Employees needs in the internal communication with their managers to gain trust and respect

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Management summary

Internal communication is in every organization. It is an important aspect which makes organization more efficient and happens in different forms. This study focused on the needs of employees in the internal communication with the management. The aim was to answer the following question: What are the employees communication needs regarding trust and respect in the internal communication with their managers?

A qualitative case study was held at [organisatie] to answer this question. Semi-structured interviews were held with ten employees from different offices of [organisatie] at their north-east area in the Netherlands. The study was based on a quantitative study held earlier by [organisatie}. This was an employee satisfaction survey, which focused on trust and respect in internal communication between managers and employees, with focus on the perspective of the employees. Nine statements that were relevant to these aspects were picked from the quantitative study and used for the semi-structured interviews. Participants had to sort these statements by how important they are to them.

Results show three different needs from employees. Firstly, the management must be present for employees in both a literal and figurative sense. This means that managers should occasionally be physically present at the offices where employees work, but managers should also be aware of the consequences of their decision-making and causes of issues. In other words, the management should be close to the organizational core.

Secondly, the management must inform employees. Multiple opportunities have been found to achieve this: intranet (although the preference for this medium was split), an annual conference, consultancy days and conference calls. The use for these means of communication is to appreciate the work employees do, communicate expectations and to communicate changes beforehand, so employees can respond to them.

Lastly, the management must listen to employees. Multiple means of communication can be used: consultancy days, mail, online chat sessions, intranet or have contact through an intermediary. Managers should ask the employees for input in decision-making and subsequently use this input.

Multiple practical implications are provided and future research is proposed based on these results. Implications include an increased physical presence of managers at the offices where employees work and communication through intranet or e-mail when the management cannot be physically present. To listen to employees, the management must ask for input through intranet or an intermediary. The management then has to actually use the input. Lastly, the management must hold an annual conference to inform employees of financial status and future plans of the organization. Intranet and conference calls can be used to inform throughout the year. Managers should also inform the employees of success and appreciate them timely, sincere and clearly.

Future research should focus on including participants from different ages, more males, different cultures, different roles in an organization and different organizational contexts.

1. Introduction

The following definition for internal communication will be used: 'Internal communication is understood as the strategic management of interactions and relationships between stakeholders at all levels within organisations' (Welch and Jackson, 2007). This definition covers multiple aspects of internal communication. First of all, the definition describes it as 'strategic management', which fits the case of [organisatie}, where internal communication is managed top-down. Secondly, 'interactions' covers both informal and formal communication between the stakeholders in an organisation. Part of the definition can be discussed, as scholars have still not agreed on what the parameters of an organization are or what the boundaries are (Verčič and Sriramesh, 2012). Thus, it is hard to determine what a stakeholder within an organization means.

Internal communication has multiple positive effects on organizations if it is managed well. Firstly, it engages employees in the organization (Kress, 2005) and commits them to the organization (Jo and Shim, 2005). This is a prerequisite for a positive corporate image and reputation (Tench and Yeomans, 2006). It also improves overall organizational effectiveness, as summarized by Verčič and Sriramesh (2012): 'the main benefits of an internal communications audit include improved productivity, reduced absenteeism, higher quality of services and products, increased levels of innovation, fewer strikes and reduced costs'. This means that [organisatie] can also benefit from well managed internal communication. In this study, [organisatie] wants the focus to be on trust and respect.

2. Literature review

This literature review describes the role of Leader-Membership Exchange (LMX) in internal communication. Multiple antecedents will be described, after which the focus will be on both trust and respect as these concepts are a priority for [organisatie}. These concepts formed the foundation of the research that was later conducted.

LMX

An important aspect of internal communication is leader-membership exchange. Leader-membership exchange theory describes the two-way relationship between a leader and a follower. In the case of [organisatie}, it would describe the relationship between management as leaders and the employees as followers. The central concept of the theory is that effective leadership processes occur when the leader has a mature leadership relationship with their follower (Graen & Uhl-Bien, 1991). Other positive outcomes were later found for the leader, member and organization itself. Job satisfaction, commitment to the organization and a lower turnover intention were found to be direct consequences of a high-quality relationship Dulebohn, Bommer, Liden, Brouer & Ferris, 2012). A good relationship also leads to a better task performance and citizenship behaviour (Dulebohn et al, 2012; Ilies, Nahrgang & Morgeson, 2007).

LMX has multiple antecedents, as concluded from multiple studies. Liden, Wayne and Stilwell (1993) found that the perceived similarity of both the leader and the member influenced the quality of the relationship. This has to do with the expectations of the leader and the member and not the actual similarity between both. So, a higher perceived similarity was found to lead to a higher quality LMX relationship. A recent study found that the actual similarity in terms of a proactive personality between the leader and member lead to a higher quality relationship (Zhang, Wang & Shi, 2012). When leaders are more proactive than their members, it showed that it hurt the relationship even more than members being more proactive than their leaders. Another antecedent of LMX is support from the leader. Sluss and Thompson (2012) found that newcomers in an organization receiving support from their leader in the form of advice, leaders being a role model and guidance were needed. It provides a good basis for the future relationship. Lastly, the most consistent antecedent for a high-quality relationship as described by Erdogan and Bauer (2015), namely leader fairness. It describes the interactional justice between leader and member (Masterson, Lewis, Goldman & Taylor, 2000).

In a study from Graen and Uhl-Bien (1995), a taxonomy was developed to reflect on the multiple face's leadership has. Three domains were developed: a follower, leader and relationship domain. The follower domain describes a perspective that focuses on issues regarding the follower, such as how a leadership style is affected by the traits, behaviours, attitudes, perceptions and expectations of the follower. These aspects influence the quality of leader-membership exchange. In the leadership domain, the focus lays on the personal characteristics of the leader and his behaviour. Examples of characteristics and behaviour are leader traits, leader behaviours, personality variables, leader attitudes, leader perceptions, leader power and influence. Thus, both domains focus on one member in the relationship between the two. The third domain focuses on the dyadic relationship between the leader and the follower. Graen and Uhl-Bien (1995) describe it as 'trust, respect, and mutual obligation that generates influence between parties', which is in line with the concepts of the Trust-index of XXX. The focus of this study will only lay on 'trust' and 'respect', as [organisatie] wanted this to be the only focus.

Trust

Bligh (2017) defined trust as the following: 'an expectation or belief that one can rely on another person's actions and words and that the person has good intentions to carry out their promises'. They state that trust is most important in a situation where parties are at risk or vulnerable to each other. Trust therefore fits the relationship between leaders and members, as that relationship has members with different roles and levels of power. Bligh describes that leader-member trust is based on two main components: how leaders provide that they are competent, effective leaders regarding task and relationship-oriented skills and secondly how they provide their benevolence and integrity. Leaders can prove their skill by setting a direction, provide structure and demonstrating their knowledge relevant to their task. They can develop a perception of benevolence by providing a supportive context through coaching their members and integrity by acting in ways that are constant with what they value and their accountability.

