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Authentic enterprise, communal employee relationship, and employee-generated managerial assets

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**PURDUE UNIVERSITY
GRADUATE SCHOOL
Thesis/Dissertation Acceptance**

This is to certify that the thesis/dissertation prepared

By Yeunjae Lee

Entitled

Authentic Enterprise, Communal Employee Relationship, and Employee-Generated Managerial Assets

For the degree of Master of Arts

Is approved by the final examining committee:

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7/25/2016

Date

AUTHENTIC ENTERPRISE, COMMUNAL EMPLOYEE RELATIONSHIP,
AND EMPLOYEE-GENERATED MANAGERIAL ASSETS

A Thesis

Submitted to the Faculty

of

Purdue University

by

Yeunjae Lee

In Partial Fulfillment of the

Requirements for the Degree

of

Master of Arts

August 2016

Purdue University

West Lafayette, Indiana

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ABSTRACT

Lee, Y. M.A. Purdue University, August, 2016. Authentic Enterprise, Communal Employee Relationship, and Employee-Generated Managerial Assets. Major Professor: Jeong-Nam Kim.

This study aims to explore managerial intangible assets of organizations generated by their internal publics, employees. Considering employees' perception and communicative behaviors as an organization's managerial assets, this study examines an organization's authentic behaviors and organization-employee relationships. To be more specific, this study firstly investigates how an organization's authentic behavior—truthfulness, transparency, and consistency—affects communal relationship between employees and an organization. Using *megaphoning*, *scouting*, and *microboundary spanning* as theoretical frameworks for employees' communicative behaviors (ECB), this study also examines the association among perceived authenticity of organizational behavior, organization-employee relationships, and employees' communicative actions. Furthermore, this study investigates how employees perceive an organization's excellence based on relationship. With two given datasets including 528 and 306 current employees who are working full-time in the United States and Italy, respectively, this study tests the same three structural models and compare the results. Results suggest that an organization's authentic behavior is positively related to organization-employee

relationship as well as employees' communicative behaviors (ECB), not only across organizations but also within an organization. Employees who have communal relationship with their organization are also more likely to perceive their organization as excellent. The results of this study have both theoretical and practical implications in that it helps to understand how organization-employee relationship and ECB contribute to Excellence in public relations and employee communication.

CHAPTER 1. INTRODUCTION

1.1 Introduction

In December 2015, a construction-equipment manufacturing company in South Korea carried out a large-scale reorganization, asking more than 3,000 of its employees to retire voluntarily. This included young, new employees who had worked at the company for less than two years. For the previous eight years, the firm had been attempting to create a friendly image both internal and externally by using the slogan “Our people, our future.” As new employees, who were disappointed by the company’s policy, began to post complaints on the Internet, the reorganization became a hot social issue. Resultantly, the public began to call into question the meaning of authenticity in relation to an organization’s conduct. People began to recognize that the logos, slogans, symbols, beliefs, values, and campaigns that an organization utilizes to create a public image are meaningless, if they are not consistent with the organization’s actual behavior. More importantly, if certain actions are perceived as undesirable by the internal audience—the employees—the problem becomes even more serious. An organization may not only lose the ability to build and maintain trust among employees; it may also give unfavorable, negative perceptions to other stakeholders. As many scholars and practitioners have highlighted, an organization’s behaviors or actions should be congruent with its words (Grunig & Kim, 2011), and if an organization *say* they are

authentic, then they'd better *be* authentic (Gilmore & Pine, 2007) Given the above, the role of authenticity has been discussed as an essential factor that helps to determine an organization's success level (Arthur W. Page Society, 2007; Cloud, 2008). Moreover, an organization's stakeholders have gained more importance in a faster-paced modern society in which new technology has a central role. Following this trend, over the past decade, scholars from various disciplines have studied authenticity in different contexts, including leadership authenticity (Henderson & Brookhart, 1996) and the authenticity of brands targeting consumers (Beverland, 2009; Kováč, Carroll, & Lehman, 2013; Park & Kim, 2014). The concept of authenticity can be linked specifically to the value of public relations, in terms of building long-term relationships with an organization's key audiences. In particular, employees, who should be considered one of the key internal audiences for an organization, can also develop favorable relationships in the workplace if they perceive their treatment and experiences at work to be authentic.

Additionally, public relations literature emphasized effective internal communication as a key factor in organizational effectiveness, in that it has a great impact on employee performance, job satisfaction, and organizational strategic-management functions (Grunig, 1992; Grunig, Grunig, & Dozier, 2002). According to Hannegan (2004), information given by the chief executive officer (CEO) of an organization contains approximately 18-20% believability, whereas information shared by employees has twice as much, at 33-40%. Dawkins (2004) argued that the role of employees as critical communication channels, bridging an organization and its external audiences, should not be underestimated, stating that one of the most effective communication tools for building corporate reputation is employees' verbal behaviors.

Therefore, internal employees need to be considered as believable and credible sources, offering a potentially significant method of communication with a company's external stakeholders. In this vein, several recent studies have examined employees' internal and external communicative behaviors (Dawkins, 2004; Jo & Shim, 2005; Kim & Rhee, 2011).

Employees' communicative behaviors can be understood as playing significant roles in organizational effectiveness. Kim (2014) suggests that the outcome of an organization's strategic management can be evaluated not only through numerical and financial metrics, but also via non-financial indicators such as the information created, selected, and disseminated by employees. Kim emphasizes that this information can become the basis of corporate reputation, which should be regarded as an invisible managerial asset that can enable an organization to be preemptive, predicting possible issues, as well as profits and losses. More importantly, employees' communicative behaviors can play a role in the advocacy of an organization, minimizing the threat of organizational crisis (Coombs, 2000; Rhee, 2008; Mazzei, Kim, & Dell'Oro, 2012). Along these lines, Kim and Rhee (2011) analyze employees' communicative behaviors, introducing three key concepts: 1) *megaphoning*, defined as employees' positive or negative external-communication behaviors in relation to organizational strengths (accomplishments) and weaknesses (problems), 2) *scouting*, understood as employees' voluntary efforts to communicate relevant information to an organization, and 3) *micro-boundary spanning* (into which the concepts of megaphoning and scouting are integrated), which refers to employees non-nominated/non-designated, voluntary communication behaviors, where organization-related information is searched for,

obtained, dispersed, and disseminated internally and externally. Kim and Rhee state that communicative behaviors such as information seeking, sharing, and forwarding can be fostered through 1) building a strong organization-employee relationship and 2) an organization's symmetrical efforts to communicate with its employees.

In addition to organization-related information created by employees through their communicative behaviors, internal evaluations of an organization can also be considered an invisible asset. In other words, what employees believe and perceive about their organization may be another significant indicator of whether an organization is excellent or not. This is because employees' evaluations of organizational excellence, such as perceived external prestige or reputation, can encourage them to engage in supportive behaviors or to identify with the organization, as prior studies have indicated (Fuller, Hester, Barnett, Frey, Relyea, & Beu, 2006). Consequently, employees' communicative actions, as based on their perceptions of their companies, can be seen as helping an organization to achieve business, managerial, and/or social goals (Kim, 2014).

Although scholars across disciplines have studied authenticity mainly focusing on leadership and its positive outcomes in an organization (Henderson & Brookhart, 1996; Men & Stacks, 2014), little research has explored the relationship between the perceived authenticity of organizational behavior and the invisible assets created by employees' communicative intentions. This study focuses, therefore, on how an organization's authentic behaviors influence employees' perceptions of their relationships with their companies, as well as affecting employees' voluntary communicative behaviors and perceptions of organizational excellence. This will not only advance theoretical understanding of authentic organizational behavior and employee communicative

behaviors (ECBs), but also provide insights for organizations to make employees engage in communicative actions to increase organizational excellence. In light of this point, this study aims to compare individuals' perceptions of organizational excellence and communicative behaviors in relation to different strengths of communal relationships and exchange relationships with an organization (i.e., high or low).

CHAPTER 2. CONCEPTUALIZATION

In this chapter, I first review the authenticity of organizational behavior, and organization-employee relationship, followed by a discussion about employee-generated managerial assets.

2.1 Literature Review

2.1.1 Perceived Authenticity of Organizational Behavior

In today's constantly changing, globalized society, the advent of new media technology has led to the need for organizations and companies to introduce new business models centered on "authenticity" (Arthur W. Page Society, 2007; Bishop, 2003; Cook, 2007; Molleda & Roberts, 2008; Shen & Kim, 2012). Potter (2010, p. 1) claimed that "[t]he demand for authenticity—the honest or the real—is one of the most powerful movements in contemporary life, influencing our moral outlook, political views, and consumer behavior." The Arthur W. Page Society (2007, p. 6) also emphasized the importance of the authenticity of organizational behavior, explaining that "[a]uthenticity will be the coin of the realm for successful corporations and for those who lead them." Accordingly, Bishop (2003) suggested that certain principles of authentic communication, including truth, fundamentality, comprehensiveness, relevance, and consistency, are necessary for public-relations practitioners. In this context, Shen and

Kim (2012) identified three main components within perceived authentic organizational behavior by examining diverse definitions of authenticity from the fields of psychology, business, and strategic management. These are *trustfulness*, *transparency*, and *consistency*.

Trustfulness means that authentic individuals, leaders, or brands are true to themselves. An authentic organization should also act in accordance with its true self, including making efforts to discover what the public wants and needs, giving information continuously, accepting feedback, and ensuring its audiences are involved in organizational decision-making processes. Where *transparency* is concerned, organizations need to admit, accept, and learn from their own mistakes and behaviors objectively and truthfully. This transparency can be facilitated by the use of a symmetrical communication strategy, which can help an organization to recognize the results of its own behaviors objectively, through two-way communication efforts. The last component of authentic organizational behavior is consistency. Here, the values, beliefs, and rhetoric of an organization should be in accordance with its behaviors. *Consistency* is built on truthfulness and transparency, suggesting that consistent behavior does not exist unless an organization knows the truth and can view its behaviors objectively.

Above all, the authenticity of organizational behaviors has a significant role in influencing the quality of organization-employee relationships. Employees experience organizational behavior more directly than any other stakeholder (Shen & Kim 2012). The organization-employee relationship is particularly important as it influences the valence of employees' communication behaviors—i.e., whether they are positive or

negative (Kim & Rhee, 2011; Kim, 2014). This study therefore utilizes the three concepts of trustfulness, transparency, and consistency in order to understand, justify, and develop a framework of perceived authentic organizational behaviors in the context of employee communication.

