

Effect of internal brand communication on organizational citizenship behavior of employees in hotels

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Abstract

This study aims to investigate the effect of internal communication on organizational citizenship behavior for hotel employees. The study is based on a quantitative approach where a questionnaire was designed to collect data. Data were collected from 15 five-star hotels in Sharm El-Sheikh. A total of 399 valid surveys were collected and analyzed. Data were analyzed by using Pearson correlation coefficient and regression analysis. The findings revealed that internal communication has a moderately positive effect on organizational citizenship behavior.

Keywords: Internal Branding; internal communication; organizational citizenship behavior.

Introduction

In recent years, brands have become particularly relevant in the hospitality industry. In such a competitive sector, which is characterized by similar service offerings and imitation, brands serve as reference elements for customers. Brands reduce customers' perceptions of the uncertainty and search costs inherent in the purchase process while guaranteeing them the expected level of service quality. Internal communication is a dimension of internal branding mechanisms. In addition, effective brand management presents potential benefits for hotel managers in terms of the ability to charge price premiums, gain market share, enhance customer loyalty, or increase brand awareness and image (Kayaman & Arasli, 2007; Sangster, et al., 2001). Consequently, hotel organizations have become particularly interested in effectively communicating and delivering the brand promise to their customers (Xiong & King, 2015). Organizational citizenship behaviors (OCBs) involve all employee behaviors that are critical for the achievement of organizational goals but are not directly or explicitly recognized by the formal reward system (Organ, 1988). These citizenship behaviors enhance organizational effectiveness because they 'lubricate the social machinery of the organization' (Smith, et al., 1983) and 'contribute to the creation of the structural, relational, and cognitive aspects of social capital' (Bolino, et al., 2002). The purpose of the research is to study the effects of internal communication on organizational citizenship behavior.

Review of literature

Internal brand communication

Internal branding [IB] refers to methods implemented by organizations to improve employer-employee relationships by aligning employee values and behaviors with the brand's desired values of the brand (Harris & De Chernatony, 2001). The brand's task is to help employees identify the hotel and make them feel engaged with the core values (Kimpakorn & Tocquer, 2009). The service industries have the characteristic of

intangibility. Thus, IB is an indispensable factor in service industries because a strong brand can increase customers' trust and reduce their psychological and financial risks when purchasing intangible products or services (Kimpakorn & Tocquer, 2009; Vallaster & von Wallpach, 2013). The internal brand communication and brand-related training are then adopted to increase the internalization of the brand and align their daily work with the brand values to deliver consistent brand promise (Harris & De Chernatony, 2001).

Internal communication is defined as "the strategic management of interactions and relationships between stakeholders at all levels within organizations" (Welch & Jackson, 2007); It also refers to the activities that link employees together to create employee-brand relationships (Thomson et al., 1999). Naturally, it is a process and method of talking and listening (Ind, 1997). Internal communication is rooted in the discipline of corporate communication; it also plays a vital role in a broad variety of strategies and activities of a company. Asif and Sargeant (2000) argued that there are several roles that internal communication plays in a company. For example, it facilitates a shared understanding with employees about organizational culture, mission and vision, corporate brand identity, and core brand values. It also enhances employees' commitment to the company and the brand. It enables employees to have a better understanding of their job roles and responsibilities. Moreover, it encourages cross-department coordination and alignment. Finally, it can improve the level of service quality perceived by customers. The branding literature addressed the importance of internal communication for building a strong brand identity among employees. According to Hawabhay, Abratt, and Peters' Study (2009), the key role of internal communication is to provide ongoing information about a company's activities, values, and brand identity to employees at all levels.

De Chernatony and Segal-Horn (2003) asserted that internal communication can help employees have a better understanding of their role as brand builders. Based on the size of the audience involved in communications, Ind (1997) suggested three forms of vertical communication, namely one-to-one communication, communication with employee segments, and communication with all employees. He argued that the major objectives for these three forms are to ensure information about the organization and its strategies is conveyed to all employees using communication with all employees, to ensure information are conveyed to the right employees at the right time using communication with various employee segments, and to involve and motivate employees toward participating with the applied programs. In addition to these vertical communications, he also encourages horizontal communication between departments to create synergy, Ind's view can be clarified as shown in Figure (1).

Punjaisri et al., (2008) argued that face-to-face communication is the preferred communication method used by most interviewees because it encourages two-way interaction. Chong (2007) identified five kinds of internal communication tools: printed materials, online communication channels, face-to-face meetings, extra-curricular activities, and organizational climate surveys. He argues that it is face-to-face communication that makes Singapore Airlines prominent, especially meetings and roadshows, that enable employees to be directly involved with management.