Interpersonal level

There are multiple antecedents of trust in the leader-member relationship as described by Bligh (2017). First of all, there are the characteristics of both the member and the leader. When they have the personality trait to be more likely to trust people, they will develop more trust and thus develop a positive relationship (Bernerth & Walker, 2009). Additionally, demographic similarity (such as gender, age, ethnicity) is associated with trust in the early stage of the leader-member relationship (Bligh, 2017).

The second antecedent is leadership behaviour. There are multiple aspects to this antecedent. Bijlsma and Van de Bunt (2003) found a leader's openness to the ideas of the member and him providing guidance to improve the performance of the member are perceived as positive behaviour. Leaders having the members back is also perceived as a positive for member to trust their leaders. Examples of this are leaders protecting member's rights (Moye & Henkin, 2006) and providing support for members when they have problems with others (Ertürk, 2010). Relating to leaders being able to demonstrate their task knowledge, they should have quality decision making and their actions should be understandable by members (Bijlsma & Koopman, 2003). Overall, leader's behaviour should show benevolence towards members (Lapierre, 2007) and come off as authentic (Gardner, Fischer & Hunt, 2009).

Justice is the third antecedent of trust. Both interactional justice and procedural justice fall into the category of justice (Bligh, 2017). Interactional justice means that member perceive their interactions with their leaders as fair and this has a positive influence on trust in their leader as stated by De Cremer, van Dijke and Bos (2006). Procedural justice describes the fairness in which resources such as bonusses are distributed (Blader & Tyler, 2003). This also leads to higher trust (Jones and Martens, 2009).

Organizational level

The first antecedent is ethics (Den Hartog and De Hoogh, 2009). For example, when the organization uses child labour for producing products, trust in the relationship between leader and member is hurt. A second antecedent that can hurt the trust relationship, is a high level of organizational politics, as stated by Poon (2006). This also leads to lower job satisfaction and organizational commitment. Lastly, organizational support can help create trust. Dirks and Ferrin (2002) found that perceived organizational support has a strong relationship to trust and unmet expectations in this matter negatively influence trust.

It is also interesting to note that both the length of the relationship is not an antecedent and that trust cannot be 'bought'. Blingh (2017) states that leaders often assume that the longer the relationship with their member is, the more willing they are to trust them while this is not true. So leaders should just put as much effort in the relationship if trust is not their when they have a long relationship as when it is short. Blingh also notes that trust cannot be bought with raises or bonusses, as they can come off as a trick to gain trust and it not being genuine.

Apart from trust having a relationship to LMX and thus possibly leading to positive outcomes of a high-quality relationship, trust also leads to certain outcomes. Blingh (2017) divides these outcomes into three categories: attitudinal, behavioural and performance outcomes. Attitudinal outcomes include a strengthened affectionate commitment to the leader from the member and a higher organizational identification (Ertürk, 2010) and a higher job satisfaction and commitment to the organization (Dirks & Ferrin, 2002). Dirk and Ferrin also state that trust is related to altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, though this is a behavioural outcome. Another behavioural outcome is the enhancement of the enlargement of the member's role and organizational citizenship behaviour (Chiaburu & Marinova, 2006). Lastly, performance outcomes include an increased focus in work tasks (Frazier, Johnson, Gavin, Gooty & Bradley Snow, 2010) and overall job performance as stated by Dirks and Ferrin (2002).

Respect

Rogers and Ashforth (2017) defined respect as '(perceived) worth accorded to one person by one or more', based on a study by Spears, Ellemers, Doosje and Branscombe (2006). They also make the distinction between generalized respect and particular respect. This distinction is based on scholars who distinguish between respect based on a member's humanity and respect based on his socially valued attributes, behaviours and achievements (Grover, 2014). Generalized respect is based on one's humanity, defined by Rogers and Ashforth (2017) as 'the worth accorded by one or more others, which is owed to everyone [in a social category] simply as a function of their being persons. It is not conditional on a person's status or achievements. It cannot be acquired or lost', which is based on Lalljee, Laham and Tam (2007). Particularized respect is defined as 'the worth accorded to one person by one or more others, which is based on attributes, behaviours and achievements' (Rogers & Ashforth, 2017).

Generalized respect

Generalized respect is 'generalized' in the sense that it does not differentiate between individuals in a collective. A collective in this context is a social category, where members place themselves in. This is based on the self-categorisation theory by Turner, Hogg, Oakes, Reicher and Wetherell (1987). Individuals organize themselves in social categories to make sense of the world. In organizations, a social category could be demographic differences (e.g. age, gender), role or the department a member works in (Rogers & Ashforth, 2017). In this study, the focus lays on the organizational member category.

Generalized respect has two antecedents according to Rogers and Ashforth (2017), namely prestige of social category and climate for generalized respect. Prestige of social category describes that more generalized respect is shown when the social category (which in the context of this study is the organization) is perceived as reputable. Members of the category experience a sense of self from being a member (Tajfel & Turner, 1986). So, when a category is perceived as favourable, members experience the category as more attractive (Smidts, Pruyn & van Riel, 2001), as this creates an enhancement of self (Capozza, Brown, Aharpour & Falvo, 2006).

A climate for respect is shown to exist within an organization according to Singh & Winkel (2012). This climate is defined as 'shared perceptions regarding the extent to which individuals within

their organization are esteemed, shown consideration, and treated with dignity' (Tenbrunsel, Smith-Crowe, and Umphress, 2003: 294). The climate is a collective perception by members of the organization and is based on certain past activities, as stated by Kuenzi and Schminke (2009). These activities include how individuals observe how peers are treated, as it shows potential for how they will be treated themselves (Tyler & Blader, 2003), active listening and valuing diversity (Ramarajan, 2008), providing opportunities for growth and decision-making participation (Fuller, 2006) and showing appreciation for performance (Chen & Lepak, 2009).

Generalized respect has multiple outcomes. If generalized respect is high, the member is then in a social category that is generally respected, thus he feels belonging to the group as he now shares a valued social identity (Cooper & Thatcher, 2010). This fulfilled need for belonging leads to psychological safety, organizational based self-esteem and organizational identification according to Rogers and Ashforth (2017).

Particularized respect

Particularized respect differs from individual to individual (Rogers & Ashforth, 2017). This respect is earned as opposed to generalized respect, which is universally applied to the whole social category. The individual's respect is based on interactions with management, peers or anyone else they have important interactions with within this context. Members feel more respected when they individually receive trust from their leader, responsibility, rewards and appreciation for their performance and can provide input on decision-making (Van Quaquebeke & Eckloff, 2010). Bartel, Wrzesniewski, and Wiesenfeld (2012) state that this respect is earned by the member by the extent to how they are viewed as the prototype member. In other words, how they reach the 'standard' in an organization. Rogers and Ashforth (2017) divide these standards into three categories, namely role prototypicality, organizational member prototypicality and character prototypicality.

