore, it would also be interesting to perform similar research in other domains where texts are playing a crucial role. In the field of marketing or education, these small differences can influence the comprehensibility, persuasiveness and attractiveness of the text.

The absence of effects of message source is likely to be due to the manipulation of the source. Some of the participants thought the message was sent by the researcher, working for the communication department. Therefore, the manipulation of a local source was sometimes valued as a national source. Thus, although they had read the name of their region manager in the message, they concluded that the message was sent from a national source. The question to check the manipulation was clearly formulated, because it referred to the message they had just read.

The sample size of this study was sufficient. However, the more participants the more reliable the results are. Due to the number of participants, there was no possibility of deleting the participants who did not understand the manipulation of the source correctly. By deleting these participants, the possibility of gaining significant results on message source could have been increased.

A third possible improvement for future research on this topic could be found in interviewing the participants. Personal interviews could elicit more information regarding participants' thought about the source of the internal message. When using this method it could probably have added insight in why approximately 30% of the participants chose a national source, while the message they have read was sent from a local source. Besides, it might also add greater insight in their opinions regarding their attitude toward the source and what influence the message had on that attitude.

For this study, the possibilities of the intranet of the organization were limited. It was not possible to send different internal messages to specific groups of employees. Due to these limitations, I was required to send the messages by e-mail (with the use of an online-survey tool) and this emphasized the experimental setting. If the possibilities of the intranet were not limited, the internal messages could have been manipulated without the awareness of the employees. Besides that, more internal messages could be placed on the intranet before sending the questionnaire. At the moment of communicating internal messages, the participants are not aware of joining an experiment. When using these techniques, the participants do not experience it as an experiment but as usual organizational communication which makes it more realistic.

A fourth possible improvement of this research in the future could be found in the frequency of messaging. Although this study used three messages to manipulate the participants, it can be expected that more frequent messaging is necessary to gain more relevant results. A long-term study can probably confirm if this is advantageous for the organizational outcomes. This long-term study could be performed by using the technique explained in above. Moreover, by using these kinds of techniques, the recognition of the source should be clearer as well. The researcher could not influence the participant and the awareness of participating in an experiment could be minimized. These elements are crucial for performing future research on this topic.

The construct of message attractiveness consisted of six different semantic differentials. Based on comments the participants gave after answering the question, it can be concluded that some of the

word pairs were interpreted differently by the participants. The subject of the internal message was businesslike according to the participants. They noticed that since the message is sent from their organization it concerns business and is therefore rated as businesslike. This was not the intention of the word pair “businesslike - informal”. Besides that, they did not interpret the message as appealing; they explained that the message with their clients as subjects could not be appealing to themselves. These misunderstandings could be explained by the average education level of the participants. The literacy could be less developed than employees with higher education levels. However, these scales are well known and frequently used and therefore applied in this study. More specific questions should be asked in the future, instead of word pairs, to be clearer about the meaning of the words.

The participants, who were interested in spending their free time on joining the threefold experiment, seemed to be relatively active employees and already committed to the organization. This possibly could have affected their scoring on perceived organizational support and on organizational identification. In particular, these characteristics could lead to higher overall scores because these volunteers are already identified with the organization, and are therefore not easily manipulated by sending three internal messages, neither positively nor negatively.

The respondents of the survey were domestic helpers of a home care organization. Similar results could therefore be expected to be found in other home care organizations, or organizations with mainly virtual / individual workers like PostNL. The generalizability among these organizations is therefore very high. However, this study cannot draw any conclusions for organizations whose employees are (more) physically attached to their organization.

Finally, future studies should demonstrate what effects of these manipulations can be found in other (types of) organizations. The type of organization characterizes the type of employees. In this study, virtual workers are used. Different types of organization would also represent different types of employees. These employees who are more physically attached to their organization would probably react differently on a national or local source from which the internal messages are sent.

5.3 Practical implications

This study contributes to a better understanding of the effects of source characteristics and message perspective on employee perceptions regarding textual and organizational outcomes. Findings of the present study offer insight on positive internal communication. Unfortunately, this study could not completely fulfill the aim of this research. It appeared that the source and perspective of internal messages used in internal communication do not foster organizational identification immediately.