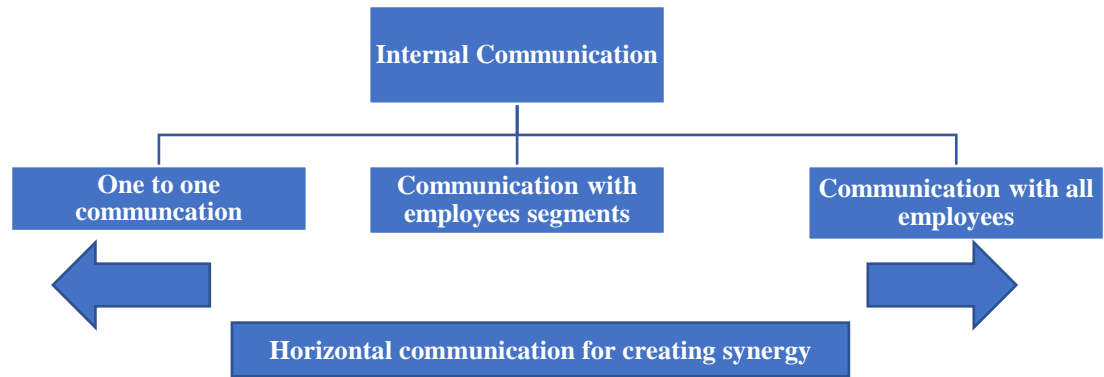


Figure (1): Forms of communication theory

Communicating core values through training and development is an effective method of clarifying corporate culture to employees (Gill, 2011). Sole and Wilson (2002) confirmed this assertion, stating that storytelling through training practices is one method that “conveys norms and values across generations within the workforce”. To sum up, reviewing the existing internal branding literature shows that internal communication has been widely acknowledged as a key tool in internal branding practices. Moreover, the empirical studies have identified that face-to-face communication is the most favored communication tool (e.g., Ind, 1997; Chong, 2007; Punjaisri et al., 2008) because it encourages two-way interactions between people in a company, motivates employees to be involved in the management and to provide feedback. These two-way interactions can create an overt and supportive culture. The importance of horizontal communication in a company has also received attention from researchers (e.g., Ind, 1997; Burmann & Zeplin, 2005). Horizontal communication is argued to be the most effective communication tool that can create synergy among peers and across departments (Punjaisri et al., 2008). However, it is hard to control because of its informal attributes. Burmann and Zeplin (2005) proposed three forms of communication, namely central, cascade, and lateral communications. Newsletters and the intranet are two main tools in the central communication category, while the brand workshop is the key method of cascade communication, and organizational storytelling is the main means of lateral communication.

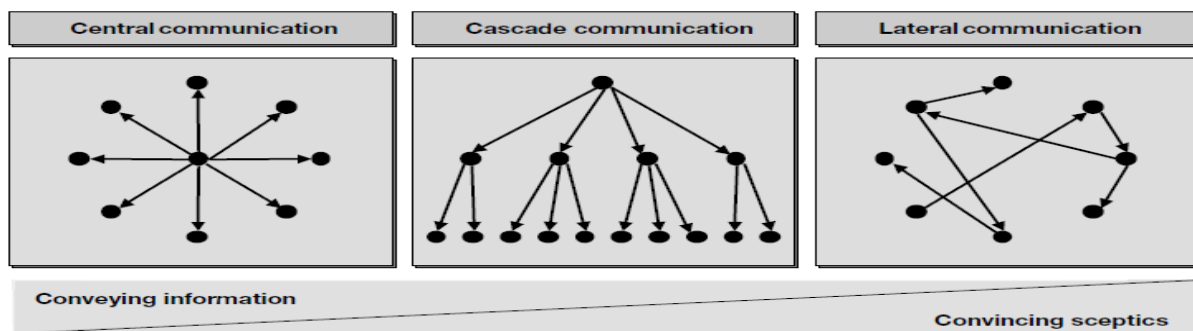


Figure (2): Forms of Internal Communication

Source: (Burmann & Zeplin, 2005).

Central communication

Central communication is distributed by a central department, usually the communication department. Mostly it is the push principle that is applied: generally written materials (for example, house journals, newsletters) are distributed regardless of whether the target audience receives them. This should be complemented by media using the pull principle, for example, an intranet. Here employees must actively seek information instead of it being ‘dumped’ on them, which can easily lead to information overload. It is also useful for creating awareness and distributing general up-to-date information about the brand (Burmam & Zeplin, 2005).