2.1.2 Organization-Employee Relationship

Perceived authentic organizational behavior can be recognized by the employees of an organization through various channels; for example, personal or business experiences of business systems and compensation systems, organizational treatment, organizational culture, organizational norms, and the potential for personal development. In terms of Shen and Kim's (2012) conceptualization, it can be said that employees' experiences of authentic organizational behavior depend on the trustfulness, transparency, and consistency within organizational procedures. These areas are especially significant because they may affect employees' perceptions of their relationships with their organizations.

The organization-public relationship (OPR) and its constructs have been researched widely in the field of public relations, being seen as one of the most important aspects of public-relations outcomes (Jo, 2006; Ki & Hon, 2007; Kim, 2001; Moon & Rhee, 2008). Broom, Casey, and Richey (2000, p. 18) define organization-public relationships as "the patterns of interaction, transaction, exchange, and linkage between an organization and its publics." Hon and Grunig (1999) suggested that there are four qualities to such relationships, which are *trust* (confidence in, and willingness to be open to, another other party), *commitment* (the extent to which both parties feel that the relationship is worth maintaining), *satisfaction* (the extent to which the parties have

favorable opinions of each other), and *control mutuality* (the degree to which the parties are satisfied with the amount of control they have over the relationship) (See Huang, 2001).

Hon and Grunig (1999) also identified two major types of relationship: 1) the *communal relationship* and 2) the *exchange relationship*. An *exchange relationship* is established when the parties give benefits to each other only when they perceive that they have received a benefit from the other party (or when they expect to receive benefits in the future). Fundamentally, such a relationship can be maintained and developed because each party expects benefits from the other and thus, an implicit obligation or debt to return the favor exists between the two parties. In many cases, this kind of relationship is regarded as an “economical relationship” (a term used mostly in marketing theory).

On the other hand, the *communal relationship* is characterized by efforts to provide benefits to the other party even when no benefits or rewards are expected. Although communal relationships involve a party giving unconditional favors for the welfare of another party, they are not necessarily ‘altruistic’ relationships. Many researchers who have studied and conceptualized communal relationships emphasize that attempts to build such relationships eventually lead to improved reputations for the organization in question. The party that gives the favors may have a higher probability of obtaining support and may face fewer objections when pursuing benefits in the long term (Hon & Grunig, 1999; Grunig & Huang, 2000; Huang, 2001; Mills & Clark, 1986; Grunig & Huang, 2002). Therefore, public-relations scholars and practitioners have stressed to build and maintain communal relationships with their key audiences.

Several scholars have examined the organization-employee relationship (OER) and its antecedents, recognizing its value to an organization. Using the OPR as a guide, Men (2014) defines the OER as “the degree to which an organization and its employees trust one another, agree on who has the rightful power to influence, experience satisfaction with each other and commit themselves to each other” (p. 261). In this study and others (Men, 2014, 2015; Men & Stacks, 2014) note the significance of different leadership styles (transformational leadership, ethical leadership, and authentic leadership) on the OER. Kim (2007) also argues that perceptions of justice (on an individual level) and organizational structure (on an organizational level) have positive influences on employees’ perceived relationships with their companies. Moon and Rhee (2008) claim that there is an association between organizational culture and employees’ perceived relationships. Moreover, several studies suggest that the organizational symmetrical communication strategy can be understood a key antecedent of the OER (Kim & Rhee, 2011; Kim 2007; Men, 2015; Park, Kim, & Krishna; 2014).

Although many scholars focus on the organizational need to increase employees’ perceptions of the quality of the OER (Kim, 2007; Moon & Rhee, 2008), the types of relationship that organizations aim to build should not be overlooked. In this regard, Hon and Grunig (1999) argue that an organization must develop a communal relationship with its audiences in order to add value to the public relations of an organization. Fostering this communal relationship can also enable an organization to pay attention to its social responsibilities because it will seek to provide benefits without expecting anything directly in return (Hon & Grunig, 1999; Hung, 2005). More importantly, an employee’s perceptions of communal relationships can be considered one of the most important

indicators in relation to brand and reputation management (Kim, 2014). Just as most relationships with external publics begin as exchange relationships, the OER also starts with an exchange relationship between the organization and the employee, in essence. It can be assumed that once an employment contract is established, an organization expects an employee to work for the company, and the employee expects payment as a reward. In terms of making this relationship stable and long-term, much depends on an organization's efforts to develop it into a communal relationship. Employees also want more than just an exchange of work for pay (Hon & Grunig, 1999).

The important thing here is that an employee's perception of the communal relationship with his/her organization is influenced by trustful, transparent, and consistent organizational behaviors. That is, if employees experience authentic organizational behavior in the workplace, there is a high probability that they will recognize the existence of a communal relationship with that organization. Shen and Kim (2012) posit that there is a positive association between perceived authentic organizational behavior and the quality of the OPR. However, the question of how the authenticity of an organization's behavior affects the OER remains underexplored. Thus, the following hypothesis is suggested here:

- H1. Employees who recognize authentic organizational behavior are more likely to recognize the relationship with their organization as communal.

2.1.3 Employee Generated Managerial Assets

This study considered two factors—employees' communicative behaviors (ECB) and employees' perceived organizational excellence—as invisible managerial assets for an organization. First, I will discuss employees' communicative behaviors—

megaphoning, scouting, and microboundary spanning. Regarding organizational excellence, the concept of perceived prestige will also be discussed.

2.1.3.1 Employees' Communication Behaviors (ECB)

Recognizing the strategic values of employees' communicative behaviors (ECB) on organizations, Kim and Rhee (2011) recently introduced new concepts to conceptualize ECB and how they relate to public-relations outcomes.

2.1.3.1.1 Megaphoning

Kim and Rhee (2011) defined *megaphoning* as the extent to which employees take communicative actions—forwarding or sharing organization-related information—voluntarily. This information can include organizational accomplishments (strengths) and weaknesses (problems). An employee may recognize difficulties or crises in their organization as being their own problems, and engage actively in communicative behaviors, undertaking “positive megaphoning” (sharing supportive information about the organization), “negative megaphoning” (disassociating oneself from the organization or perhaps empathizing with external publics who may be criticizing or attacking the organization, which can worsen the situation), or reacting passively. Megaphoning behavior can also be seen in other publics, but employees' megaphoning is particularly notable because employees play a central role in bridging an organization and external audiences. Therefore, their behaviors seem more believable to the stakeholders who are involved with the organization. It can be expected that employees will be more likely to share positive information about a company both internally and externally (and less likely to share negative information) if they feel that the company is interested in their welfare

and is willing to help them without receiving benefits in return (i.e., if they recognize that there is a communal relationship in place). Thus, the following hypotheses are put forward by this study:

H2a. If employees recognize the relationship with their organization as communal, their positive megaphoning behavior will increase.

H2b. If employees recognize the relationship with their organization as communal, their negative megaphoning behavior will decrease.

2.1.3.1.2 Scouting

Another major employee communicative behavior is *scouting*. Scouting can be defined as employees' voluntary efforts to acquire external information relevant to tasks, management, and other related issues (without benefit to themselves), sharing this information with their organization (Kim & Rhee, 2011). While the information created by megaphoning behavior is understood to be evaluative information, such as opinions or affective statements, scouting is characterized by factual information (Kim, 2014; Park, Kim, & Krishna, 2014). Notably, the type of information gathered via scouting behavior can be of higher quality than evaluative information. This is because employees tend to capture, interpret, and acquire such information (whether through formal or informal conversations) based on their job-related knowledge and experience. Just as with megaphoning behavior, it is expected that voluntary information seeking and sharing increases when employees recognize their relationships with their organizations as being communal. This assumption leads us to the next hypothesis:

H3. *If employees recognize the relationship with their organization as communal, their scouting behavior will increase*

2.1.3.1.3 Microboundary Spanning

In public relations literature, the term “boundary spanner” has been used mainly to indicate a professional who gathers external information from the environment or from other organizations, as well as gathering internal information from decision makers by interacting with internal or external constituencies (Grunig & Hunt, 1984). However, Levina and Vasast (2005) note that the communication behaviors of non-experts can also have a significant influence on the outcomes of public-relations activities. In the same vein, Kim and Rhee (2001) define *microboundary spanning* as employees’ non-nominated (non-designated) voluntary communicative behaviors. They describe how employees’ communicative behaviors act as a bridge, via which valuable organization-related information, ideas, or resources (from inside and outside the organization) are disseminated and forwarded both internally and externally. Following the hypotheses given regarding megaphoning and scouting behaviors, the following hypothesis is suggested:

H4. *If employees recognize the relationship with their organization as communal, their microboundary spanning behavior will increase.*

All in all, it is likely that an employee who perceives him/herself to have a favorable, communal relationship with his/her company is more likely to engage in positive megaphoning, scouting, and microboundary spanning in a communication situation. Figures 1, 2, and 3 summarize three different conceptual models.

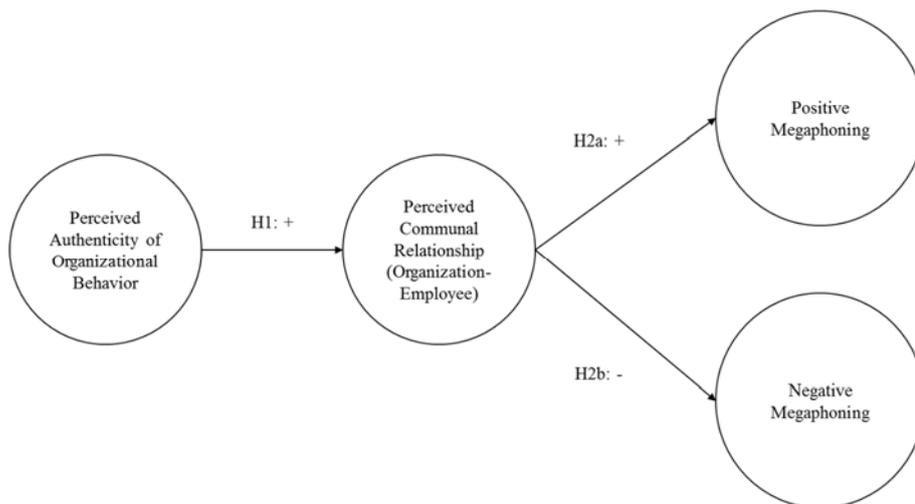


Figure 1. Conceptual Model (Megaphoning)



Figure 2. Conceptual Model (Scouting)



Figure 3. Conceptual Model (Micro-boundary Spanning)

2.1.3.2 Perceived Organizational Excellence

The achievement of positive recognition and communicative behaviors from employees can be considered a managerial asset within an organization. If employees believe that their organization is an excellent one, they may feel proud to work there and may be more likely to undertake communicative actions.