Role prototypicality refers to the role a member has in an organization and how he fulfils his responsibilities (Burke & Stets, 2009). These responsibilities include behaviour (e.g. task activities, norm conformities), performance outcomes (e.g. quality of output, role innovation) and identity markers (e.g. use of jargon). Evaluating every individual on these aspects will determine how much respect is shown.

Organizational member prototypicality is more context based, as it is based on the values and identity on organizations (Rogers & Ashforth, 2017). Indicators include to what extent members understand and accept the culture and identity of an organization and identity makers, such as using the organization's products.

The last antecedent, character prototypicality, exceeds the organizational context completely. In a study from Sennet (2003), he describes what such a prototype character may look like in organizations. Three dimensions are described. The first dimension is self-development of skills and abilities. Members should strive to improve on these aspects related to organization. The second dimension states that member should not rely on others but should show independence. The last dimension describes the assistance of others. Members should help peers if they experience problems in the workplace.

Particular respect also has multiple outcomes. Rogers and Ashforth (2017) state that it leads to fulfilment of the need for status. The need for status is considered a universal human motive (Anderson, Brion, Moore & Kennedy, 2012) and it is empirically assessed with items as 'I want my peers to respect me and hold me in high esteem' (Flynn, Reagans, Amanatullah & Ames, 2006). This fulfilment leads to self-esteem for the member, as it indicates he is doing a good job (Grover, 2014) and occupational identification (Thus, Hayase, Sakata & Hiroshi, 2011).

Trust and respect are the foundation of the research that is conducted. Trust exists at both an interpersonal level as an organizational level, while respect consists of both generalized respect and

particular respect. The different antecedents of these concepts are used in the method to gain insight in the needs of the employees regarding trust and respect in the Leader-Membership Exchange that was described earlier in the literature review.

3. Method

Context

[organisatie] is a XXX employing agency with XX offices around the world, including the Netherlands. There are over XXX locations in the Netherlands, split up in three areas: north-east, central west and south. For practical reasons, this study focused on the north-east area of [organisatie] which consists of XX locations. [organisatie] has two main operational components: XXX and XXX. This study was held with employees from XXX, which focuses on linking candidates for a job to clients from [organisatie]. Figure 1 shows the structure of XX per area. The focus of this study lays on the employees' needs in the communication with their (senior) areamanager.
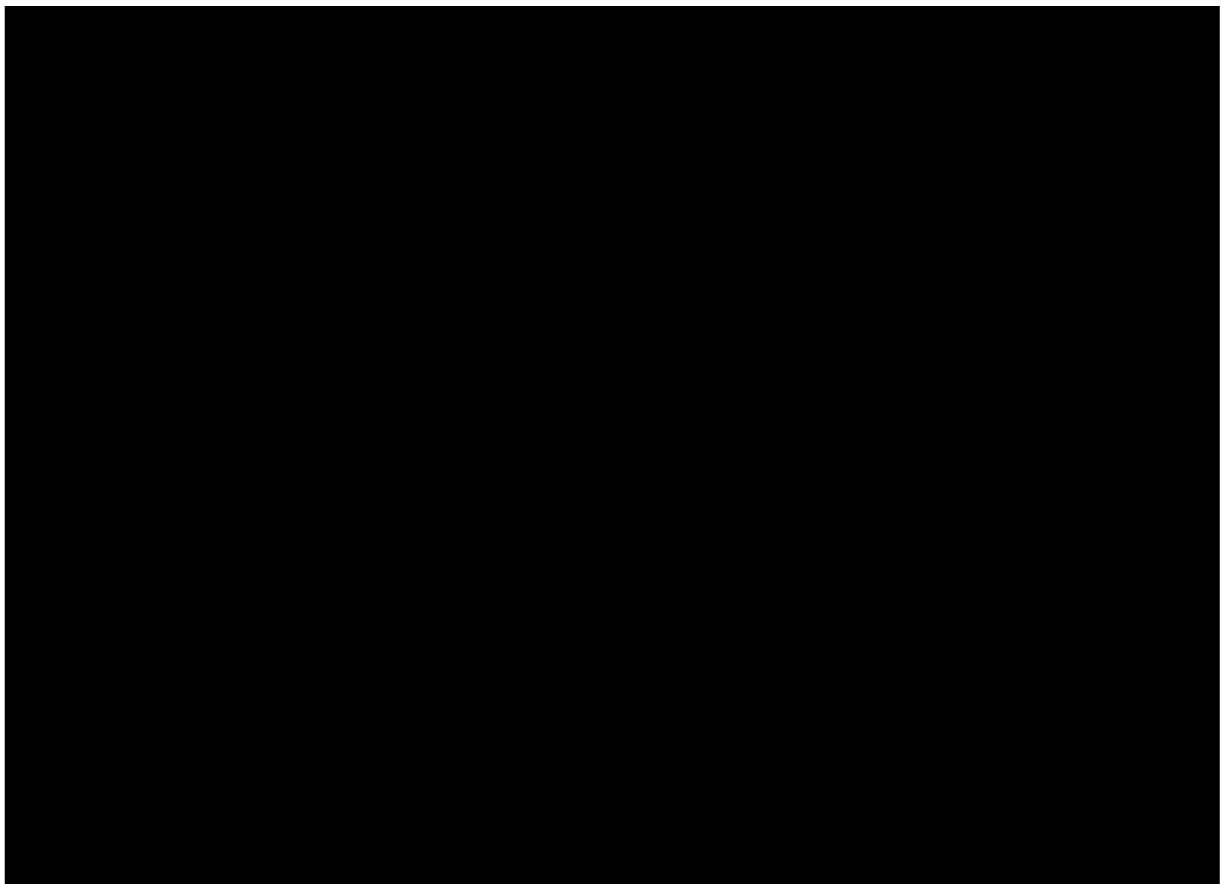
Figure 1. [organisatie] XXX organisation chart.

[organisatie] claims to be an open and enterprising organisation where employees have the chance to grow and develop themselves and [organisatie] wants to contribute to that. Individual contributions are valued. In the Netherlands they have been awarded by XX as one of the best employers in the Netherlands. An annual quantitative research is held among employees to gain insight in different aspects of the organisation. The focus in this study lays on the trust and respect aspect within internal communication.

To gain insight in what the employee needs are regarding trust and respect in their management, a qualitative research was held. A qualitative method was chosen to gain further insight in the aspects of the employee satisfaction survey held by [organisatie] earlier this year, which was a quantitative research. Kritzer (2009) argues that it is useful to undertake qualitative research after quantitative research, so that the themes that emerged during the quantitative research may be further examined in more detail. The semi-structured interviews were held in combination with a card sorting method. This method was picked to start the conversation and determine what participants found to be most important for them regarding trust and respect.