Cascade communication

Cascade communication starts at the top of the organization and is passed on down through the hierarchy. This method also suits the distribution of information but is more time-consuming. Its advantage is that it is more convincing to skeptical employees, as information from a direct superior will probably be more relevant and more credible to an employee than information from a central department. To communicate the brand identity concept, in some companies a toolbox has been developed by the brand or communication department that can be used by managers to prepare brand workshops. Even more convincing than hierarchical communications are team workshops without a superior. These self-learning teams of about ten employees elect a moderator from the group and can be supported by a visualization tool called learning maps (Burmam & Zeplin, 2005). Learning maps are large poster-sized graphical representations of a topic, in this case, the brand identity concept. They provide information in an illustrative way and encourage employees to think about the brand and its implications and develop personal and group action plans. A large German bank has used learning maps to communicate its brand identity concept on all levels. The responsible manager is very satisfied with the results. Since they have developed the implications for their actions themselves, they are convinced of the agreed-upon targets and will try to achieve them with high commitment (Punjaisri et al., 2008).

Lateral communication

According to Burmann & Zeplin (2005), lateral communication describes the informal transmission of information between employees regardless of their position in the hierarchy or division, commonly referred to as the ‘office grapevine’. This is the most powerful of the three forms of internal communication in convincing skeptics because the information from peers is most likely to be remembered and influence the decisions and actions of individuals. Lateral communication is, however, very difficult to control and exploit for internal communication purposes. A promising approach to this is organizational storytelling. ‘Stories and myths about how the organization dealt with key competitors in the past, how it survived a downturn in the economy, how it developed a new and exciting product, how it dealt with a valued employee, and so on, not only spell out the basic mission and specific goals (and thereby reaffirm them) but also reaffirm the organization’s picture of itself, its theory of how to get things done and how to handle internal relationships.

Shared storytelling can, therefore, be used to construct a collective sense or alignment around the brand identity concept. Stories do not only evolve coincidentally, but they can also be planted deliberately to convey the brand identity concept, the company needs to openly communicate to its employees so that they feel informed, as information needs to be clear, specific, and relevant to the respective recipient. Furthermore, patience is necessary: usually, it takes several communication rounds for the brand message to sink in. (Punjaisri et al., 2008).

Limitations to internal communication practices

Although internal communication has been increasingly addressed by internal branding researchers, some limitations must be recognized in previous empirical studies. For example, some companies rely heavily on internal communication tools, overlooking other internal efforts. Some organizations treat internal communication as a one-time activity, assuming it can be done once forever, but internal communication should be an ongoing process. Many studies narrowly focus on communicating brand messages only (Punjaisri et al., 2008). Given that from a corporate brand perspective, any information regarding the organization can contribute to generating organizational culture and identity, which in turn affects employees' commitment to the organization, and behavior in customer service, it is suggested that emphasis should also be placed on the issues of job tasks, updated news, and business strategies. On the other hand, some companies overload information to employees, which might cause confusion, or isolate the messages communicated externally and those communicated internally, which may cause inconsistency. Furthermore, most internal communications adopt a top-down approach, whereas bottom-up approaches such as employee feedback mechanisms, or horizontal approaches such as cross-departmental communication mechanisms, have rarely been much used, lateral communication is, however, very difficult to control and exploit for internal communication purposes (Zhu, 2014).

Organizational citizenship behavior

Concept of organizational citizenship behavior

Organizational citizenship behavior was originally conceived as reactionary behavior performed or withheld in response to various attitudes such as job satisfaction or organizational commitment. Organ (1977) first suggested that satisfaction with the job and the organization could result in positive feelings on the part of employees. Because resource or procedural constraints often limit task performance, an employee may reciprocate those positive feelings by performing organizational citizenship behavior OCB. Subsequent research has shown that job satisfaction accounts for unique variance in OCB (Batemen & Organ, 1983; Organ & Konovsky, 1989).

Dimensions of organizational citizenship behavior

Altruism/Helping

Altruism is helping colleagues in the performance of their tasks (Turnipseed & Rassuli 2005). It also encompasses voluntary actions that help another person with a work problem

or instructing a new employee on how to use equipment, helping a coworker catch up with a backlog of work, fetching materials that a colleague needs and cannot procure on his own (Dick et al. 2006; Redman & Snape 2010). Podsakoff et al. (2000) provided an extensive review of this area of OCB. Altruism improves worker efficiency, and it creates a bond between employees. It also plays a vital role in enhancing the pool of knowledge available to an employee. Altruism has closely been related to the determinants and consequences of organizational citizenship behavior. It also tends to determine the OCB determinants and consequences of the applied service. Healthy interpersonal relationships are also maintained by altruistic behavior among the employees. Altruism has also been shown to have improved the satisfaction of employees who work in the organization. There is a definite relationship between the OCB and the altruism towards the employee's perceived organizational performance (Rao, 2018).