This study reveals that participants are already identified with the organization and perceive the organization as supportive. However, there are always areas for improvement. Not many recommendations based on the study results can be given; therefore also recommendations based on the remarks in the survey and the studies used in the theoretical framework are discussed in this section.

- Pay attention to a direct perspective in internal messages to achieve a more attractive and comprehensible message, and a more involved source.

From the results it appeared that the direct perspective leads to higher message attractiveness and comprehensibility. Moreover, the sender of the message is perceived as more involved when a direct perspective is used. Participants added remarks on the attractiveness and comprehensibility of the messages. Some of these comments, separated by message perspective, are mentioned in the textbox on the next page.

Direct: "It's nice to be addressed with "you", which makes the message more personal"
 "I think the message is personally because I have the impression that the writer is talking to me"

Indirect: "It looks more like a general advertisement in the newspaper"
 "It is just informative; they did not try to involve the employee"

- Communicate clearly what the objective of the message is; should the employee take action?

The participants also commented on the objective of the message(s). They ask what their role is. Two of these types of comments are mentioned in the textbox below.

"When reading the message I receive information about the new product. You could probably add a question that asks us to communicate this information with the client"

"I find it hard to decide what the aim of the message is. Just to inform, or should the employee take action?"

- Avoid a direct perspective when the nature of the internal message is negative, aimed at obligations or reproaches.

When the internal message includes obligations or reproaches the reader can perceive that the message is personally directed to him or her which in this case has a negative effect (Shelby & Reinsch, 1995). Thus, in messages where employees are appealed by their inappropriate behavior, using a direct perspective might not be advantageous.

- One should not pay too much attention to the source of internal messages since it does not make a difference for the reader.

From this research it can be concluded that the source of the message is not critical in internal messaging, the participants either did not see or recognize the source or did not believe it was sent from the sender mentioned in the closing of the messages.

The three different subjects of the internal messages are criticized as well; these comments are mentioned more than once and are informative for the organization.

1. Member service: "It's new for me, but I certainly like it. It seems a good initiative for clients and is therefore interesting to communicate it with them"
 "The message contains too much text"
2. Customer Panels: "It is very interesting and appealing, because it's about your behavior and what most clients think about that. I find that very important"
3. Distance HV and V&V: "This appeals to me and I can apply this into my daily work, so that we can offer our clients better and extra service"
 "I miss an explanation of the abbreviations HV and V&V"

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Appendices

Appendix I. Cover e-mails and intranet page.

TSN Afdeling Communicatie - Uitnodiging voor een onderzoek

Kim Wissink

Verzonden: donderdag 27 maart 2014 15:52

Beste collega,

Graag wil ik je vragen om mee te werken aan een onderzoek dat ik uitvoer vanuit de Communicatieafdeling van TSN. Voor mijn studie Communicatiewetenschappen ben ik bezig met mijn afstudeeronderzoek op het gebied van interne communicatie richting de medewerk(st)ers, daarover zal dit driedelige onderzoek gaan.

Driedelig? Ja, dit onderzoek bestaat uit drie verschillende vragenlijsten die ik in de komende periode van ongeveer 2 weken één voor één naar jou zal versturen. Iedere vragenlijst begint met het lezen van een informatief bericht dat op het intranet geplaatst zou kunnen worden, daarna volgen er enkele vragen. Het neemt per vragenlijst ongeveer 7 minuten in beslag. Het is daarnaast ook interessant om de verschillende berichten te lezen en je zou TSN er enorm mee kunnen helpen.

Via onderstaande link open je meteen de eerste vragenlijst en de bijbehorende vragen; lees en bekijk het bericht aandachtig, laat je gevoel spreken, en begin daarna aan de vragen. Bij dit onderzoek bestaan geen foute antwoorden, het gaat namelijk om jouw mening. Al jouw antwoorden worden anoniem verwerkt; er wordt gekeken naar het groepsresultaat en niet naar individuele antwoorden.

Alvast heel erg bedankt voor je tijd en positieve inzet, dit wordt erg gewaardeerd. Deze waardering wil ik graag uitdrukken in een beloning. Ik verloot daarom 5 keer een pakket met daarin een tijdschriftenbon en het boekje van TSN 'Mijn Werkweek', onder de deelnemers die alle drie de vragenlijsten hebben ingevuld.

Hopelijk kan ik je reactie op deze eerste vragenlijst voor maandag 31 maart tegemoet zien. Op dinsdag 1 april ontvang je de tweede vragenlijst van mij.