Participants

The initial plan for the recruitment of participants was to find fourteen employees from [organisatie}, all from different offices in the north-east section of the organization. Eventually ten employees were found willing to participate in the research. These were nine XX and one XX. Descriptive statistics of the participants are presented in table 1. Because of a recent re-organization, a lot of new employees started working at [organisatie] recently. This causes the mean age of the participants to be considerably low. The employees were all from different locations to increase the external validity of the research. The participants were sampled by letting the branchmanagers from each office pick one employee. One could argue that this hurts the validity of the research, as the manager can be biased in picking employees. The employees could be for example the least likely to negatively voice their opinion about the management. To counter this selection bias, it was explicitly noticed that the feedback would be beneficial for [organisatie] as a whole and not only the management. The research was conducted between the 7th of May and 7th of June 2018. These interviews were held in Dutch and took between 25 and 65 minutes each.

Table 1
Descriptive statistics participants

	Frequency (N)	Min. age (years)	Max. age (years)	Mean age (years)	SD
Male	3	26	28	26.7	1.16
Female	7	24	36	29.6	4.07
Total	10	24	36	28.7	3.69

Procedure

The participants were all interviewed face-to-face at the offices they work at. The interview scheme from appendix A was used. The researcher firstly explained the aim of the research again and asked the participants if they had further questions about the research. If this was not the case and the participant stated the research was clear, the researcher let them sign an informed consent, which included a permission to record the interview. This informed consent is from the University of Twente and can be found in appendix B. The interviews were recorded by phone. Firstly, the participants had to sort the cards (appendix C) with the statements by how important they found them. The researcher firstly stated that the statements on the cards were from the employee satisfaction survey held earlier in the year. The nine cards were then handed to the participant in a stack, who then had to start putting all the cards with the statements in a for them correct order. On every card was one of the statements presented in table 2. The order went from least important to most important in the communication with their management. The researcher let the participant check their card order and asked if this was the definite order. Then the semi-structured interview started, based on the sorting of the cards. The interview started either from the highest ranked card or the lowest ranked card. Participants were firstly asked about the order of the cards by asking why

the statement was important to them or not. After the participant had explained the relevance of the statement to them, the focus was laid on the current situation in [organisatie]. Subsequently, the researcher would ask for examples that would be relevant to the statement that was being discussed. Participants were asked about aspects in the communication that were appreciated and aspects that could be improved. To finish the discussion about one statement, participants were asked to elaborate on what is preferred and wanted regarding that statement, including on what channel the communication should be done. After the interview had finished, participants were thanked for their participation.

Table 2
Statements presented to participants

1. Trust
a.   The management informs me regularly about important issues and changes
b.   The management makes his expectations explicitly clear
c.   I can ask the management every reasonable question and get an honest answer
d.   The management is easily approachable and are nice to be around
e.   The management has a clear vision on where the organisation is going and how to get there
2. Respect
a.   The management show appreciation for achievements and extra effort
b.   The management asks about and responds genuinely to suggestions and ideas of employees
c.   The management involves employees in decisions that relate to their work and work environment
d.   The management shows a genuine interest in me personally

Analysis

After the data had been collected through voice recording, the interviews were transcribed and later coded in the coding software Atlas. At first, only the statements used in the interviews were coded and used for the results using the codebook (appendix D). Three means of communication were later found in the results from the statements: be present, inform and listen. These means were then again coded in the coding software Atlas using the codebook. After these means were coded, the coded text was analysed to find the subcategories. It was noted how many comments mentioned these subcategories in Excel and quotations which could be used for the results section were noted as well. After all the subcategories were found, it was checked which subcategories were only mentioned in one comment. These subcategories were then left out of the results unless a similar subcategory was found in the other means of communication.

4. Results

In the following section, the results of the research will be presented in multiple parts. Firstly, the order in which the participants sorted the statement of the research will be shown. Secondly, all the results from the semi-structured interview will be presented by going through all the statements and providing quotations from the participants to express the thoughts on every aspect. Lastly, the communication means which contribute to increased trust and respect in the management will be described.

Card sorting

Table 3 presents the means of every statement as a result of the card sorting method. The mean refers to the rank of the card, with 1 being the most important and 9 being the least important to the participant. The means are ranked and show a clear distinction in importance of the statements in relation to each other. Three groups can be formed, namely highest ranked, medium ranked and lowest ranked. Statement 5 (M=3.2, SD=2.9) has the highest mean, closely followed by statement 4 (M=3.7, SD=2.5). Another statement that is deemed relatively important by the participants is statement 6 (M=4.3, SD=1.3). Both highest ranked statements are from the concept of trust. These three statements fall under the highest ranked. A few statements were neither really important or really not important. These statements are 1 (M=4.6, SD=2.7), 9 (M=4.6, SD=3.4), 2 (M=4.8, SD=3.0) and 3 (M=5.1, SD=3.0). Two statements are ranked the lowest, namely statement 8 (M=5.5, SD=2.7) and 7 (M=6.1, SD=3.4). These were considered the least important.

Table 3. 'Mean card sorting order'

Concept	Statement	Mean	RANK
Trust	5. The management has a clear vision on where the organisation is going and how to get there	3.2	1
Trust	4. The management is easily approachable and are nice to be around	3.7	2
Respect	6. The management show appreciation for achievements and extra effort	4.3	3
Trust	1. The management informs me regularly about important issues and changes	4.6	4
Respect	9. The management shows a genuine interest in me personally	4.6	4
Trust	2. The management makes his expectations explicitly clear	4.8	6
Trust	3. I can ask the management every reasonable question and get an honest answer	5.1	7
Respect	8. The management involves employees in decisions that relate to their work and work environment	5.5	8
Respect	7. The management asks about and responds genuinely to suggestions and ideas of employees	6.1	9

Statements

The following paragraph shows the results of the interview. Firstly, the results per statement are shown. This includes what participants think is important per statement and quotations to support the claims. The statements are presented by their rank as shown in table 3.

Highest ranked

The management has a clear vision on where the organisation is going and how to get there

There currently is one big, annual meeting at [organisatie}. Participants think this is a good thing, although they think the information about where the organisation is heading is very general. It is appreciated, but they would also like to see what it means for them individually: 'For me personally, it does not add anything. I think it is really general'. There is a need to get information at a smaller scale. To add to this, participants also want to see updates throughout the year and be able to talk about this with their management. This gives them the opportunity to better understand the direction the organisation is heading and explain why they may not have achieved a goal at their office: 'I should have the opportunity to explain a deviation from the nationwide goals' and 'I want to know more about it [direction the organisation is heading] or get to talk with someone about it'.