Conscientiousness

Conscientiousness is a behavior that goes beyond the requirements established by the organization in the workplace, for example, working after hours for the benefit of the organization, punctuality, conserving organizational resources, and attendance. Conscientious people were found typically to engage in OCB (LePine, Erez & Johnson 2002). The conscience or compliance of an organization plays a substantial role in attaining high employee perceived organizational performance of the employee. Scholars have pointed out that conscientiousness has a long tradition of research in the citizenship behavior field. This dimension was initially called generalized compliance. It is also significantly associated with organizational obedience. The trait of conscientiousness tends to capture the internalization of person and organizational rules acceptance. Organized, systematic, punctual, achievement-oriented, and reliable are some of the traits of being conscientious. Conscientiousness is significantly related to the job performance and job satisfaction of an employee. It also tends to increase job performance, and it is highly related to political skills (Dubey and Pandey 2014).

Sportsmanship

Sportsmanship can be defined as the goodwill in tolerating less than ideal circumstances without complaining and the imposition of work without whining and filing grievances (Organ, 1988). Sportsmanship is also defined as the behavior which is involved when a person accepts some frustrations without the complaints. Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are some of the dimensions of OCB, which are positively associated with each other to improve the employee's perceived organizational performance. Helping behavior has more systematic effects as compared to sportsmanship and civic virtue. No contingent reward has been positively related to sportsmanship. However, civic virtue and helping behavior have been positively influenced by sportsmanship. Apart from these, sportsmanship and OCB have been positively correlated with emotional intelligence (Rao, 2018). Sportsmanship between individuals within the organization enables them to perform better. It helps the employees to be fair to their work

and to be a value-added part of their team. Sportsmanship is an important trait among service providers in the hospitality sector. (Rao, 2018).

Courtesy

Courtesy means that people are treating others with respect. These behaviors aim to avoid potential problems which may arise when coworkers consult with people before committing to actions (Organ 1988). A courteous employee avoids creating problems for coworkers and reduces intergroup conflict. (Podsakoff et al. 2000). Courtesy occurs when an individual is engaged in preventing work-related problems. The impacts of courtesy are stronger for men as compared to women (Podsakoff et al. 2000).

Courtesy occurs when an individual engages to prevent work-related problems. The impacts of courtesy are stronger for men as compared to women. Age, gender, and tenure are some of the factors which have been notably linked to organizational citizenship behavior. (Rao, 2018). Organizational citizenship behavior and burnout among the employees have been studied by (Murugesan 2014).

Civic Virtue

Civic virtue is defined as a behavior that shows concern for participating in corporate life, for example, by performing tasks that they are not required to perform and doing so for the benefit of the organization (Organ 1988). Civic virtue is responsible, constructive involvement in the political process of an organization (Baker 2005), including not just expressing opinions, but reading one's mail, attending meetings, and keeping abreast of broader issues involving the organization. Civic virtue and courteousness are considered crucial behaviors which can be expected from OCB-oriented employees effectively. Civic virtue tends to keep up with participating in organizational life politically and socially. Hence it is considered an essential characteristic of civic virtue as compared to others (Susan et al. 2015). Based on the previously reviewed literature, the following hypotheses are formulated:

H1: Internal communication practices have a positive effect on organizational citizenship behaviors.

H1.1: Internal communication practices have a positive effect on conscientiousness.

H1.2: Internal communication practices have a positive effect on sportsmanship.

H1.3: Internal communication practices have a positive effect on civic virtue.

H1.4: Internal communication practices have a positive effect on courtesy.

H1.5: Internal communication practices have a positive effect on altruism/helping.

Methods

The reason for directing sample for five-star hotels and especially those located in Sharm El-Sheikh that most independent hotels and chains interact with international customers who are more service-focused as their main purpose of travel is a recreation with different cultures, therefore, to fulfill a satisfaction you will need to convey your branding image through various sessions from marketing to human resources involvement of participating

in internal communication practices. According to the Egyptian Hotel Association (2021), there are 34 five-star hotels in Sharm El-Sheikh. 15 five-star hotels allocated in Sharm El-Sheikh were chosen for investigation, the reason for selecting the determined sample, which was 15 hotels out of 34, that only 15 hotels were applying internal communication practices Cluster sampling is one of the sample methods used in quantitative research. This sampling method is used when large populations are spread across wide geographic areas or among different organizations, where the hotel industry is a model. The population that is being sampled is divided into groups called clusters. A random sample is then taken from within one or more selected clusters (Westfall, 2008). For large populations where a list of population is inaccessible, Cochran (1963:75 as cited in Israel, 2013) developed the following equation to yield a representative sample for the population.