<https://nl.surveymonkey.com/s/CommunicatieDHD>

P.S. Als je geen interesse hebt om mee te helpen aan dit onderzoek, meld je dan af via onderstaand e-mailadres. Ik zal dan geen vervolg e-mails meer sturen.

Met vriendelijke groet,

Kim Wissink

E KWissink@tsn-thuiszorg.nl

TSN Afdeling Communicatie - Tweede deel onderzoek

Kim Wissink

Verzonden: dinsdag 1 april 2014 15:16

Beste collega,

Bedankt voor het invullen van de eerste vragenlijst. Hier volgt het tweede deel. Wederom vraag ik je om de tekst aandachtig te bekijken en te lezen, zodat je er daarna een aantal vragen over kan beantwoorden. De vragenlijst lijkt erg veel op de vorige.

Bij de vorige vragenlijst kwamen er een aantal reacties van collega's over het invullen van de geboortedatum op het einde. Deze moet als volgt genoteerd worden: MM / DD / JJJJ. Eerst de maand en dan de datum, als je bijvoorbeeld geboren bent op 27 december 1970, dan vul je in 12 / 27 / 1970. Andersom pakt het programma het niet, omdat er geen 27 maanden bestaan. Het invullen van de geboortedatum zorgt ervoor dat de vorige vragenlijst met deze kan worden vergeleken. Er wordt dus niet gekeken naar de persoon achter deze geboortedatum, zie het als een persoonlijke code.

Succes met het invullen van de tweede vragenlijst. Wil je deze vragenlijst voor maandag 7 april afronden? Dinsdag 8 april stuur ik de derde en laatste vragenlijst, op zaterdag 12 april maak ik de 5 winnaars bekend! Alvast bedankt.

<https://nl.surveymonkey.com/s/2CommunicatieTWI>

Met vriendelijke groet,

Kim Wissink

E KWissink@tsn-thuiszorg.nl

TSN Afdeling Communicatie - Laatste deel onderzoek

Kim Wissink

Verzonden: dinsdag 8 april 2014 12:32

Beste collega,

Dit is alweer het derde en daarmee laatste deel van dit onderzoek. Deze vragenlijst zal iets meer tijd in beslag nemen dan de vorige twee; het lezen van een informatieve tekst blijft hetzelfde alleen worden er nu iets meer vragen gesteld die gaan over TSN. Lees deze vragen goed door voordat je antwoord geeft.

Ik help je er nog even aan herinneren dat jouw antwoorden anoniem worden verwerkt en dat er geen foute antwoorden zijn, het gaat namelijk om jouw mening. Na afloop van dit onderzoek zal ik kort toelichten wat de achterliggende gedachte van dit onderzoek is. Wil je jouw vragenlijst voor zaterdag 12 april invullen?

Heel erg bedankt voor je deelname aan dit onderzoek en houd zaterdag 12 april je mailbox in de gaten. Op het einde van de vragenlijst vraag ik om je e-mailadres in te voeren, zodat ik via die weg contact met je op kan nemen als jij één van de 5 winnaars bent.

Succes met de vragenlijst. <https://nl.surveymonkey.com/s/3CommunicatieNAI>

Met vriendelijke groet,

Kim Wissink

E KWissink@tsn-thuiszorg.nl



[Uitloggen](#)

Home	Mijn profiel	Mijn rooster	Improductief	Openstaande planningen	Behandelde inschrijvingen	Afwezigheid	Beschikbaarheid
Planningwijzig verzoeken	Infotheek	Salaris / Verlof 2014	Salaris / Verlof 2013				

Welkom
op het Extranet van TSN Thuiszorg

Nieuwsberichten

Jouw HV-client van vandaag, is een V&V-client van morgen.

Als huishoudelijke hulp ben je een belangrijke schakel in de groei van onze dienstverlening op het gebied van persoonlijke begeleiding, verzorging en verpleging. Jouw signaleringsfunctie voor het welzijn van je cliënten is hierbij van groot belang. Als blijkt dat jouw cliënt naast hulp in de huishouding ook behoefte heeft aan begeleiding en zorg, is het belangrijk om te weten dat TSN Haaglanden ook dan voor hen klaar staan.