The management is easily approachable and are nice to be around

The management being easily approachable is an important need for the participants. A big frustration for them is a slow response from their management. If they need their management, they usually must wait a few days for a response and they would rather have an immediate answer, so they can continue with their work. 'A response can take a week or even longer. I am not the kind of person to call the management for every little issue, but if I need them, it would be nice if they respond' is a remark by one of the participants. This refers to the communication through e-mail. The management should also be present at the offices themselves. Participants feel the need to actually see the management regularly, so they do not feel as much of a distance between them and the management. A participant said: 'I appreciate it when a manager shows its face every now and then. You then know who he is and it is easier to approach him'.

The management shows appreciation for achievements and extra effort

Participants expect a personal message when there are big achievements e.g. when a big client has been attracted to the organisation. Some participants prefer the manager coming to the office himself, while others think a personal e-mail or call is sufficient: 'So to speak visiting us like, well done guys. Bring some beer and snacks. I think that is more genuine than an e-mail'. There is not a need for appreciation in the form of incentives, although participants would not decline them: 'It would be nice, but it is not the kind of appreciation I seek'.

Medium ranked

The management informs me regularly about important issues and changes

Participants were divided in their needs in being regularly informed on issues and changes. One part of the participants found that employees have their own responsibility in getting important information. A participant expressed this in the following quotation: 'I don't think the management should do all the communication. Everyone has their own responsibility in that'. The communication through intranet and e-mail was sufficient for them and the general opinion in this group was that employees should go after information themselves if something was not clear.

The other group of participants thought that intranet and e-mail are not the only channels needed to gain information about topics and changes. Skype sessions were more appreciated by them, as it made information clearer for them. 'It makes the information visual, which makes it easier to understand than when you have to read through a document or mail,' as stated by a

participant. It was also brought up that information through intranet and e-mail is rather general and a more location specific approach was preferred. This would make it clearer on what an impact a change has on the individual instead of the organisation as a whole.

The management shows a genuine interest in me personally

There is not a need for personal contact with the management, at least not with the higher-level management. Contact with the higher-level management should be mostly about business-related topics, although participants do not mind personal interest if they happen to run into their manager at for example the annual meeting. As stated by an participant: "I could make small talk with my manager at the [organizational's annual meeting] just fine if I see him. I would not mind if we do not, though". Interest from their direct manager is more important to them.

The management makes his expectations explicitly clear

Participants found one big, annual meeting a good thing. It was stated that this provides a clear view of the bigger goals of the organisation. Though, it was also noted that it is not enough: "Generally, it is told at the [organizational's annual meeting] [organization's annual meeting] how we are going to take on the upcoming year. Throughout the year, it should be a bit more directed. Like on what things the focus lays.". Participants want more updates throughout the year. One suggestion was doing Skype sessions with their manager. Some also argue that these updates could be presented on a smaller, regional scale instead of a nationwide meeting: "I would like to see it at a regional scale. If you would for example take our region, because that is the region we have the most contact with. You could get updates on the expectations and see how others do it." It was stated that the expectations would not be as broad as the ones at the yearly meeting, so employees found that it was clearer what would be expected from them.

Lowest ranked

I can ask the management every reasonable question and get an honest answer

In general, most participants did not have a big need for asking their management every reasonable question: 'I think it is less important now, as I do not really need it'. It was stated that they trust their management's answer and understood that it is not always possible to get an answer, because it would impact the priorities of the organisation. They do not feel the need to still get the information in that situation. This refers to work-related questions, as participants stated that they do feel the need to get all the information if it comes to personal questions, such as refund of travel expenses.

The management involves employees in decisions that relate to their work and work environment

Overall, participants do not feel the need to be included in every decision that is made, as there is confidence in the management that the choices are right. Though, there is a need for inclusion in decisions that clearly influence the way employees work. A way in which participants see this happen, is to be able to discuss the decision or issue with their direct manager, who can then proceed to communicate the employees' thoughts to the higher-level management: 'I would address that to my direct manager, who closer communicates with the higher-level management'.

The management asks about and responds genuinely to suggestions and ideas of employees

The participants feel the need to be able to communicate their ideas to their management. Most prefer this communication to be in the form of an e-mail. Additionally, there is a need to get feedback on their idea, regardless of the idea is implemented or not. It is a big frustration for participants if they send in a suggestion and they never hear from it again. There seems an understanding if for some reason the idea will not work. 'There are good ideas and nothing is being

done with it. We are here, we are close to the operations. At least let us know.' is a good representation of how the participants feel.

There also is a need for assertiveness from the management to ask the employees about issues and what they think could be done about it. Participants felt like they know more about the operations of their organisation and can contribute to decision-making: "I think we as a whole know more than just the top management and I think the work field is the best place to get input'. It was proposed that the management should present an issue to employees and ask for their opinion.

Be present

Table 4. 'Be Present' - positive and negative connotations

Category	Definition	Sample comments
Positive connotations		
Consultancy between management and employees ('[organizational's consultancy meeting]') *Comments: 1*	A meeting called '[organizational's consultancy meeting]' where the management has a meeting with consultants from all offices to discuss proceedings/issues	'I like [organizational's consultancy meeting].' (Interview 1)
Intranet for impactful changes *Comments: 1*	The management does not need to visit offices to inform employees of big changes, they can inform them through intranet	'The management does not have to visit us for big changes like a position change at the head office.' (Interview 8)
Negative connotations		
Unaware of causes *Comments: 3*	The management is unaware of what happens at offices, which makes them unaware of causes of some problems	'The question is, do you guys have any idea what is going on at offices or do you just look at the numbers?' (Interview 3)
Lack of physical presence *Comments: 10*	The management is not present at the offices of consultants	'I have not seen our manager at our office. Would be nice.' (Interview 2)
Unaware of consequences *Comments: 4*	The management is unaware of the consequences their decisions have on employees	'I think they come up with something and we have to work with that, but they do not tell us what the consequences are or how we can tackle it in the future.' (Interview 5)
Slow response through e-mail *Comments: 2*	The management takes a lot of time to respond to e-mails from employees	'I expect a reply when I am having a problem and I send them an e-mail.' (Interview 10)
No connection to management *Comment: 1*	Employees having no personal contact with their managers	'I want a connection, even when it is just visiting our office every three months or going to a client with me. Even a call or e-mail is fine.' (Interview 7)

Table 4 provides an overview of the positive and negative connotations of 'Be present' by participants. Two subcategories were liked by the participants, namely consultancy between the management and employees (where the management is physically present) and intranet for impactful changes (where the management does not have to be physically present to still connect with employees). Both only were mentioned in one comment but are still included as they were mentioned in the other categories as well, which will be described later.

Participants disliked the management being unaware of causes, their lack of physical presence, being unaware of consequences and their slow response through e-mail. Firstly, participants felt the management is unaware of causes because there is not a connection between management and employees. One example mentioned by a participant is how there were a lot of employees leaving the company, yet the management did not know or question why these people were leaving: 'But why are you losing so many people? The least of them are lost because of the transition'.