$$n_o = \frac{Z^2pq}{e^2} = \frac{(1.96)^2(.5)(.5)}{(.05)^2} = 385$$

Where: Z= 1.96 (standard deviation from the mean at confidence level 95%), p= 0.5 (maximum variability), confidence level = 95%, e = 0.05 (sampling error %), and q is 1-p. According to Israel 2013, the sample should exceed 385 to represent the study population. Questionnaire forms were distributed to 550 employees in the selected sample to ensure an adequate number of correct questionnaires. A total of 399 forms were valid for statistical analysis representing a response rate of 72.5%. A questionnaire was developed to investigate the effect of internal communication between employees on their behavior toward organizational citizenship in five-star hotels in Sharm ElSheikh. The questionnaire was designed based on Aurand et al. (2005) and Organ (1988). The questionnaire was divided into three sections; the first section measured internal communication containing a five sentences scale adapted from (Aurand et al. 2005), and the second section was to investigate the employee's organizational citizenship behavior based on the (Organ, 1988)'s scale. It divides into five dimensions, conscientiousness, which was measured by five sentences, sportsmanship, which was measured by five sentences, civic virtue, which was measured by four sentences, courtesy, which was measured by five sentences, and altruism which was measured by five sentences; a five format Likert scale has been used for all items ranging from 1 (Strongly disagree) to 5 (Strongly agree). The last section of the questionnaire included independents' demographic and work-related information. Questionnaires were distributed in two categories, the first part of questionnaires were distributed manually through hotels, and the second part was applied online for some hotels as the human resources allowed us to communicate with staff through WhatsApp groups to provide our google form questionnaire.

Results

Reliability and Validity Test

The Cronbach Alpha was computed, showing that the scales were reliable: [0.66] for internal communication and [0.89] for organizational citizenship behavior as shown in Table (1).

Table (1): Cronbach alpha for study instruments

Item	Cronbach's Alpha	N of Items
Internal Communication	.66	5
Organizational Citizenship Behavior	.89	24

Validity is essential to validate the constructs since reliability alone is insufficient to deem an instrument suitable. Before being distributed, the validity of the content was assessed by seven human resource managers and two academic professors with expertise in human resource management, and the questionnaire was modified in response to their feedback. showed that the scales were valid: [0.812] for internal communication, [0.973] for organizational citizenship behavior.

Respondents' profile

Table (2): Profile of the sample

Demographic and other Work-related Information	Classes	Frequency	%
Gender	Male	264	66.2
	Female	135	33.8
Total		399	100%
Age	Less than 30 years	318	79.7
	30:40 years	75	18.8
	More than 40 years	6	1.5
Total		399	100%
Educational level	Technical School	51	12.8
	Bachelor's degree	297	74.4
	Master's Degree	45	11.3
	PhD	6	1.5
Total		399	100%
Experience	Less than 1 Year	228	57.1
	From 1 to 5 Years	150	37.6
	More than 5 Years	21	5.3
Total		399	100%
Department	House Keeping	105	26.3
	Front Office	90	22.6
	Food & Beverage	180	45.1
	Marketing & Sales	9	2.3
	Human Resources	6	1.5
	Accounting	3	0.8
	Maintenance	6	1.5
Total		399	100%

Data in Table (2) indicate that out of the 399 respondents, 264 (66.2%) were male and 135 (33.8%) were female. Only 6 (1.5%) of the respondents were older than 40 years, 75 (18.8%) belong to from 30-40 years old group, and most of the respondents, 318 (79.7%) belong to the group younger than 30 years. The data also indicated that only 51 (12.8%) of the respondents have a Technical School, and 45 (11.2%) hold a master's degree. Six (1.5%) hold a Ph.D. degree and the majority of 297 (74.4%) have a bachelor's degree. Also, 21 (5.3%) of workers had experienced more than five years, 150 (37.6%) of the workers had from one to five years of experience, and the majority of 228 (57.1%) belong to workers who had less than one year of experience. Three (0.8%) of the respondents worked in the accounting department, six (1.5%) were working in the human resources department, six (1.5%) were working in the maintenance department, nine (2.3%) were working in the marketing and sales department, 90 (22.6%) were working in the front office department, 105 (26.3%) worked in the housekeeping department, and the majority of 180 (45.1%) belong to the food and beverage department.