The topic of excellent organization has been discussed in public-relations literature since the creation of the 1992 Excellence Project, which was funded by the International Association of Business Communication (IABC). J. Grunig and his colleagues (Grunig, 1992; Grunig, Grunig, & Dozier, 2002) put forward a list of characteristics belonging to excellent organizations in order to explain how excellent public relations contribute to organizational effectiveness. One of the critical characteristics related to employees is that excellent organizations utilize symmetrical systems of internal communication (Grunig, Grunig, & Dozier, 2002). Decentralized management structures allow employees a degree of autonomy and the ability to participate in decision making. It is also suggested here that symmetrical communication is related to employees' job satisfaction, as it allows employees' goals to be incorporated into an organization's mission. Numerous studies have examined the relationship between organizations' internal communication systems and employees' job satisfaction (Jo & Shim, 2005; Kim, 2007; White, Vanc, & Stafford, 2010). In addition to systematic factors, the current study attempts to conceptualize organizational excellence from the perspective of the strategic internal public: employees. The individual perceptions of employees and their overall evaluations of the company can be significant indicators of whether an organization is excellent or not.

In order to understand this concept of an 'excellent' organization from the perspective of internal communication, this study draws upon perceived external prestige (Mael & Ashforth, 1992; Smidt, Pruyn, & Van Riel, 2001), looking at employees' own opinions of how external people (e.g., customers, competitors, and suppliers) evaluate the status of the organization. Employees' perceptions of the prestige or reputation of their

organization have been found to be linked with organizational identification and commitment (Smidts et al., 2001; Carmeli, 2005; Carmeli, Gilat, & Weisberg, 2006; Bartels, Pruyn, Du Jong, & Joustra, 2007). This perceived external prestige is related to cognitive identification, and enhances an employees' affective commitment to the organization (Fuller et al., 2006). Further, such perceptions are even associated with supportive behavior, thus being able to lead to constructive change within an organization (see LePine & Van Dyne, 1998 on voice behavior). It is reasonable to assume, then, that employees who perceive their organization to be excellent are likely to seek out, share, and forward information related to that organization. The following hypothesis is therefore suggested:

H5. *Employees who perceive their organization to be excellent are more likely to engage in (a) positive megaphoning, (b) scouting, and (c) microboundary spanning, and are less likely to engage in (d) negative megaphoning.*

It is notable that the invisible assets discussed in this study—employees' communicative behaviors and perceived organizational excellence—can be facilitated by both types of OER—the communal and the exchange relationship. Employees who experience a favorable relationship with their organization are likely to be satisfied with the organization and with their jobs. They may perceive the organization to be “excellent” and they may engage actively in communication behaviors. Based on the earlier discussion and hypotheses, it might be assumed that communal OERs will encourage employees to feel that their company has external prestige, as well as motivating them to communicate, as opposed to the exchange relationship, where something is expected in return.

Hung (2005) discusses communal and exchange relationships in reference to the OPR, stating that both kinds of relationship can exist either concurrently or at different times, thus influencing the relationship outcomes of satisfaction, trust, control mutuality, and commitment. However, although several scholars have acknowledged that it is inevitable that an organization will have both exchange and communal relationships with various audiences (Hon & Grunig, 1999; Grunig & Grunig, 1999; Hung, 2005), few public-relations studies have tested these relationships empirically.

Communal and exchange relationships have been discussed in other related disciplines for many years—for example, in interpersonal-relationship and consumer-relationship literature (Aggarwal, 2004; Clark, 1981; Clark & Mills, 1981; Johnson & Grimm, 2010). Whereas the two types of relationships have been interpreted as mutually exclusive (Clark & Mills, 1993), recent studies have found that they operate as separate constructs (Johnson & Grimm, 2010). Relationships can have a mixture of communal- and exchange-related attributes, and so it can be assumed that employees may also perceive an OER to be either a communal one or an exchange-based one, or a little of both. In light of this point, this study aims to compare individuals' perceptions of organizational excellence and communicative behaviors in relation to different strengths of communal relationships and exchange relationships with an organization (i.e., high or low). Assuming that the existence of a communal relationship is a powerful indicator of employees' perceptions of organizational excellence, the following research questions are proposed:

- RQ1. Does the strength of a perceived communal relationship with an organization affect an employee's perception of organizational excellence?*
- RQ2. Does the strength of a perceived communal relationship with an organization affect an employee's communicative behaviors (megaphoning, scouting, and microboundary spanning)?*

CHAPTER 3. METHODS

3.1 Background

This study is divided into two parts, study 1 and study 2, with two given different datasets granted by Soo Hyun Park (2012) and Alessandra Mazzei (2014), respectively. Study 1 used a data from Soo Hyun Park (2012), while study 2 was conducted with the data from Alessandra Mazzei (2014). These two datasets were selected to compare and contrast of findings, which allows this study to see variations in individuals' communicative behaviors and perceptions not only across a range of organizations, but also within one organization.

Study 1 aimed to develop and test theoretical models, and to discuss the relationship between employees' communicative behaviors and organizational excellence. Study 2 focused on understanding individuals' communicative behavior patterns within a specific organization.

In both studies, a survey method was employed, using highly structured questions, designed to elicit particular responses, to measure the opinions of the respondents. The same items and measurements were used for both datasets, yet the characteristics of the two datasets differed significantly. While the first study involved current employees at various types of organizations, the second study utilized participants from a specific organization. In other words, whereas the first study looked more broadly at

organizations in general, the second study was designed to highlight individual differences in terms of the communication behaviors found within one organization. Considering these different characteristics of two datasets, this study compared two different samples and the variations in statistics.

3.1.1 Study 1

In study 1, the first dataset granted by Soo Hyun Park was used—it includes individuals currently working for any types of organization. To narrow the focus of organizational contexts for internal communication, this data focused on larger organizations, considering the fact that organizations with a larger number of employees should manage internal communication more attentively to enter and sustain good organization-employee relationships. Participants were current full-time employees working in an organization in the United States with more than 300 employees, and they were recruited through Qualtrics, a private research software company that provides an online recruiting system with access to over two million panelists in different countries who have previously agreed to be contacted to participate in surveys. Using stratified random sampling, a random sample of 1,500 panelists was sent an e-mail invitation to participate in a survey. Once the 1,500 invitations were exhausted, another set of 1,500 invitations were sent until the target number of 500 responses was reached. 28 additional responses were collected as they were completed simultaneously, bringing the total sample size to 528. Response rate was 17.6%. Participants were offered an incentive of US\$ 6 for participating in the survey, which took about 20 minutes to complete.

3.1.2 Study 2

In study 2, participants were recruited from one company in Italy, enabling the study to see whether employees who share same corporate culture or organizational environment have different motivations to engage in communicative behaviors.

This anonymous company, headquartered at Avezzano in Italy, is a semi-conductor manufacturing company mainly providing direct access to the development on silicon and their manufacturing capability. Net revenues of this company was 189,785 euros, while net profit (loss) was 7,810 euros in 2014. The vision of this company is the customer-specific manufacturer of choice for analog, mixed-signal and specialized technologies worldwide, offering world-class process technology, unparalleled flexibility and speed, and IP protection. Their mission is to be agile, reliable, and trusted business partner by providing the highest value for customers' specialized foundry needs with innovative technology, secure environment and the unique ability to find the right solutions. As of 2014, the company had 1,550 employees, most of them at Italy in department of process development, manufacturing and engineering, facilities, and staff functions.

With a permission of the vice president of this organization, an e-mail invitation has sent to employees to participate in a survey.

3.2 Participants

3.2.1 Study 1

In the first dataset, the final sample consisted of 528 participants who worked in a range of occupations, in institutions such as educational, finance, health care, manufacturing, marketing, and transportation. 45% of them were females (n=235) and

55% of them were males (n=293). 38% of the participants (n=189) worked at 2012 Fortune 500 listed companies while 8% (n=41) responded that they did not know whether their companies were listed or not and did not want to provide the names of their organizations. Among the respondents, 49.8% (n=263) were non-managers, followed by 28.8% (n=152) of managers or supervisors, 14.2% (n=75) of entry level workers, 4.4% (n=23) of executives including senior vice-president, president, and department heads, and 2.7% (n=15) of senior executives such as presidents, CEO, and so on. In terms of years of work, 29.7% (n=157) of the respondents have worked in their company more than 10 years, 29% (n=153) of them have worked 4-6 years, followed by 17.8% (n=94) of 6-9 years, 18.2% (n=96) of 1-3 years, and 5.3% (n=28) less than one year. Age level of 30-39 comprised 41.9% (n=221) of the sample, followed by 40-49 (19.9%, n=105), 50-59 (19.5%, n=103), and 20-29 (13.3%, n=70). A majority of the participants were non-union workers (71%, n=376) and paid by annual salary based on working hours (87%, n=458). 65% of participants (n=345) had at least a Bachelor's degree and of them, 19% (n=103) had a Master's, Doctoral and/or professional degree.

3.2.2 Study 2

The second study dataset includes 306 of employees who are currently working full time in a semi-conductor company in Italy. The final sample consists of 15.7% of females (n=48) and 84.3% of males (n=293). Among the respondents, 18% (n=54) of them were managers, while 82% of them (n=252) were non-managers. In terms of years of work, 78% (n=237) of the respondents have worked in this company more than 10 years and 22% (n=69) of them have worked 6-9 years. Age level of 40-59 comprised 41% (n=126) of the sample, followed by 30-39 (37%, n=113), 50-59 (19%, n=58), and

20-29 (2%, n=6). In terms of education level, 50% of respondents (n=154) had at least a high school diploma, and 35% of them (n=106) had a Bachelor's degree. 10% of them (n=33) had attended several years of university, without a degree, and only 4% of them (n=3) had a Master's, Doctoral or professional degree. 43% of the participants (n=130) evaluated the status of their organization in industry as average, followed by above average (29%, n=88), below average (19%, n=59), and top 5% (7%, n=21). Only 3% of the participants (n=8) responded as bottom 5%.