According to the participants, there is a strong lack of physical presence from the management at the offices. Managers should visit them regularly, as is illustrated in the following quotation: 'I think it is nice if we could see our manager every now and then to know who he is and it makes him more approachable as well'. As for how often a manager should visit, once or twice a month were mentioned by participants. Their physical presence could also be for celebrating success, as a way of showing appreciation which participants found there to be a lack of as later described in the concept of 'Inform'. A participant stated: 'For example, visiting us and bringing a pie'.

Furthermore, participants disliked the management being unaware of consequences of their actions for the employees, which is a symptom of the management not being close to their employees. The management should have conversations with employees to understand them better. A participant stated: 'If the management makes changes that have an impact without ever having a conversation with us employees or a representative…'.

Lastly, participants disliked how the management takes a lot of time to respond to e-mails of employees. Employees could even be ignored by the management, as is illustrated in the following quotation: 'I would firstly mail to the management and later call to ask them if they had seen my e-mail and what they think of it'.

Inform

Table 5. 'Inform' - positive and negative connotations

Category	Definition	Sample comments
Positive connotations		
Annual conference *Comments: 3*	An annual conference where the management informs employees about the company's financial status, future plans, expectations etcetera	'They tell us after half a year where we are at. What should be done differently?' (Interview 4)
Coming back on earlier meetings through e-mail *Comments: 1*	Manager communicate through e-mail to employees to recap or give extra information on earlier meetings	'Our manager had given us a briefing on how he wants to tackle things and the e-mail was a nice addition to that.' (Interview 3)
Consultancy days *Comments: 2*	Managers are present during periodic meetings with all consultants to express expectations	'Having a meeting with consultants every three months and talk about what is going well and how you achieved that success.' (Interview 3)
Intranet *Comments: 4*	Using intranet to inform employees	'I understand some people do not like intranet, but all information is there and you can ask questions when something is not clear.' (Interview 6)
Conference call *Comments: 2*	Conference calls through Skype between managers and employees	-
Negative connotations		
Changes communicated subsequently *Comments: 5*	Changes to work activities or the workplace are communicated by the management to employees after they take place	'Communication is being imposed retrospectively.' (interview 2)
Intranet *Comments: 3*	Using intranet to inform employees	'I think intranet is a really annoying tool.' (interview 1)
Lack of appreciation *Comments: 6*	The management does not show appreciation for the work of employees	'Receiving a "well done" mail when you get a good deal with a client, I do not think that happens enough.' (Interview 10)
Not communicating expectations *Comments: 3*	The management does not communicate what they expect from employees	'I think we receive our numbers on expectations pretty late.' (Interview 9)

Table 5 provides an overview of the Positive and negative connotations of 'Inform' by participants. Participants liked an annual conference, consultancy days, intranet and conference calls. The annual conference is a meeting with all the employees from [organisatie] in the Netherlands and is liked by participants for its explanation of future plans, finances etcetera. One participant stated: I think the [organizational's annual meeting] [name of the annual conference] is very clear. The official part could have been shorter, the party was very short. Though, it is very clear what is expected of us.

The managers have periodic consultancy days with consultants to discuss what goes well and what does not. Participants like these days and want them to happen more often, as is illustrated in the following quotation: Something they have done during the transition, is like a [organizational's annual meeting] for recruiters and sales consultants of the area. They would come together with the management and talk about issues more extensively and exchange ideas, which maybe does not happen enough within [organisatie}.

Intranet was liked by some of the participants for its availability and clarity. This is illustrated by the following participant: Through Intranet you will be sufficiently informed when something is about to happen. So, you know what you are up to.

The last liked subcategory by participants are conference calls. These calls are between the management and employees through Skype and are liked for their clarity and the ability to ask questions. To illustrate: During such a session, you will firstly listen and afterwards there is room for questions in the chat box which they answer immediately or later in an e-mail.

When it comes to what people disliked, the results show that participants dislike changes being communicated subsequently, intranet, a lack of appreciation from the management and expectations not being communicated by the management. Participants stated that the management often communicates changes after they have taken place, which leaves employees unprepared or unhappy. These changes concern the workplace and work activities. This is illustrated in the following quotation: 'If my way or working changes because of the management, I like to be informed and know what the reason for the change is.

Intranet was also disliked by some of the participants. The medium is seen as indirect and other means of communication such as e-mails and calls were preferred by these participants. This is illustrated in the following quotation: 'I think intranet is… it is not very direct and personal. The management think that everyone looks at intranet, but we just read our mail and start with our work. You will not start by reading intranet. I would rather take a cup of coffee.

Participants also stated that the management show a lack of appreciation for the work the employees do. The appreciation participants look for, concerns for example compliments and not a raise or a bonus. These could be communicated by a call or the management could visit an office. One participant stated: It does not have to be something big, but I think appreciation is really important. I really notice that in my job, but I do feel like there is a lack of appreciation in [organisatie}.

Lastly, the management does not communicate their expectations to employees. These expectations could for example be reaching a certain number of clients or revenue. To illustrate, someone mentioned the following: 'This was one of the first times the management told us about their expectations. So, we were really kind of guessing before.'

Listen

Table 6. 'Listen' - positive and negative connotations

Category	Definition	Sample comments
Positive connotations		
Consultancy days *Comments:1*	Managers are present during periodic meetings with all consultants to discuss work	'I like [organizational's consultancy meeting] [name of the consultancy days].' (Interview 1)
Contact through branchmanager *Comments:2*	Employees can communicate with the management via their branchmanagers	'I am being heard by my branchmanager.' (Interview 2)
Mail *Comments:4*	Employees having contact with their managers through e-mail	'They understand the management isn't always able to visit us, so contact through e-mail is fine.' (Interview 5)
Chat sessions *Comments: 4*	Chat sessions through Skype where employees can discuss issues with their management	
Interaction on intranet *Comments:1*	Employees can put comments on messages on intranet, which managers can read and respond to	
Negative connotations		
Not asking for input *Comments:10*	The management does not ask employees for their input/opinions on issues/changes	'It would be nice if the management could ask us about our ideas.' (Interview 2)
Not using input *Comments:4*	The management does not use input/opinions from employees	'My experience is that nothing is being done with the input.' (Interview 10)

Table 6 provides an overview of the positive and negative connotations of 'Listen' by participants. Several subcategories were liked by the participants, namely the consultancy days, contact between management and employees through their branchmanager, communication through e-mail, chat sessions between management and employees and interaction on intranet. The consultancy days were already mentioned before and were mentioned here as well for its ability for managers to listen to their employees.

Participants also liked to have contact with the management through their own branchmanager. A branchmanager is the manager of a single office and has a closer connection to the management than consultants. This makes it easier to get in touch with the management and for the management to listen to them. To illustrate, the following quotation: 'In a conversation with my branchmanager, I stated that I was running into some things. He really does something with those issues.'