Descriptive statistics of the study variables

Table (3) demonstrates the descriptive statistics of internal communication and organizational citizenship behavior. Concerning the organizational citizenship behavior, it is shown that there is a moderate level of Internal Communication (3.34 ± 0.755), additionally, it indicates a moderate level of Organizational Citizenship Behavior (3.61 ± 0.593). Regarding the organizational citizenship behavior dimensions, there is a moderate level of conscientiousness (3.57 ± 0.792), a moderate level of sportsmanship (2.93 ± 0.758), and a moderate level of Civic Virtue (3.58 ± 0.805), moreover, it indicates that there is a high level of courtesy (3.98 ± 0.827), and a high level of Altruism (3.99 ± 0.815).

Table (3): Descriptive statistics for internal communication and organizational citizenship behavior

	Mean	Std. Deviation
Internal Communication	3.34	.755
I am adequately informed about my company's financial position	3.10	1.281
I am made aware of the overall policies and goals of my organization	3.62	1.110
I receive communication from the personnel department regularly	3.23	1.118
Written communication (newsletters, memos) are adequate within this organization	3.16	1.157
I am regularly notified of important changes that occur in my organization	3.60	1.125

Table (3) Continued

Organizational Citizenship Behavior	3.61	.593
OCB1- Conscientiousness	3.57	.792
Attendance at work is above the norm	3.15	1.419
Does not take extra breaks	2.86	1.185
Obey company rules and regulations even when no one is watching	3.65	1.105
Is one of my most conscientious employees	4.08	1.175
Believes in giving an honest day's work for an honest day's pay	4.11	1.107
OCB2- Sportsmanship	2.93	.758
Consumes a lot of time complaining about trivial matters	2.56	1.308
Always focuses on what is wrong, rather than the positive role	2.60	1.287
I don't tend to make "mountains out of molehills"	3.62	1.143
Always finds fault with the organization is doing	2.91	1.016
Is the classic "squeaky wheel" that always needs greasing	2.98	1.267
OCB3- Civic Virtue	3.58	.805
Attends meeting that are not mandatory, but are considered important	3.42	1.021
Attends functions that are not required, but help the company image	3.54	1.162
Keeps abreast of changes in the organization	3.68	1.101
Reads and keeps up with organization announcements, memos, and so on	3.65	1.042
OCB4- Courtesy	3.98	.827
Takes steps to try to prevent problems with other workers	3.95	1.058
Is mindful of how his/her behavior affects other people's jobs	3.74	1.019
Does not abuse the rights of others	4.22	1.008
Tries to avoid creating problems for co-workers	4.08	1.099
Considers the impact of his/her actions on co-workers	3.89	.904
OCB5- Altruism	3.99	.815
Helps others who been absent	3.94	1.033
Helps others who have heavy work loads	3.97	.989
Helps orient new people even though is not required	3.92	.975
Willingly helps others who have work related problems	4.08	.874
Is always ready to lend a helping hand to those around him/her	4.06	.988
mean score; Low: 1.00 to 2.33, Average (Moderate): 2.34 to 3.66, High: 3.67 to 5.00		

Correlation analysis among study variables

Table (4) presents the intercorrelations among the study variables, it is showed that there is a highly significant and positive correlation between internal communication and organizational citizenship behavior ($r= .586, p=0.000$), and the results of the table indicated

that there is a highly significant and moderate positive correlation between internal communication and conscientiousness ($r=.527, p=0.000$). Additionally, the results of the table indicated that there is a highly significant and weak positive correlation between internal communication and sportsmanship ($r=.267, p=0.000$). Additionally, there is a highly significant and moderate positive correlation between internal communication and civic virtue ($r=.527, p=0.000$). Moreover, there is a highly significant and weak positive correlation between internal communication and courtesy ($r=.381, p=0.000$). There is a highly significant and moderate positive correlation between internal communication and altruism ($r=.461, p=0.000$). According to the results of the table, we can see that there is a weak correlation between the second and fourth dimension of internal communication and organizational citizenship behavior which is sportsmanship and courtesy, it cannot be asserted that internal communication had a weak relationship to organizational citizenship behavior, as we have to keep in mind personal variables from employee to another and cultural background and behaviors which plays an essential role in shaping the employees' behavior and interactions toward the applied internal communication practices.

Table (4): Correlation among the study variables.

		Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	OCB
Internal Communication (IC)	Pearson Correlation	.527**	.267**	.527**	.381**	.461**	.586**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed). - *. Correlation is significant at the 0.05 level (2-tailed).							