For the question of asking important aspects of their job, the majority of them (78%, n=240) said salary or earning money for a good living, and 67% of them (n=206) considered security of the job as one of the most important things. 46% (n=140) of them answered that opportunities to apply their specialized skills and knowledge are important, and 41% (n=126) of them checked freedom from continual close supervision of your work, followed by having a job that is valuable and essential to society (40%, n=121), and recognition from superiors in company (30%, n=91). Only small portion of respondents answered that having a prestigious job in company (19%, n=57) and recognition from other practitioners (18%, n=55) is important value in their job.

3.3 Measures

All the items used in both studies—perceived authenticity, organization-employee relationship, communicative behaviors, and perceived prestige—were adopted from existing literatures. 5-point Likert scales were used for all items, ranging from 1 (strongly disagree) to 5 (strongly agree).

First, perceived authenticity of organizational behavior was measured with 7 items by Shen and Kim (2012), including trustfulness, transparency, and consistency.

Two types of organization-employee relationship—exchange and communal relationship—were measured with 8 items by Hon and Grunig (1999). To measure employees' communicative behaviors, items created by Kim and Rhee (2011) were used and partially selected: positive megaphoning (8 items), negative megaphoning (8 items), scouting (14 items), and microboundary spanning (22 items)¹. Lastly, employees' perceived organizational excellence is measured by perceived prestige (5 items: Mael & Ashforth, 1992). Measurement items are summarized in Appendix.

3.4 Hypotheses Testing

To test hypotheses 1 through 4, and three full structural models, structural equation modeling (SEM) was conducted and program Mplus was used to analyze the data. Interpretation of the hypotheses was made by a most conservative joint-criteria by Hu and Bentler (1999): $CFI \geq .96$ and $SRMR \leq .10$ or $RMSEA \leq .06$ and $SRMR \leq .10$.

For testing the association between perceived organizational excellence and each communicative behavior in hypothesis 5, simple linear regression was conducted using SPSS program.

To answer research question 1 and 2, this study divided the sample into four different groups based on the level of perceived communal and exchange relationship to identify the difference. Since the scores of both relationships that an individual reported vary, I used a medium score (3.5) for both perceived communal and exchange relationship to distinguish high and low level of relationship for four groups: (1) high

¹ Measurement items of employees' communicative behaviors (ECBs) in this study were selected because of high reliability and previously proven validity in prior studies. In the original study, Kim and Rhee (2011) reported positive megaphoning ($\alpha=.88$), negative megaphoning ($\alpha=.78$), scouting ($\alpha=.90$), microboundary spanning ($\alpha=.93$).

exchange relationship and high communal relationship group, (2) low exchange relationship and high communal relationship group, (3) low exchange relationship and low communal relationship group, and (4) high exchange relationship and low communal relationship group. Figure 4 summarizes the segmentation of employee groups based on the level of perceived relationship. To analyze the difference among groups in terms of organizational excellence (RQ1) and communicative behaviors (RQ2), scores of employees in each group were compared with t-test and multivariate analysis of variance (MANOVA) using SPSS program. Since three dependent variables (megaphoning, scouting, and microboundary spanning) are conceptually related, MANOVA procedures were conducted in order to guard against the inflation of Type I errors caused by conducting multiple ANOVA independently (Meyers et al., 2006).

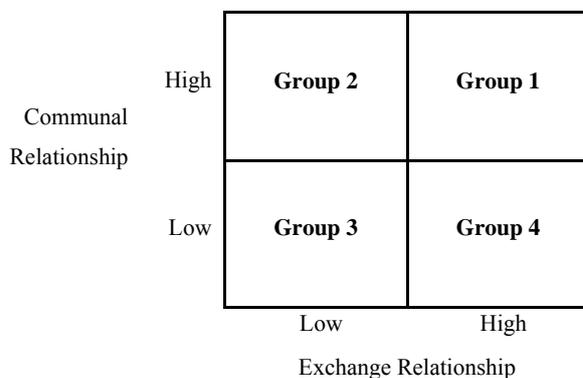


Figure 4. Segmentation of Employee Groups by Types of Relationship

CHAPTER 4. RESULTS

This study explored perceived authenticity of organization behaviors, communal relationship between organization and employees, employees' communicative behaviors, and perceived organizational excellence.

First, the study specifically focused on investigating the effect of independent variables—perceived authenticity and organization-employee relationship—on each dependent variable, three employees' communicative behaviors. Therefore, three different models were examined in this study, respectively. (1) perceived authenticity, organization-employee relationship, and megaphoning, (2) perceived authenticity, organization-employee relationship, and scouting, (3) perceived authenticity, organization-employee relationship, and micro-boundary spanning.

Next, the study compared perceived organizational excellence and employees' communicative behaviors based on groups segmented by levels of two types of relationship—communal and exchange relationship.

4.1 Reliability of the Testing Variables

Before proceeding to testing the full-structural model, preliminary analyses of measurement items (i.e., reliability) were performed with the SPSS program for both study 1 and study 2.

4.1.1 Study 1

As a first step, four key dependent variables—positive and negative megaphoning, scouting, and micro-boundary spanning behaviors—were examined. Cronbach's alpha was .91 for positive megaphoning, .90 for negative megaphoning, .95 for scouting, and .96 for micro-boundary spanning. As a second step, an independent variable, perceived authenticity was examined. It consisted of three sub-variables: trustfulness, transparency, and consistency. The Cronbach's alphas were .81, .86, and .88, respectively. I created a composite to avoid model complexity, and the score is .94. Next, the mediating variable, communal relationship as a type of organization-employee relationships, was examined. The Cronbach's alpha was .68. To divide employees into four groups for answering research question 1 and 2, exchange relationship and perceived prestige were also examined. The Cronbach's alphas were .71 and .89, respectively.

4.1.2 Study 2

Four key dependent variables—positive megaphoning, negative megaphoning, scouting, and micro-boundary spanning behaviors—were initially examined in study 2 as well. Cronbach's alpha was .85, .87, .87, and .90, respectively. The Cronbach's alpha of independent variable, perceived authenticity, consisting of three sub-variables—trustfulness, transparency, and consistency—were .81, .80, and .77, respectively. I also created a composite for perceived authenticity to avoid model complexity, and the score was .90. Communal relationship, a type of organization-employee relationships, was examined, and the Cronbach's alphas was .83. I examined the Cronbach's alphas of exchange relationship and perceived prestige for research question 1 and 2, and they were .82 and .89, respectively.

4.2 Structural Models and Hypotheses Testing

4.2.1 Study 1

The results of each model tests reached a good model fit. The first model—megaphoning model—showed a joint-fit criteria $\chi^2_{df}(61)=252.000$, CFI=.959, SRMR=.059, RMSEA=.077 (.067, .087), and the second model—scouting model—indicated $\chi^2_{df}(50)=151.753$, CFI=.977, SRMR=.037, RMSEA=.062 (.051, .073). The last micro-boundary spanning model reached $\chi^2_{df}(50)=142.474$, CFI=.980, SRMR=.033, RMSEA=.059 (.048, .071). As the structural models reached reasonable model fits, I proceeded to interpret the hypotheses.

First, the relationship between perceived authenticity of organizational behavior and organization-employee relationship (H1) was positive for all three models. (Model 1: $\beta=.758$ ($p < .001$), Model 2: $\beta=.740$ ($p < .001$), Model 3: $\beta=.753$ ($p < .001$). Thus H1 is supported. Regarding organization-employee relationship and employees' communicative behaviors, model 1, 2, and 3 tested the association between perceived communal relationship and megaphoning, scouting, and micro-boundary spanning, respectively. In model 1, I expected a positive association between perceived communal relationship and positive megaphoning, while predicting negative association with negative megaphoning. The results showed that the path coefficient for positive megaphoning (H2a) was positive (.730, $p < .001$) and negative megaphoning (H2b) was also positive (.267, $p < .001$). It indicates that H2a was supported, while H2b was not supported. In the second model including scouting behavior, the path from perceived communal relationship to scouting was significant (.609, $p < .001$). The path from perceived relationship to micro-boundary spanning in the third model also indicated a

significant path (.718, $p < .001$), and thus both hypotheses (H3, H4) were all found supported. Figures 5, 6, and 7 summarize the results for three models, respectively.

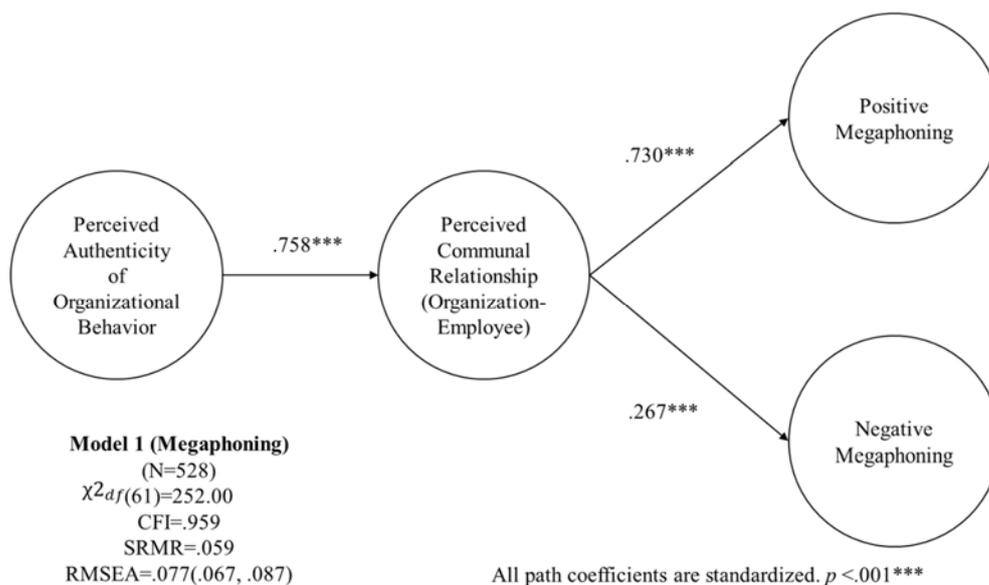


Figure 5. Result: A Model of Megaphoning (Study 1)