Mail was liked as way to communicate with their management. It is not a substitute for things that need to be communicated in real life, as is illustrated in the following quotation: 'When I send an e-mail and get an immediate reply, it is fine. I do not have to see him then. When an issue becomes personal, e.g. getting fired, I wish to see my management. Though, when I have a work issue, it can be communicated through mail.

During chat sessions, the management will give a briefing on whatever issue or task is relevant. Employees have the opportunity to interact with the management and ask questions to them. As illustrated in the following quotation: When there is a big change, a Skype session with explanation will be planned. You can ask questions which will be answered later.

Intranet had only comment in the concept 'Listen' but is still included because it was mentioned in the other concepts as well. Employees can use intranet to comment on reports or messages posted by the management, so they can make their voice heard for the management.

Participants disliked how the management does not ask employees for input/opinions on issues and changes that are being implemented. It was stated that employees often know what is best for certain processes as they are doing the work every day. This is illustrated in the following quotation: 'It would be nice to be involved in decision-making by the management.'

Lastly, the participants also disliked how the input that was provided, is not used by the management. One participant stated that he would like to see the input being used, but could also understand how it can be hard in an organization the size of [organisatie}: 'It would be great if we could have an impact on changes, but I understand very well that it is not reasonable to involve every employee.'

5. Discussion

The goal of this study was to get a better understanding of the employee communication needs regarding trust and respect in the internal communication with their managers. Results showed that there are three main needs: be present, listen and inform. This paragraph firstly focuses on the insights from the data and what their practical implications are. Subsequently, the validity and limitations of the study will be determined. At the end of the paragraph, further research will be discussed.

Firstly, results showed that management should 'be present'. Results also showed there are different aspects of being present that should be taken into consideration for managers. The most important is that the management should be physically present at offices. It is not realistic for the management to be present every day, which is what employees also do not expect. Management should visit periodically every few months. The goal of this visit should be to connect to employees, answer questions regarding work or celebrate success. One way in which this could also be done, is to have a full day where all consultants from one area get together with the management. In the case of [organisatie}, these days were called '[organizational's consultancy meeting]'. According to Al-Rawashdeh (2012), there are certain things to look out for when using this 'management by walking around'. It must be clear to employees that the management is at their office to help them with problem-solving and not for watching them out of power and authority. Thus, the management must inform employees about their visit, what the point of the visit is and act accordingly.

The management connecting with employees can be a solution to another issue shown by the results, namely the management being unaware of causes and consequences. Employees also experience a distance to the management in a figurative sense and the management visiting them provides the opportunity to close this distance. Research by Gajendran and Joshi (2012) shows that more frequent communication between distributed teams can improve decision-making. When the management makes quality decision, trust in them improves (Bijlsma & Koopman, 2003) which was found in the literature review. Participating employees also improves respect (Fuller, 2006), which was also found in the literature review. The management visiting offices provides an opportunity to do this.

The management cannot always be present and employees do not expect them to be present in every situation. Intranet was named as a useful tool to communicate big changes without the management having to visit offices, unless the changes impact employees at that office directly. Secondly, when managers are not at the office, quick communication through e-mail is important. This should be a priority, because employees might be hindered in their work and need a reply.

The management informing employees is another communicating activity that contributes to trust and respect and the results showed multiple aspects to this activity. Firstly, an annual conference is a good opportunity for the management to inform employees about expectations, which was also stated as something there is a lack of. Other information presented includes financial status and future plans. Such a conference only has to be held once a year, as it is a costly event and the information presented does not need a more than one annual meeting according to employees.

Managers should inform employees of changes before they take place. Employees need to have to opportunity to express dissatisfaction they have with changes, so that they can make the management aware of consequences they may not know about. It was mentioned earlier that the management is often unaware of these consequences. Employees can improve the decisions being made. It was mentioned in the literature review that making quality decisions improves trust (Bijlsma & Koopman, 2003) and letting employees participate in decision-making improves respect (Fuller,

2006).

      Multiple media can be used to inform employees of these changes and expectations. Employees have mixed feelings about intranet, so multiple options should be available to both advocates and opponents. Intranet can be used if it has the option for employees to interact with the management through for example comments on posts. For employees who do not like intranet, conference calls between them and the management can be used.

      Managers should inform employees when success has been achieved. Managers do not need to inform employees of their appreciation by giving them a raise or bonus, but instead give them a call or visit the office that has had a success. There are a few important requirements this praise must meet. Firstly, managers need to be clear on what behaviour is being praised (Kaufman, 2005). Secondly, the praise must be sincere (Crawford, 2006). Lastly, if the management does not praise the employee shortly after the behaviour that is deemed praiseworthy, there is a high chance it will be forgotten (Gostick & Elton, 2009).

Managers should firstly ask employees for input on issues or changes and subsequently use this input to improve trust and respect in them. There are multiple options to implement and improve the involvement of employees in decision-making. Intranet can be used to include employees in discussions, as they can reply to issues that are posted. A poll can also be added to see where employees stand on certain issues. Another option is to let direct supervisors ask for input for the managers. In the case of [organisatie}, employees have branchmanagers who they see every day and can represent them in the communication with their managers. There is also the online option to use chat sessions, where managers can for example use Skype to be in contact with employees from an office to ask them for input. Mail can also be used, although this is more useful to ask for individual input in contrast to asking a whole office.

Limitations and future research

Participants in this study were no older than 36 years old, male participants were not older than 28 years old. The results for older employees may be different than the results from this study. Future research should focus on comparing these different age groups and how their age may influence the different aspects that lead to trust and respect in the management. For example, an older employee may not like Skype sessions as a substitute for real life interaction.

      Additionally, more women participated in this study than men. There may be differences in the needs between sexes in gaining trust and respect for their managers. The results for this study are more representative for women than they are for men, so future research should focus on including more men in studies and see if results change.

      Culture is an aspect that is not considered for this study. It would be interesting for future research to look at the influence of culture in the process of gaining trust and respect and to study if the concepts of 'be present', 'listen' and 'inform' are still relevant in different cultures.

      Most participants in this study have the same occupation and role in [organisatie}, namely a consultant. All these participants have the same connection to the management. Employees that have a different role in the organization may have a different connection to the management and therefore different needs in to gain trust in and to respect the management. Future research should focus on including more participants that have different roles in an organization to get a clearer view on how employees can gain trust and respect for their management.

      Another aspect that should be considered for future research, is how long employees have been working at the organization. It may be likely that when employees are at an organization for a longer time, they get a better understanding of what they expect from their manager regarding trust and respect. For example, there was crisis in [organisatie] not too long before the interviews were conducted. Participants that have been working for a longer time, it may be more likely to run in such

a situation and know what to expect next time such a situation occurs.