Regression analysis among study variables

Table (5): The Impact of Internal Communication on OCB

Model	Coefficients	t	Sig.	R ²	f	df	sig
Constant	2.074	18.963	.000	.343	207.204	1-397	.000
IC	.460	14.395	.000				

To investigate the role of internal communication on employees' organizational citizenship behavior, regression analysis was conducted as seen in table [5], the value of R-square was (.343), f value was (207.204) at a significant level.000, this means that 34.3% of changes in organizational citizenship behavior are explained by internal communication, therefore, regression formula was:

$$OCB = 2.074 + 0.460 * \text{Internal Communication}$$

Table (6): The Impact of Internal Communication on OCB-1 [Conscientiousness]

Model	Coefficients	t	Sig.	R ²	f	df	sig
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Constant	2.037	12.256	.000	.278	152.692	1-397	.000 ^a
IC	.268	5.522	.000				

To investigate the role of internal communication on employees' organizational citizenship behavior conscientiousness, regression analysis was conducted as seen in table [6], the value of R-square was (.278), and the *f* value was (152.692) at a significant level.000, this means that 27.8% of changes in conscientiousness are explained by internal communication, therefore, the regression formula was:

$$\text{Conscientiousness} = 1.721 + 0.553 * \text{Internal Communication}$$

Table (7): The Impact of Internal Communication on OCB-2 [Sportsmanship]

Model	Coefficients	t	Sig.	R ²	f	df	sig
Constant	2.037	12.256	.000	.071	30.491	1-397	.000
IC	.268	5.522	.000				

To investigate the role of internal communication on employees' organizational citizenship behavior sportsmanship, regression analysis was conducted as seen in table [7], the value of R-square was (.071), and the *f* value was (30.491) at a significant level.000, this means that 7.1% of changes in organizational citizenship behavior sportsmanship are explained by internal communication, therefore, regression formula was:

$$\text{Sportsmanship} = 2.037 + 0.268 * \text{Internal Communication}$$

Table (8): The Impact of Internal Communication on OCB-3 [Civic Virtue]

Model	Coefficients	t	Sig.	R ²	f	df	sig
Constant	1.697	10.895	.000	.278	152.914	1-397	.000
IC	.562	12.366	.000				

To investigate the role of internal communication on employees' organizational citizenship behavior and civic virtue, regression analysis was conducted as seen in table [8], the value of R-square was (.278), *f* value was (152.914) at a significant level.000, this means that 27.8% of changes in organizational citizenship behavior civic virtue are explained by internal communication, therefore, regression formula was:

$$\text{Civic Virtue} = 1.697 + 0.562 * \text{Internal Communication}$$

Table (9): The Impact of Internal Communication on OCB-4 [Courtesy]

Model	Coefficients	t	Sig.	R ²	f	df	sig
Constant	2.582	14.826	.000	.145	67.375	1-397	.000
IC	.417	8.208	.000				

To investigate the role of internal communication on employees' organizational citizenship behavior courtesy, regression analysis was conducted as seen in table [9], the value of R-square was (.145), and the *f* value was (67.375) at a significant level.000, this means that

14.5% of changes in organizational citizenship behavior courtesy are explained by internal communication, therefore, regression formula was:

$$\text{Courtesy} = 2.582 + 0.417 * \text{Internal Communication}$$

Table (10): The Impact of Internal Communication on OCB-5 [Altruism]

Model	Coefficients	t	Sig.	R ²	f	df	sig
Constant	2.331	14.149	.000	.212	106.876	1-397	.000
IC	.497	10.338	.000				

[5] To investigate the role of internal communication on employee’s organizational citizenship behavior altruism, regression analysis was conducted as seen in table [10], the value of R-square was (.212), and the *f* value was (106.876) at a significant level.000, this means that 21.2% of changes in organizational citizenship behavior altruism are explained by internal communication, therefore, regression formula was:

$$\text{Altruism} = 2.331 + 0.497 * \text{Internal Communication}$$

Discussion

The results of correlation referred to a weak correlation between internal communication practices and sportsmanship the dimension of organizational citizenship behavior, and a weak correlation between internal communication practices and courtesy the dimension of organizational citizenship behavior, it can not be asserted that internal communication had a weak relationship to organizational citizenship behavior, as we have to keep in mind personal variables from employee to another and cultural background and behaviors which plays an essential role in shaping the employees' behavior and interactions toward the applied internal communication practices.