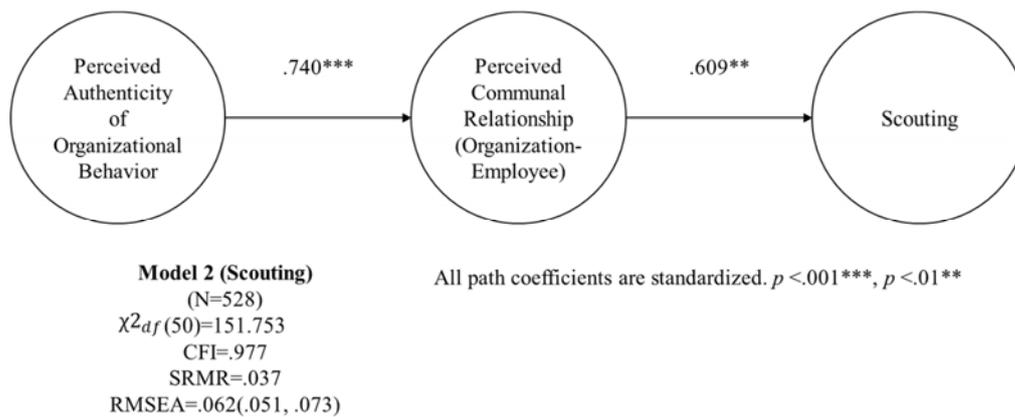


Figure 6. Result: A Model of Scouting (Study 1)

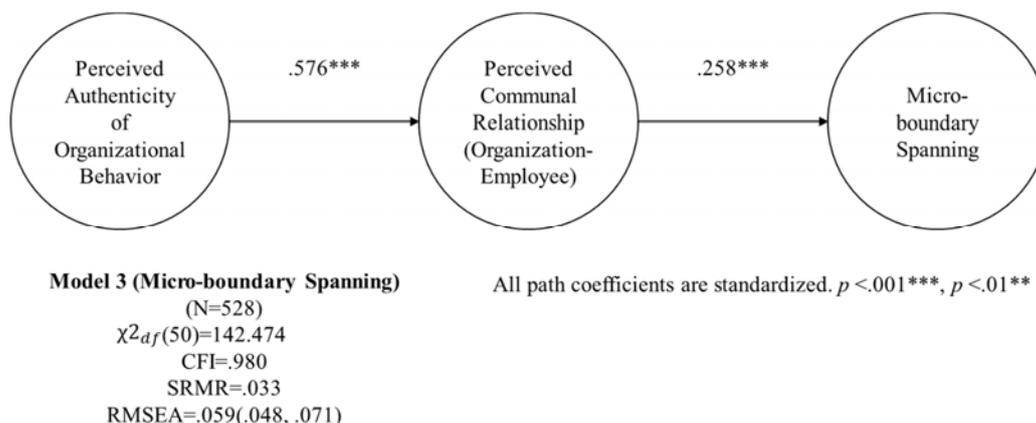


Figure 7. Result: A Model of Micro-boundary Spanning (Study 1)

In hypothesis 5, the simple linear regression test result showed that perceived organizational excellence is positively associated with employees' positive megaphoning (H5a: .486, $p < .001$), scouting (H5b: .404, $p < .001$), and micro-boundary spanning (H5c: .446, $p < .001$) behaviors. Yet there was no significant relationship between perceived organizational excellence and negative megaphoning behavior (H5d: -.043, $p > .05$). Thus while H5a, H5b, H5c are supported, H5d is not supported (see Table 1).

Table 1. Simple Linear Regression between Perceived Organizational Excellence and Communicative Behaviors

Organizational excellence (IV)	β	t	p
Study 1			
Positive megaphoning	.486	12.769	.000*
Negative megaphoning	-.043	-.987	.324
Scouting	.404	10.140	.000*
Microboundary spanning	.446	11.429	.000*
Study 2			
Positive megaphoning	.383	7.229	.000*
Negative megaphoning	-.332	-6.127	.000*

Scouting	.197	3.496	.001*
Microboundary spanning	.284	5.167	.000*

* $p < .001$.

To summarize, perceived authenticity of organizational behavior has a positive effect on the perception of communal relationships between an organization and employees, and this also has a significant influence on communicative behaviors of employees, positive megaphoning, scouting and micro-boundary spanning. Moreover, individuals' greater perception of organizational excellence led them to engage in positive megaphoning, scouting, and micro-boundary spanning behaviors.

For answering research question 1 and 2, I segmented a total sample of 528 into four groups based on the scores of perceived relationship: 65 participants were sorted into group 1 (high-exchange, high-communal), 80 participants were into group 2 (low-exchange, high-communal), 172 were in group 3 (low-exchange, low-communal), and 211 were in group 4 (high-exchange, low-communal) (see Figure 8).

Communal Relationship	High	Group 2 (n=80)	Group 1 (n=65)
	Low	Group 3 (n=172)	Group 4 (n=211)
		Low	High

Exchange Relationship

Figure 8. Segmentation of Employee Groups by Types of Relationship (Study 1)

Regarding research question 1, I found out that groups of employees who perceive high level of communal relationship (group 1 and 2) had higher mean scores of perceived prestige (4.02, 3.85, respectively) than employee groups of 3 and 4 who perceive a low level of communal relationship with organization (mean scores: 3.20, 3.43, respectively) (see Table 2). Figure 9 describes mean scores of employees' perceived relationship, communicative behaviors, and perceived prestige by different groups. With the result of a multivariate analysis of variance (MANOVA) that there is a significant difference across four employee groups at the alpha level of .05 (Perceived prestige: $F(3,524)=22.697, p<.001$) (see Table 3), I further conducted Tukey tests to examine among which groups of significantly different. I controlled for types of organization that might be significantly related to perceived excellence, because respondents are recruited from across different types of organizations. Private company was coded as 2 for high profit-oriented organization, public company was coded as 1 for medium profit-oriented organization, and government agency, military, and non-profit organization was coded as 0 for low profit-oriented organization. The test revealed that the mean value of high communal relationship group (1,2) showed significant difference from the low communal relationship group (3,4) in perceived prestige ($p<.001$) (see Table 4). Thus, the result suggests that when an employee perceives communal relationship with an organization, he or she is likely to perceive their organization as excellent or prestigious, regardless of types of organization they are involved in.

Table 2. Mean Scores of Employees' Perceived Relationship, Communicative Behaviors, and Perceived Excellence (Study 1)

	<i>N</i>	Exchange relationship	Communal relationship	Positive megaphoning	Negative megaphoning	Scouting	Micro-boundary spanning	Perceived prestige
Group 1 (High exchange, high communal)	65	4.07	3.87	3.58	2.59	3.47	3.51	4.02
Group 2 (Low exchange, high communal)	80	2.66	4.04	3.06	2.07	2.98	3.01	3.85
Group 3 (Low exchange, low communal)	172	2.88	2.87	2.93	2.75	2.88	2.90	3.20
Group 4 (High exchange, low communal)	211	4.09	2.71	3.08	2.92	3.18	3.14	3.43

Table 3. MANOVA Results in the Mean Difference Communicative Behaviors and Perceived Prestige of by Employee Groups

	Type III SS	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
Study 1					
Positive megaphoning	20.177	3	6.726	8.865	0.000
Negative megaphoning	42.613	3	14.204	17.182	0.000
Scouting	19.519	3	6.506	10.290	0.000
Micro-boundary spanning	18.864	3	6.288	10.394	0.000
Perceived prestige	43.366	3	14.455	22.697	0.000
Study 2					
Positive megaphoning	27.555	19	1.461	5.155	0.000
Negative megaphoning	29.499	19	1.553	5.685	0.000
Scouting	8.764	19	0.461	2.547	0.000
Micro-boundary spanning	11.643	19	0.613	3.681	0.000
Perceived prestige	33.435	19	1.760	4.370	0.000

Table 4. *P*-values of Tukey Post-hoc Test of the Significance in Mean Difference of Communicative Behaviors and Perceived Prestige by Employee Groups

	Positive megaphoning	Negative megaphoning	Scouting	Microboundary spanning	Perceived prestige
Study 1					
Group 1 vs 2	<.001*	.004*	<.001*	<.001*	.111
Group 1 vs 3	<.001*	.179	<.001*	<.001*	<.001*
Group 1 vs 4	<.001*	.025*	.021*	.003*	<.001*
Group 2 vs 3	.191	<.001*	.308	.225	<.001*
Group 2 vs 4	.955	<.001*	.088	.263	.001*
Group 3 vs 4	.131	.078	.001*	.005*	.010*
Study 2					
Group 1 vs 2	.829	.977	.998	.999	.215
Group 1 vs 3	<.001*	<.001*	<.006*	<.001*	<.001*
Group 1 vs 4	<.001*	<.001*	<.001*	<.001*	<.001*
Group 2 vs 3	<.001*	<.001*	.015	<.001*	.187
Group 2 vs 4	<.001*	<.001*	.038	<.001*	.125
Group 3 vs 4	.312	.898	.526	.355	.932

Note. Types of organization (high profit-oriented, middle profit-oriented, and low profit-oriented organization) was controlled.