We willen onze cliënten helpen om zo lang mogelijk zelfstandig te blijven wonen, ook zorg aan huis kan daar aan bijdragen. Daarnaast willen we natuurlijk graag onze cliënten behouden, het zou namelijk zonde zijn om ze naar één van onze concurrenten te verwijzen.

We zijn begonnen met het dichterbij elkaar brengen van de HV en V&V. Het doel hiervan is om jouw kennis over diensten van de verzorging en verpleging te vergroten. Je kunt jouw cliënten hier dan gemakkelijk over adviseren wanneer dat nodig is. Jouw collega's binnen de verzorging en verpleging kunnen er dan voor zorgen dat jouw cliënten ook op deze gebieden hulp ontvangen.

Door samen te werken bereiken we meer en kunnen we bijdragen aan de zelfstandigheid van jouw cliënten.

Met vriendelijke groet,
Marion Louw
Rayonmanager TSN Haaglanden
geplaatst op: 27 maart



Mijn TSN Thuiszorg



Mijn TSN Thuiszorg

TSN Thuiszorg scholingsprogramma 2014

TSN scholingsprogramma 2014

Introductievideo (Julia):



Welkom bij de

Appendix II. Overview of the messages with their manipulations (underlined).

Message 1. Memberservice.

Direct perspective (13 / 211)

TSN Ledenservice. Voor het gemak van jouw cliënten.

Naast de zorg die jij jouw cliënten biedt, kunnen ze vaak ook hulp gebruiken in de tuin of bij andere klussen, met het bereiden van eten, bij het naar de kapper gaan etc. Wij willen het leven voor hen gemakkelijker, comfortabeler en voordeliger maken. Dit kan met de TSN ledenservice. Weet jij al wat deze service te bieden heeft?

TSN Ledenservice regelt interessante kortingen op producten en diensten. Een lidmaatschap bij TSN Ledenservice zorgt ervoor dat jouw cliënten de juiste hulp op het juiste moment, gemakkelijker en voordeliger kunnen verkrijgen. Het lidmaatschap kost €15,- per jaar en het kan jouw cliënten tot wel honderden euro's aan voordeel opleveren.

We willen graag dat al onze cliënten op de hoogte zijn van deze aantrekkelijke service, zodat ze kunnen profiteren van korting op bijvoorbeeld de rijbewijskeuring, zorg- of autoverzekering. Bovendien is het voor ons ook belangrijk dat zo veel mogelijk cliënten van TSN / TSN Twente / Haaglanden lid worden van de Ledenservice. We zijn op dit moment namelijk volop bezig om meer interessante aanbiedingen te regelen voor jouw cliënten. En; hoe meer leden, hoe meer aanbiedingen.

Je kunt je eigen cliënten hiermee verrassen en ze laten ervaren hoeveel voordelen dit hen kan opleveren! Meer informatie vind je op www.tsn-ledenservice.nl.

Indirect perspective (208)

TSN Ledenservice. Voor het gemak van cliënten

Naast de zorg aan huis, kunnen cliënten vaak ook hulp gebruiken in de tuin of andere klussen, met het bereiden van eten of bij het naar de kapper gaan. TSN wil het leven voor hen gemakkelijker, comfortabeler en voordeliger maken. Dit kan met de TSN ledenservice. Is het personeel van TSN al op de hoogte wat de ledenservice te bieden heeft?

TSN Ledenservice regelt interessante kortingen op producten en diensten. Een lidmaatschap bij TSN Ledenservice zorgt ervoor dat cliënten de juiste hulp op het juiste moment, gemakkelijker en voordeliger kunnen verkrijgen. Het lidmaatschap kost €15,- per jaar en het kan de cliënt vervolgens tot wel honderden euro's aan voordeel opleveren.

TSN wil graag dat alle cliënten op de hoogte zijn van deze aantrekkelijke service, zodat ze kunnen profiteren van korting op bijvoorbeeld de rijbewijskeuring, zorg- of autoverzekering. Bovendien is het voor de organisatie belangrijk dat zo veel mogelijk cliënten van TSN / TSN Twente / Haaglanden lid worden van de Ledenservice. Op dit moment worden er door TSN meer interessante aanbiedingen geregeld. En; hoe meer leden, hoe meer aanbiedingen.