Lastly, the study was held in an organization of considerable size. The needs of employees could differ based on the size of the organization and this study only shows needs from employees in a big organization. Future research should consider organizational structure when studying the concepts of 'be present', 'listen' and 'inform' in the context of trust and respect.

Conclusion

Internal communication in organizations is very important. This qualitative study focused on the needs of employees in the communication with their managers to improve respect and trust in them. Three needs can be concluded from this study: the management must be present, managers should listen to their employees and managers should inform employees. These communication means have led to practical implications for managers in organizations to implement and improve the trust in and respect towards them from employees. Although there is still future research to be done on this subject, this study provides some guidance for managers.

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Appendix A: Interview Scheme

De onderzoeker begint met het uitleggen van het onderzoek.

[organisatie] heeft een jaar geleden een intern onderzoek gehouden in het kader van XXX. Kun je je dit nog herinneren?

Mogelijkheid voor participant om antwoord te geven.

Bij dit onderzoek werd gekeken naar de tevredenheid van medewerkers over [organisatie] als werkgever. Dit betrof een kwantitatief onderzoek en mijn contactpersoon binnen [organisatie}, die zich bezighoudt met de interne communicatie tussen werkgever en werknemers, wilde ook een kwalitatief onderzoek houden om betere inzichten te krijgen in de behoeften van de werknemers. Voor mijn onderzoek focus ik op de onderdelen 'vertrouwen' en 'respect' binnen het XXX onderzoek. Aan de hand van een card sort methode zullen we enkele stellingen bespreken. Deze stellingen moet jij op jouw volgorde leggen van onbelangrijk naar belangrijk. Vervolgens zullen we bespreken waarom jij deze volgorde hebt gekozen. Zijn er vragen of onduidelijkheden over het doel van het onderzoek?

De participant krijgt de kans om vragen te stellen en moet vervolgens een formulier (appendix B) invullen om te bevestigen dat hij/zij alles heeft begrepen en toestemming geeft om het interview te laten opnemen. Nadat dit formulier is ingevuld, start het interview.

Ik heb hier een stapel met negen stellingen uit het XXX onderzoek die jij op volgorde moet leggen van hoe belangrijk jij ze persoonlijk vindt.

De kaartjes (appendix C) worden aan de participant gegeven die vervolgens tijd heeft om deze kaarten op volgorde te leggen.

Ik zie dat je de kaartjes op volgorde hebt gelegd. Laten we links beginnen.

Vervolgens wordt per kaartje/stelling de volgende vragen gesteld:

1. Waarom heb je deze stelling op deze positie gelegd?
2. Wat vind je goed gaan betreft deze stelling? Heb je voorbeelden waarom je dit goed vindt gaan?
3. Wat vind je slecht gaan betreft deze stelling? Heb je voorbeelden waarom je dit slecht vindt gaan?
4. Wat zou je graag (anders) willen zien?

Appendix B: Informed consent

Toestemmingsverklaringsformulier (informed consent)

Titel onderzoek:
Verantwoordelijke onderzoeker:

<div align="center">

In te vullen door de deelnemer

</div>

Ik verklaar op een voor mij duidelijke wijze te zijn ingelicht over de aard, methode, doel en [indien aanwezig] de risico's en belasting van het onderzoek. Ik weet dat de gegevens en resultaten van het onderzoek alleen anoniem en vertrouwelijk aan derden bekend gemaakt zullen worden. Mijn vragen zijn naar tevredenheid beantwoord.

[indien van toepassing] Ik begrijp dat film-, foto, en videomateriaal of bewerking daarvan uitsluitend voor analyse en/of wetenschappelijke presentaties zal worden gebruikt.

Ik stem geheel vrijwillig in met deelname aan dit onderzoek. Ik behoud me daarbij het recht voor om op elk moment zonder opgaaf van redenen mijn deelname aan dit onderzoek te beëindigen.

Naam deelnemer: …………………………………………………………………

Datum: ………….   Handtekening deelnemer: ………………………………………….

<div align="center">

In te vullen door de uitvoerende onderzoeker

</div>

Ik heb een mondelinge en schriftelijke toelichting gegeven op het onderzoek. Ik zal resterende vragen over het onderzoek naar vermogen beantwoorden. De deelnemer zal van een eventuele voortijdige beëindiging van deelname aan dit onderzoek geen nadelige gevolgen ondervinden.

Naam onderzoeker: ………………………………………………………………………………………….

Datum: ………….. Handtekening onderzoeker: …………………………………………..

Het management informeert mij regelmatig over belangrijke kwesties en veranderingen.	Het management maakt zijn verwachtingen duidelijk kenbaar.	Ik kan het management iedere redelijke vraag stellen en daar een eerlijk antwoord op krijgen.

Het management is gemakkelijk benaderbaar en prettig in de omgang.	**Het management heeft een duidelijk beeld van waar de organisatie naar toe gaat en hoe daar te komen.**	**Het management toont waardering voor goede prestaties en extra inzet.**

31

Het management vraagt om en reageert oprecht op suggesties en ideeën van medewerkers.	**Het management betrekt werknemers in beslissingen die betrekking hebben op hun werk en werkomgeving.**	**Het management toont een oprechte interesse in mij persoonlijk.**

Appendix D: Codebook

Table 7. 'Codebook statements'

Code	Name	Description
1.1	Het management informeert mij regelmatig over belangrijke kwesties en veranderingen.	Answers to questions about the card with this statement
1.2	Het management maakt zijn verwachtingen duidelijk kenbaar.	Answers to questions about the card with this statement
1.3	Ik kan het management iedere redelijke vraag stellen en daar een eerlijk antwoord op krijgen.	Answers to questions about the card with this statement
1.4	Het management is gemakkelijk benaderbaar en prettig in de omgang.	Answers to questions about the card with this statement
1.5	Het management heeft een duidelijk beeld van waar de organisatie naar toe gaat en hoe daar te komen.	Answers to questions about the card with this statement
1.6	Het management toont waardering voor goede prestaties en extra inzet.	Answers to questions about the card with this statement
1.7	Het management vraagt om en reageert oprecht op suggesties en ideeën van medewerkers.	Answers to questions about the card with this statement
1.8	Het management betrekt werknemers in beslissingen die betrekking hebben op hun werk en werkomgeving.	Answers to questions about the card with this statement
1.9	Het management toont een oprechte interesse in mij persoonlijk.	Answers to questions about the card with this statement

Table 8. 'Codebook Communication means'

Code	Name	Description	Example
2.1	Be present	Participant describes the presence of their management, both physical, how close they perceive the management to be to them and how they like or dislike this.	The participant experiences a lack of physical presence from their manager
2.2	Inform	Participant describes how the management informs them, to what extend and how they like or dislike this.	The participant thinks their manager informs them of expectations on time
2.3	Listen	Participant describes how the management listens to them, to what extend and how they like or dislike this.	The participant feels like the management is not open to their ideas