**p* < .001.

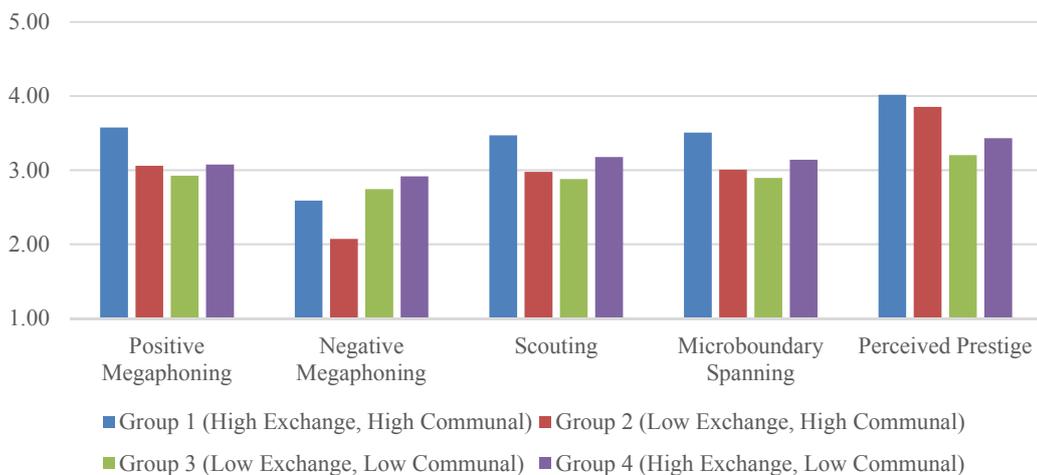


Figure 9. Employees' Communicative Behaviors and Organizational Excellence by Types of Relationship (Study 1)

Regarding research question 2, the MANOVA results also showed that there are significant differences among employee groups in terms of their communicative behaviors (Positive megaphoning: $F(3,524)=8.865, p<.001$; Negative megaphoning: $(F(3,524)=17.182, p<.001$; Scouting: $F(3,524)=10.290, p<.001$; Micro-boundary spanning: $F(3,524)=10.394, p<.001$). Tukey test results (Table 4) specifically showed that employees in group 1 who perceive both high level of exchange and communal relationship with their organization are more likely to engage in positive megaphoning, scouting, and micro-boundary spanning behavior than other groups ($p<.001$). Moreover, in terms of negative megaphoning behavior, there was significant difference between employees perceiving high level of communal and low level of exchange relationship (group 2) and low-level of communal relationship groups (group 3 and 4) ($p<.001$).

In sum, employees who merely perceive high level of communal relationships are less likely to forward and share negative information about their organization, while individuals who perceive both high level of communal and exchange relationships at the

same time are more likely to engage in positive megaphoning, scouting, and micro-boundary spanning behavior.

4.2.2 Study 2

The results of each model tests reached a good model fit in study 2. The first megaphoning model showed a joint-fit criteria $\chi^2_{df}(2)=24.67$, CFI=.947, SRMR=.022, RMSEA=.192 (.129, .264), and the second scouting model indicated $\chi^2_{df}(1)=10.829$, CFI=.960, SRMR=.015, RMSEA=.179 (.094, .282). The third micro-boundary spanning model reached $\chi^2_{df}(1)=16.413$, CFI=.944, SRMR=.018, RMSEA=.224 (.138, .326). I thus proceeded to interpret the hypotheses.

In H1 testing the relationship between perceived authenticity of organizational behavior and organization-employee relationship, path coefficients of all three models were positive (Model 1: $\beta=.576$ ($p <.001$), Model 2: $\beta=.576$ ($p <.001$), Model 3: $\beta=.576$ ($p <.001$). Thus H1 is supported. Next, using the same three conceptual models as study 1, I tested the association between perceived communal relationship and megaphoning, scouting, and micro-boundary spanning, respectively. In the first model predicting a positive association between communal relationship and positive megaphoning, and negative association with negative megaphoning, a path for positive megaphoning (H2a) was positive (.348, $p <.001$) and negative megaphoning (H2b) was negative (-.350, $p <.001$). Both H2a and H2b were thus supported. In model 2 and 3, I expected positive relations between communal relationship and scouting, micro-boundary spanning behavior, respectively. The results showed that both paths were significant (H3: .178, $p <.01$, H4:.258, $p <.001$), and thus both hypotheses were all found supported. Figures 10, 11, and 12 show the results for three models, respectively.

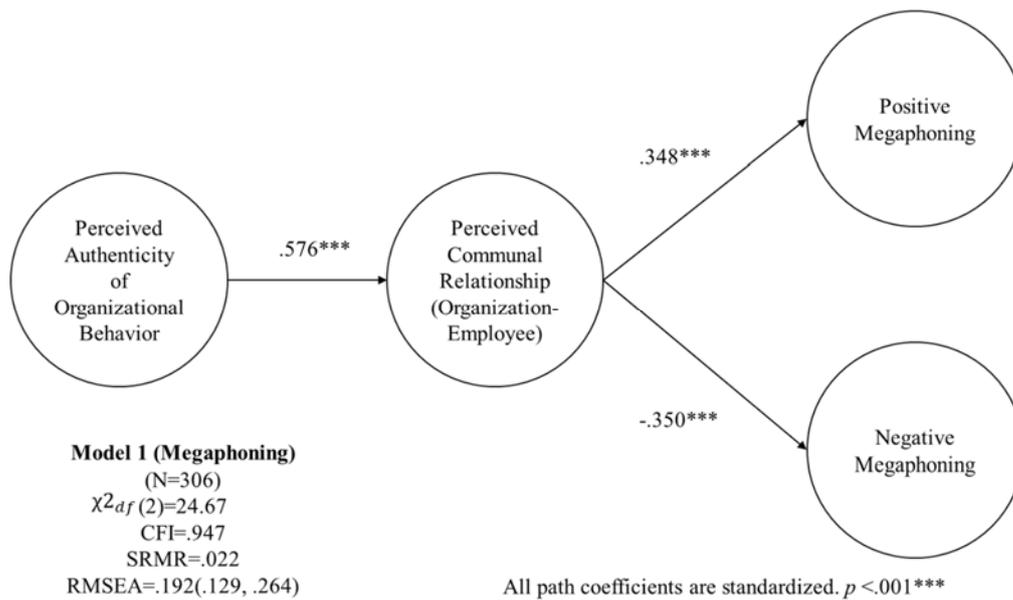


Figure 10. Result: A Model of Megaphoning (Study 2)

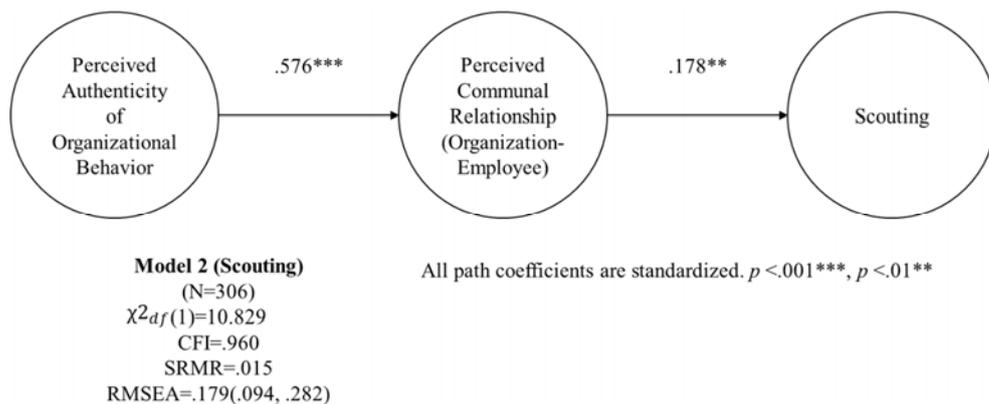


Figure 11. Result: A Model of Scouting (Study 2)

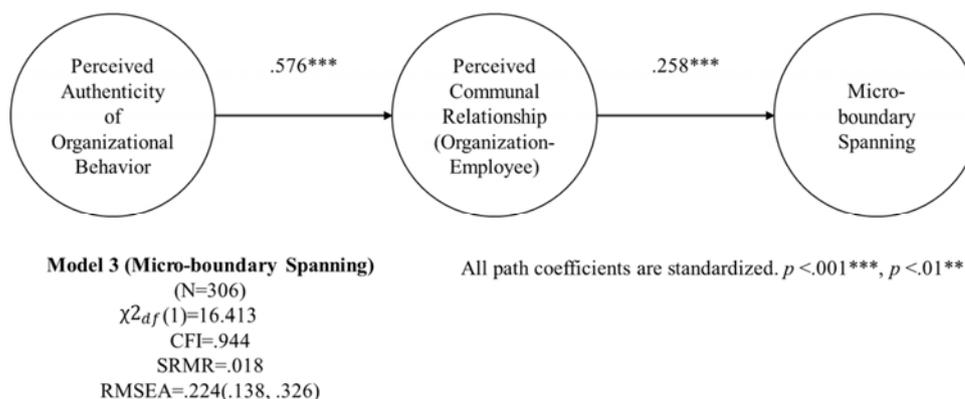


Figure 12. Result: A Model of Microboundary Spanning (Study 2)

Next, hypothesis 5 tested the simple linear regression between perceived organizational excellence and four dependent variables—positive megaphoning, negative megaphoning, scouting, and micro-boundary spanning. The results revealed that perceived organizational excellence is positively related with employees' positive megaphoning (H5a: .383, $p < .001$), scouting (H5b: .197, $p = .001$), and micro-boundary spanning (H5c: .284, $p < .001$) behaviors, while negatively related with negative megaphoning (H5d: $-.332$, $p < .001$) behavior. Thus all the hypotheses are supported.

To summarize, within a specific organization, perceived authenticity of organizational behavior had a positive impact on the perception of communal relationships between an organization and its employees, and this also has a significant influence on communicative behaviors of employees. Moreover, individuals' greater perception of organizational excellence lead them to engage in communicative actions.

For research question 1 and 2, I segmented a total sample of 306 into four groups based on the scores of perceived relationship (see Figure 13): 143 participants were sorted into group 1 (high-exchange, high-communal), 40 participants were into group 2

(low-exchange, high-communal), 19 were in group 3 (low-exchange, low-communal), and 104 were in group 4 (high-exchange, low-communal).

In research question 1, the result was similar to study 1 showing that groups of employees who perceive high level of communal relationship (group 1 and 2) had higher mean scores of perceived prestige (3.72, 3.50, respectively) than employee groups of 3 and 4 who perceive low level of communal relationship with an organization (mean scores: 3.13, 3.23, respectively) (see Table 5). Figure 14 describes mean scores of employees' perceived relationship, communicative behaviors, and

Communal Relationship	High	Group 2 (n=40)	Group 1 (n=143)
	Low	Group 3 (n=19)	Group 4 (n=104)
		Low	High
		Exchange Relationship	

Figure 13. Segmentation of Employee Groups by Types of Relationship (Study 2)

perceived prestige by different groups. With the result of a multivariate analysis of variance (MANOVA) that there is a significant difference across four employee groups at the alpha level of .05 (Perceived prestige: $F(19,286)=4.370, p<.001$) (Table 3), I further conducted Tukey tests to see the mean differences among groups. I controlled education level, age, year of work experience, and gender that might be related with variables. The test revealed that the mean value of group 1 (high-communal, high-exchange) showed a significant difference from the low communal relationship group (3,4) in perceived prestige ($p<.001$) (see Table 4). However, unlike the first study, the result from the second study showed that there is a no significant difference between group 2 (high-communal, low-exchange) and employee groups of 3 and 4 (low communal relationship groups), in terms of perceived excellence. The result suggests that high level of both communal and exchange relationship play critical role in making individuals perceive their organization as excellent, within an organization.