Het personeel van TSN kan de cliënt hiermee verrassen en hen laten ervaren hoeveel voordelen dit op kan leveren. Meer informatie is te vinden op www.tsn-ledenservice.nl.

Message 2: Client panels.

Direct perspective (17 / 187)

Cliëntenpanels organiseren.

Onlangs heb jij er samen met je collega's aan bijgedragen dat we opnieuw een hoog cijfer hebben gescoord op cliënttevredenheid, namelijk een 8,7. Dit hoge cijfer laat zien dat onze cliënten over het algemeen erg tevreden zijn over de zorg die onder andere jij hun aanbiedt. Om de zorgverlening van TSN / TSN Haaglanden / Twente nog verder te verbeteren, willen we weten waarom onze cliënten een bepaald cijfer geven.

Wij zullen daarom verschillende bijeenkomsten organiseren waarbij steeds 6 tot 8 verschillende cliënten aanwezig zijn (een cliëntenpanel). Een externe partij gaat deze cliënten vragen stellen over hun ervaring met de zorgverleners van TSN, zodat we hier meer over te weten komen. De cliënt kan bijvoorbeeld praktijkvoorbeelden geven over handelingen die jij bij hen uitvoert.

Op basis van de uitkomsten kunnen wij beschrijven welke handelingen jij en je collega's op dit moment naar tevredenheid uitvoeren en kunnen wij je ook aanbevelingen geven voor het verbeteren van de zorg. Deze informatie is voor jou als zorgverlener erg belangrijk om je werk nog beter te kunnen doen dan je nu al doet, want we gaan met zijn allen natuurlijk voor een 10!

Indirect perspective (162)

Cliëntenpanels organiseren.

Onlangs heeft de organisatie TSN opnieuw een hoog cijfer gescoord op cliënttevredenheid, namelijk een 8,7. Dit hoge cijfer bevestigt dat de cliënten over het algemeen erg tevreden zijn over de zorgverlening die wordt aangeboden. Om de zorgverlening van TSN / TSN Haaglanden / Twente nog verder te verbeteren, wil de organisatie weten waarom de cliënten een bepaald cijfer hebben geven.

Er zullen daarom verschillende bijeenkomsten worden georganiseerd waarbij steeds 6 tot 8 verschillende cliënten aanwezig zijn (een cliëntenpanel). Een externe partij zal deze cliënten vragen stellen over hun ervaring met TSN, zodat de organisatie hier meer over te weten komt. De cliënt kan bijvoorbeeld praktijkvoorbeelden geven over de handelingen die het personeel van TSN bij hen uitvoert.

Op basis van de uitkomsten kan TSN aanbevelingen geven aan haar personeel over het verbeteren van de zorgverlening. Deze informatie is voor de zorgverleners belangrijk om het werk nog beter te kunnen doen dan nu al gebeurt, want TSN gaat natuurlijk voor het behalen van een 10!

Message 3: Distance between HV and V&V.

Direct perspective (18 / 201)

Jouw HV-cliënt van vandaag, is een V&V-cliënt van morgen.

Als huishoudelijke hulp ben je een belangrijke schakel in de groei van onze dienstverlening op het gebied van persoonlijke begeleiding, verzorging en verpleging. Jouw signaleringsfunctie voor het welzijn van je cliënten is hierbij van groot belang. Als blijkt dat jouw cliënt naast hulp in de huishouding ook behoefte heeft aan begeleiding en zorg, is het belangrijk om te weten dat TSN / TSN Haaglanden / Twente ook dan voor hen klaar staan.

We willen onze cliënten helpen om zo lang mogelijk zelfstandig te blijven wonen, ook zorg aan huis kan daar aan bijdragen. Daarnaast willen we natuurlijk graag onze cliënten behouden, het zou namelijk zonde zijn om ze naar één van onze concurrenten te verwijzen.

We zijn begonnen met het dichterbij elkaar brengen van de HV en V&V. Het doel hiervan is om jouw kennis over diensten van de verzorging en verpleging te vergroten. Je kunt jouw cliënten hier dan gemakkelijk over adviseren wanneer dat nodig is. Jouw collega's binnen de verzorging en verpleging kunnen er dan voor zorgen dat jouw cliënten ook op deze gebieden hulp ontvangen.

Door samen te werken bereiken we meer en kunnen we bijdragen aan de zelfstandigheid van jouw cliënten.