Table 5. Mean Scores of Employees' Perceived Relationship, Communicative Behaviors, and Perceived Excellence (Study 2)

	<i>N</i>	Exchange relationship	Communal relationship	Positive megaphoning	Negative megaphoning	Scouting	Micro-boundary spanning	Perceived prestige
Group 1 (High exchange, high communal)	143	3.91	3.60	3.51	1.71	3.14	3.24	3.72
Group 2 (Low exchange, high communal)	40	2.76	3.82	3.60	1.67	3.12	3.25	3.50
Group 3 (Low exchange, low communal)	19	2.76	2.44	2.82	2.30	2.76	2.78	3.13
Group 4 (High exchange, low communal)	104	3.89	2.47	3.05	2.21	2.91	2.95	3.23

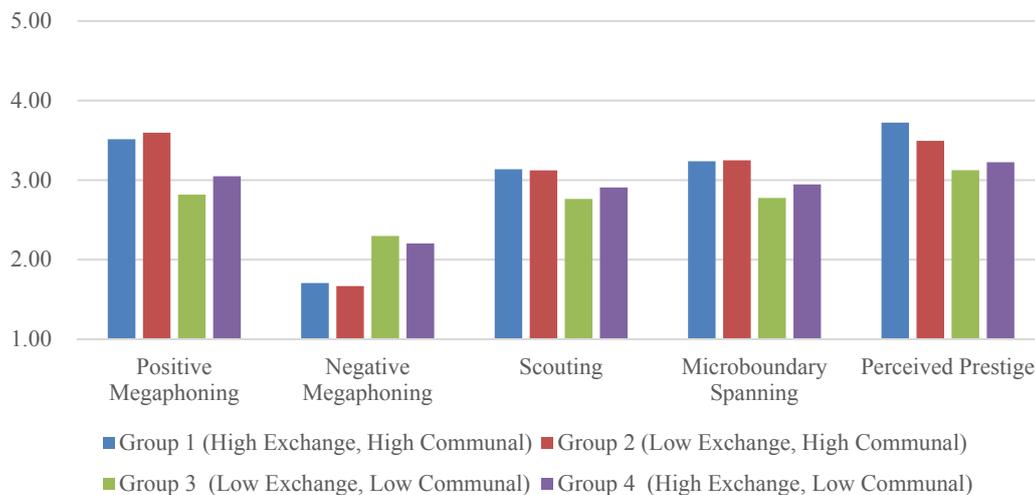


Figure 14. Employees' Communicative Behaviors and Organizational Excellence by Types of Relationship (Study 2)

Regarding research question 2, the MANOVA results showed that there are significant differences among employee groups in terms of their communicative behaviors (Positive megaphoning: $F(19,286)=5.155, p<.001$; Negative megaphoning: $F(19,286)=5.685, p<.001$; Scouting: $F(19,286)=2.547, p<.001$; Micro-boundary spanning: $F(19,286)=4.370, p<.001$) (see Table 3). To see if there are any significant mean differences among groups, Tukey tests were also conducted. The results showed that employees in group 1 and 2 who perceive high level of communal relationship with their organization are more likely to engage in positive megaphoning and less likely to engage in negative megaphoning behavior than employees who perceive low level of communal relationship (group 3 and 4) ($p<.001$) (see Table 4). In terms of information behaviors—scouting and micro-boundary spanning, there was significant difference between employees perceiving both high level of communal and exchange relationship (group 1) and low level of communal relationship groups (group 3 and 4).

To summarize, perceiving communal relationship with their organization plays key role in making employees engage in megaphoning behavior. However, similar to the result of the first study, the existence of exchange relationship is also significant factor for scouting and micro-boundary spanning behavior.

CHAPTER 5. DISCUSSION

The purpose of this study is to investigate the relationship between perceived authenticity of organizational behavior, organization-employee relationship, and employee-generated managerial assets—communicative behaviors and organizational excellence.

5.1 Summary of Key Findings

In both studies, the test results for the employee communicative behaviors (ECB) antecedents indicated that authentic behaviors and perceived communal relationships are key factors in creating invisible managerial assets for organizations as they encourage employees to engage in communicative actions. It was found that employees who perceive their organization's behaviors to be trustful, transparent, and consistent are more likely to consider their relationship with the organization to be communal. Furthermore, individuals who perceive themselves to have a communal relationship with their organization are more likely to perceive their organization to be excellent and to engage in communicative behaviors such as megaphoning, scouting, and microboundary spanning. Interestingly, exchange relationships also turned out to be significant factors in the accrual of valuable information from employees in both studies: employees who perceived their communal relationship with their organization to be strong (groups 1 and

2) also indicated that the existence of an exchange relationship played a key role in encouraging them to engage in communicative behaviors. In addition to these general findings, there were also some other notable results in both studies. In terms of negative-megaphoning behavior (H2b), both the first study and the second study showed that the existence of perceived communal relationships increased employees' negative megaphoning behavior. Similarly, in relation to H5, the second study indicated that positive perceptions of organizational excellence have a significant effect on employees' negative megaphoning behavior, whereas the first study did not find a significant correlation here. The theoretical and practical implications of the results will be discussed in the next section.

5.2 Theoretical Implications

First, this study has theoretical importance in that it puts forth the concept of authenticity in organizational behavior as a key determiner of the communication behaviors of employees (a group that constitutes a strategic public within an organization). The study has found that employees' perceptions of the authenticity of organizational behavior can be an important variable that helps to develop the OER. While previous studies have focused on systematic factors such as organizational structures and internal communication systems as antecedents of the OER (Kim, 2007; Moon & Rhee, 2008; Kim & Rhee, 2011), this study highlights another factor: the influence of organizations' behavioral efforts on the cultivation of relationships with employees. The particular focus on the role of the perceived authenticity of organizational behavior also fills a gap in the existing literature. Kim and Rhee (2011) identify strong relations between symmetrical communication and the OER, while Kim

(2007) points out that both organizational justice and symmetrical communication need to be perceived by employees in order for predictions to be made about the OER. This study attempts to link these two prior investigations by incorporating organizational justice and internal communication systems into the concept of perceived authenticity (i.e., how trustful, transparent, and consistent an organization's behaviors are). By applying the strong association that has been found between authentic organizational behavior and the OPR (Shen & Kim, 2012) to the context of employee relations, perceived authenticity has been shown as a powerful antecedent that leads to the development of the OER and to employees undertaking communicative actions.

Furthermore, this study extends the scope of extant studies by examining the link between the OER and employees' communicative behaviors. It has been argued that the information acquired via the communicative behaviors of organizations' target audiences is an invisible asset that is just as valuable as financial outcomes are to an organization (Grunig, 2006; Kim, 2014). This study also supports the idea that intangible assets (or nonfinancial indicators of value) such as employees' communicative behaviors, are influenced by public-relations practices, as put forward in other studies (Grunig, 2006). The most important finding of this study, however, is that paying attention to the type of OER that is established can help an organization to secure these invisible assets from their employees, without a great deal of money needing to be spent. As revealed by the results, an employee who perceives him/herself to have a communal relationship with his/her organization is more likely to seek out and bring relevant, valuable information into the organization voluntarily, in comparison to an employee who perceives him/herself to be in an exchange relationship with his/her organization. That is, if

employees believe that their organization is concerned about their well-being, understanding the relationship as being more complex than a simple exchange of pay, they will commit themselves to the organization by voluntarily seeking out useful information for organizational innovation and sharing it with colleagues. In addition, they will actively advocate for the organization by forwarding relevant information to internal/external audiences or countering negative stories that might affect an organization's reputation—in other words, caring about the development of their company. Thus, organizations need to make efforts to develop communal relationships with their employees in order to maximize opportunities for positive megaphoning and scouting to take place, as well as reducing the possibility of negative megaphoning by insiders.

Interestingly, the study showed that employees who perceived themselves to be in strong communal and exchange relationships with their companies were more highly engaged in communicative behaviors (i.e., megaphoning, scouting, and microboundary spanning) than those who saw themselves as being in a strong communal relationship only. That is, contrary to the general assumption that it is the establishment of a communal relationship between an audience and an organization that is key to organizational effectiveness, organizations should build and maintain both exchange and communal relationships to encourage audiences to engage in communicative actions. As shown by the results of the present study, the building of a communal relationship with employees is beneficial to an organization in terms of increasing communicative actions and strengthening perceptions of organizational excellence. However, this study also

highlights the significance of exchange relationships between organizations and employees in the quest for organizational excellence.

The establishment of the exchange relationship has been examined in different contexts by numerous scholars across various disciplines. For example, social-exchange theory (Saks, 2006) suggests that obligations are generated through continuous interactions between parties, leading to reciprocal interdependence. The resulting social-exchange relationship has been proven repeatedly to be a significant predictor of a number of important employee attitudes and behaviors, including job satisfaction, organizational commitment, organizational citizenship behaviors, and intentions to leave (i.e., turnover rate) (Tekleab, Takeuchi, & Taylor, 2005). That is, when individuals receive economic and socioemotional resources from their organizations, they feel obliged to respond in kind, thus repaying the organization. Furthermore, if a person desires an exchange relationship with another, his/her interest in the other's needs will be greater if an opportunity for the other to reciprocate exists than when it does not (Clark, Mills, & Powell, 1986). In fact, previous studies have argued that communal and exchange relationships are positively correlated, with both influencing one's intrinsic, extrinsic, and social motivations (Johnson & Grimm, 2010). Following these findings, the current study suggests that, in addition to the communal relationship, the exchange relationship plays a key role in the attainment of invisible managerial assets from employees. Thus, an organization needs to strive to have both exchange relationships and communal relationships with employees in order for employee communication management to be effective.