Indirect perspective (213)

HV cliënt van vandaag, is de V&V cliënt van morgen.

De medewerkers van de HV zijn belangrijke schakels in de groei van de dienstverlening van TSN op het gebied van persoonlijke begeleiding, verzorging en verpleging. De signaleringsfunctie voor het welzijn van de cliënten is hierbij van groot belang. Als blijkt dat een cliënt naast hulp in de huishouding ook behoefte heeft aan begeleiding en zorg, is het belangrijk om te weten dat TSN / TSN Haaglanden / Twente ook dan voor hem klaar staat.

TSN wil haar cliënten helpen om zo lang mogelijk zelfstandig te blijven wonen, ook zorg aan huis kan daar aan bijdragen. Daarnaast is het vanuit de organisatie gezien aantrekkelijk om de cliënten te behouden, het zou namelijk zonde zijn om ze naar één van hun concurrenten te verwijzen.

TSN is begonnen met het dichterbij elkaar brengen van de HV en V&V. Het doel hiervan is om de kennis van de medewerkers van de HV over de diensten van de verzorging en verpleging te vergroten. De cliënten kunnen hier dan gemakkelijker over geadviseerd worden wanneer het nodig is. De zorgverleners van TSN zorgen ervoor dat cliënten ook op het gebied van verzorging en verpleging hulp ontvangen.

Door samen te werken wordt er meer bereikt en kan er worden bijgedragen aan de zelfstandigheid van de cliënten.

Appendix III. Measurement scales.

Organizational Identification (Mael & Ashforth, 1992; Smits, van Riel & Pruyn, 2001)

[1 = strongly disagree; 5 = strongly agree]

1. If someone criticizes (name organization), I take it personally.
2. I am very interested in what others think about (name organization).
3. When I talk about this organization, I usually say 'we' rather than 'they'.
4. This organization's successes are my successes.
5. When someone praises this organization, it feels like a personal compliment.
6. If a story in the media criticized the organization, I would feel embarrassed.
7. I feel strong ties with (name organization).
8. I experience a strong sense of belonging to (name organization).
9. I feel proud to work for (name organization).
10. I am sufficiently acknowledged in (name organization).
11. I am glad to be a member of (name organization).

Dutch translation used in the survey

1. Als iemand kritiek heeft op TSN, voel ik mij persoonlijk aangesproken.
2. Ik ben erg geïnteresseerd in wat anderen denken over TSN.
3. Als ik over TSN praat, heb ik het over het algemeen over 'wij' en niet over 'zij'.
4. Als TSN ergens resultaat in heeft geboekt, voelt dat ook een beetje als mijn succes.
5. Als iemand zich positief uitlaat over TSN voelt dat als een compliment.
6. Als TSN bekritiseerd zou worden (terecht of onterecht), zou ik dat heel vervelend vinden.
7. Ik voel me verbonden met TSN.
8. Ik vind dat ik er bij hoor binnen TSN.
9. Ik ben er trots op om bij TSN te werken.
10. Ik heb het gevoel dat ik voldoende erkenning krijg bij TSN.
11. Ik ben blij deel uit te maken van TSN.

Perceived Organizational Support (Rhoades, Eisenberger, & Armeli, 2001)

[1 = strongly disagree; 7 = strongly agree]

1. (Name organization) really cares about my well-being.
2. (Name organization) strongly considers my goals and values.
3. (Name organization) shows little concern for me. (R)
4. (Name organization) cares about my opinions.
5. (Name organization) is willing to help me if I need a special favor.
6. Help is available from (name organization) when I have a problem.
7. (Name organization) would forgive an honest mistake on my part.
8. If given the opportunity (name organization) would take advantage of me. (R)

Dutch translation used in the survey

1. TSN geeft echt om mijn welzijn.
2. TSN houdt sterk rekening met mijn doelen en waarden.
3. TSN toont zeer weinig aandacht voor mij. (R)
4. TSN geeft om mijn mening(en).
5. Wanneer ik een probleem heb, is er vanuit TSN hulp beschikbaar.
6. TSN is bereid mij te helpen als ik een speciaal verzoek heb.
7. Als ik per ongeluk een vergissing maak, vergeeft TSN mij dat.
8. Als mijn organisatie de kans krijgt, zullen ze van mij profiteren. (R)