Another important finding of this study is that employees' perceived relationships with their organizations contribute to the generation of another invisible asset: organizational excellence, as perceived by internal audiences. The present study has compared different employee groups based on the strength of the perceived relationships, and the communal relationship was shown to be related closely to employees' perceptions of the prestige of their organizations. Perceptions of organizational reputation or prestige have particular significance because they can be great indicators of whether an organization is performing well or not. Existing studies have indicated that employees' perceived prestige leads to organizational commitment and identification (Carmeli, Gilat, & Weisberg, 2006; Smidts et al., 2001), and these ideas are reinforced by the findings of this study, which show that employees engage actively in communicative behaviors when a perceived good relationship with their organization leads them to believe that the organization is prestigious. Thus, the importance of employees' perceptions of organizational prestige should not be ignored because this area affects the communicative behaviors of internal audiences (and, by association, the valuable and strategic information available to an organization).

In this way, the results of this study provide an important framework for understanding the characteristics of organizational excellence in relation to ECB and OER. Existing public-relations literature on the Excellence Project (Grunig, Grunig, & Dozier, 2002) has explored systematic factors, such as symmetric systems of internal communications and the empowerment of public relations in the dominant coalition. The present study advances academic understanding of this concept of "excellence" by linking it to information driven by internal employees and their perceptions of their

organizations (regarded as important organizational assets). With the results of the present study in mind, we can conclude that an excellent organization will have a large number of employees with strong communal, or strong communal and exchange, OERs. On the other hand, organizations with employees who perceive communal and exchange OERs to be weak can be considered to be relatively less excellent (Figure 15).

Communal Relationship	High	<i>Excellent Organization</i>	<i>Excellent Organization</i>
	Low	Not Excellent Organization	Not Excellent Organization
		Low	High

Exchange Relationship

Figure 15. Excellent Organization by Organization-Employee Relationship

Improving and cultivating relationships is not an easy process; it requires time, patience, and consistent effort. Above all, organizations need to be encouraged to build OERs via established behaviors—not through one-time-only events, logos, images, symbols, or advertisements. In this sense, the findings of this study can be considered crucial in terms of understanding and developing the behavioral strategic management paradigm that many public-relations scholars and communication-management theorists have examined (Kim, Hung-Baesecke, Yang, & Grunig, 2013; Kim, Bach, & Clelland, 2007; Grunig & Kim, 2011). The present study suggests in particular that organizations' authentic behaviors are central to employees' perceptions of OERs. If public relations are considered to play a strategic role as a bridge connecting an organization and the public,

then authenticity in organizational behavior must be maintained. This need requires organizations to act upon their words. Organizations must make their actions consistent with the formal and informal messages that they distribute to employees, understanding individual employees to be the agents of external relationships, and building communal relationships that will strengthen employees' commitment and loyalty.

5.3 Practical Implications

The present study has practical implications in that it suggests the necessity not only of developing programs for employee relations, but also of organizations acting in authentic ways. As discussed above, the type of relationship that exists between the employee and the organization tends to be determined by: 1) the perceived authenticity of an organization's decisions and 2) the behavior that employees experience and remember. Furthermore, this relationship has an effect upon communicative behaviors. That is, if an organization behaves authentically and is perceived by employees to be delivering a consistent message, then information behaviors can be facilitated and the opportunity to gain strategic assets is maximized. In particular, employees who have great experiences with their organizations and perceive themselves to have communal OERs can be considered strategic targets, making significant improvements to products or services. In order to make use of these important resources, organizations should generate strategies for building communal relationships, constructing systems that encourage employees to share information gained voluntarily via informal channels with other members of the organization. Finally, this study indicates the need for public-relations practitioners to develop matrices for evaluating the excellence of an organization in terms of employee relationships. With the findings of the present study, practitioners will have a clear vision

of making positive changes in relationship with employees to create valuable assets in an organization.

5.4 Limitations and Future Research

This study has several limitations, despite its positive theoretical and practical implications. First, perceived external prestige has been treated as an individual variable in previous literature because it is measured based on individuals' assessments and interpretation of available organization-related information. It may not be a perfect indicator, therefore, for the evaluation of organizational performance or an organization's reputation, as perceived by external audiences. Future studies might examine how external prestige is related to the actual reputation or performance of an organization. Furthermore, few studies in the field of public relations have explored the exchange relationship, which has been shown to be an essential component of the OPR. The results gained thus suggest the need for further research into the effects of the different types of OPRs—communal and exchange—not only in corporate settings, but also in other OPR contexts. Considering the importance of employees' megaphoning behavior during organizational crisis (Mazzei, Kim, & Dell'Oro, 2012), it would also be interesting to examine whether employees' communicative behaviors are affected by authentic organizational behavior and perceived communal relationships in times of organizational turbulence.

5.5 Conclusion

In sum, it can be assumed that behavioral changes within an organization will lead to behavioral changes among internal and external audiences as well, as highlighted in the Excellence Project study (Grunig, Grunig, & Dozier, 2002). The key to understanding

the connection between employee relations and excellent organization, therefore, hinges on the ways in which an organization behaves. Unless an organization's actions are consistent with its claims, employees will remain inactive and will not bring valuable and intangible assets into the business.

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APPENDIX

APPENDIX

Measurement Items and Parameter Estimates

Latent variables and measurement items	<i>a</i>	
	<i>Study 1</i>	<i>Study 2</i>
Perceived Authentic Organizational Behavior	.940	.900
<i>Truthfulness</i>		
This organization always tells the truth.		
I believe that this organization's actions are genuine.		
<i>Transparency</i>		
I feel that this organization is willing to admit to mistakes when they are made.		
I feel that this organization accepts and learns from mistakes.		
<i>Consistency</i>		
I believe that this organization's behavior matches its core values.		
The organization's beliefs and actions are consistent.		
I think this organization matches the rhetoric with its action		
Organization-Public Relationship		
<i>Communal Relationship</i>	.677	.825
This organization especially enjoys giving me aid.		
This organization is very concerned about my welfare.		
I feel that this organization takes advantage of people who are vulnerable. (Reversed)		
I think that this organization success by stepping on me. (Reversed)		
This organization helps me without expecting anything in return.		
<i>Exchange Relationship</i>	.714	.817
When this organization gives or offers something to me, it generally expects something in return.		
Even though I might have had a relationship with this organization for a long time, it still expects something in return.		
This organization will compromise with me when it will gain something.		

Megaphoning (Positive)	<p>There have been instances when I have posted positive notes/reviews about my organization in the Internet.</p> <p>I praise my organization and management to friends and people I know.</p> <p>I talk to neighbors and friends about how my organization does better than other companies.</p> <p>I feel motivated to regularly promote my organization and business to people I meet.</p> <p>I have made efforts to persuade angry publics in favor of my organization.</p> <p>In the recent past, I have argued against any vicious rumors or prejudices that I have heard against my organization.</p> <p>In the past, I fought for my organization against people who attacked my organization.</p> <p>I cannot but speak up when I see ignorant but biased views about my organization.</p>	.902	.852
Megaphoning (Negative)	<p>There have been instances when I have posted negative notes/reviews about my company in the Internet.</p> <p>I have criticized my company and management to friends and people I know.</p> <p>I talk to neighbors and friends about how my company does poorer than other companies.</p> <p>I feel motivated to regularly criticize my company and business to people I meet.</p> <p>I have made no efforts to appease angry publics about my company.</p> <p>In the recent past, I have agreed and seconded with negative opinions about my company.</p> <p>In the past, I have kept silent even when people have criticized my company.</p> <p>I would rather be silent even if someone attacks my company with inaccurate information.</p>	0.871	0.903
Scouting	<p>Even if nothing urgent comes up, I make calls to members/stakeholders related with our business from time to time.</p> <p>I look for chances to chat with external stakeholders such as suppliers, customers, or government officials to learn about what is new.</p> <p>I feel obligated to talk with people who make complaints about my organization.</p> <p>After special events organized by my company are over, I ask/have asked participants for feedback, although I have not been asked to.</p> <p>I subscribe to mailing lists and/or news alerts about my organization and its business.</p> <p>I talk with field personnel to find out about any complaints from key publics.</p> <p>I listen to publics' complaints during my time off work and deliver it to my superiors or relevant colleagues.</p>	.946	.866

I think one of any employees' important responsibilities is to collect and report information about my organization.

I consider the customers, suppliers, consultants, officials, and financial advisors as the source of information related to my work and conduct my interaction with them accordingly.

I check for new information and rumors about my organization from my professional peers.

I talk with friends to learn of any rumors or news related to my organization.

It is not necessary to report all the information I learn about my organization to my superiors. (Reversed)

I find it odd to see people who are patriotic about their organization. (Reversed)

I talk to my subordinates or junior staff to find out some news they may have learned from external sources about my organization.

Microboundary Spanning

.960

.899

There have been instances when I have posted positive notes/reviews about my organization in the Internet.

I praise my organization and management to friends and people I know.

I talk to neighbors and friends about how my organization does better than other companies.

I feel motivated to regularly promote my organization and business to people I meet.

I have made efforts to persuade angry publics in favor of my organization.

In the recent past, I have argued against any vicious rumors or prejudices that I have heard against my organization.

In the past, I fought for my organization against people who attacked my organization.

I cannot but speak up when I see ignorant but biased views about my organization.

Even if nothing urgent comes up, I make calls to members/stakeholders related with our business from time to time.

I look for chances to chat with external stakeholders such as suppliers, customers, or government officials to learn about what is new.

I feel obligated to talk with people who make complaints about my organization.

After special events organized by my company are over, I ask/have asked participants for feedback, although I have not been asked to.

I subscribe to mailing lists and/or news alerts about my organization and its business.

I talk with field personnel to find out about any complaints from key publics.

I listen to publics' complaints during my time off work and deliver it to my superiors or relevant colleagues.

I think one of any employees' important responsibilities is to collect and report information about my organization.

I consider the customers, suppliers, consultants, officials, and financial advisors as the source of information related to my work and conduct my interaction with them accordingly.

I check for new information and rumors about my organization from my professional peers.

I talk with friends to learn of any rumors or news related to my organization.

It is not necessary to report all the information I learn about my organization to my superiors. (Reversed)

I find it odd to see people who are patriotic about their organization. (Reversed)

I talk to my subordinates or junior staff to find out some news they may have learned from external sources about my organization.

Perceived External Prestige

.891 .885

This organization has a good reputation.

This organization is looked upon as a prestigious place to work for.

People in my community think highly of this organization.

This organization is considered one of the best in its industry.

Employees of other organizations would be proud to work in this organization.