The results of regression indicated a high percentage of internal communication practices impact on organizational citizenship behavior with percentage of 34.3% which indicates that applying internal communication practices has a direct effect on organizational citizenship behaviors, the results also showed that there is a high percentage of internal communication practices impact on the first dimension of organizational citizenship behavior, which is conscientiousness with a percentage of 27.8% which indicates that applying internal communication practices has a direct effect on organizational citizenship behavior conscientiousness, the results also showed that there is a weak impact of internal communication on the second dimension of organizational citizenship behavior sportsmanship with a percentage of 7.1%, which was explained earlier that personal behaviors and cultural background plays a vital role in shaping the behavioral outcomes of employees, the results also revealed that there is a high impact of internal communication practices on the third dimension of organizational citizenship behavior, which is civic virtue with a percentage of 27.8% which indicates that applying internal communication practices has a direct effect on organizational citizenship behavior civic virtue, the results also showed that there is a weak impact from internal communication practices on the

fourth dimension of organizational citizenship behavior courtesy with a percentage of 14.5%, which we explained earlier that personal behaviors and cultural background plays a vital role in shaping the behavioral outcomes of employees, the results also indicated that there is an impact of internal communication practices on the fifth dimension of organizational citizenship behavior, which is altruism with a percentage of 21.2%, The discussed results above agreed with (Buil et al., 2016), (Fog et al., 2005), (Backhaus & Tikoo, 2004) and (Sharma & Kamalanabhan 2012), as the researchers indicated that the basic understanding of the brand internal brand communications between the employees and management is quite similar, as it leads to a better intercommunication between the employees and organization which in turn can be translated to a positive work-relations, everyone sees the atmosphere and team spirit at their work community as being very positive, which supports the organizational citizenship behavior through the internal communications, and its dimensions, they mentioned that these communication activities contribute to creating a sense of pride and affiliation towards the organization, which in turn contributes to leveraging favourable attitudes towards the job creating a positive organizational atmosphere. but as well disagreement with King and Grace (2010), Mahnert and Torres (2007), and Thomson et al. (1999). These researchers argued that internal communication is a major predictor of employees' affective commitment and behavior enhancement to an organization.

Conclusion and recommendations

This research has one major question: Does internal communication have a direct impact on organizational citizenship behavior in five-star hotels? The results of the research indicated a direct impact of internal communication on organizational citizenship behavior, recommending that internal communication programs will significantly contribute toward improving employees' behaviors in hotels, which in turn will result in a better internal loyalty and commitment from employees. The research indicated that the significant and moderate understanding of the internal communication between employees is quite similar. Training in internal communication had a mid-range influence on the atmosphere and team spirit in their work community as being very positive, which indicates a direct effect of internal communication practices and practices on employee behavior. Internal communication and organizational citizenship behavior are serious workplace issues that have the potential to cause illness or wellness in employees and their behavior in the organization. Applying effective internal communication can lead to a better behavioral environment in all the organizations. This may contribute to increasing employees' satisfaction, and loyalty to their organizations. As a result, for employees' satisfaction with their work, they will seek to convey the best image, as they feel like they are part of the brand which in return will reflect in external customer satisfaction.

The internal brand communications questionnaire gave an idea of what kind of tools are used now and which one's employees prefer. Orientation for new employees, staff meetings, training sessions, and word-of-mouth are the main effective tools to apply internal communication. It was clear that employees want the internal communications to be more regular in the future. Staff meetings should be arranged regularly, and

informational messages by email or Facebook could be used to deliver important, up-to-date information.

Internal branding aims to create strategic on-brand customer service and employee behavior (Punjaisri & Wilson 2007), and because internal communication is a part of the internal branding process, it necessitates a regular application through daily practices, training, and employee involvement in various types of internal communication, so internal communication building will take more time and effort in the future. From a managerial point of view, this requires consistency in all aspects of communication, including regular staff meetings, consistent information messages, and consistent management actions. Constant and persistent efforts to improve internal communication will result in brand-neutral customer service, improved staff and customer retention, and a stronger brand of service in the long term. Human behavior is not a one-step process, and the same goes for behaviors within the organization; therefore, the training practices for internal communication should be applied regularly to ensure sufficient changes in the behavioral path. Attention should be paid to employee awareness with the application of internal communication programs as they will know what they are supposed to do to achieve their personal goals aligned with organizational goals, moreover, hotels should ensure that communication channels are being applied regularly to deliver any changes that occur so that employees can be informed of the new directions they are supposed to take along. Organizational citizenship behaviors are not accomplished by a few steps or tasks; it is an ongoing process that requires continuous effort; therefore, attention should be given to applying internal communication practices regularly.

Certified training programs are recommended to be placed into effect by the Egyptian hotel association to ensure awareness of the internal communication role in organizational citizenship behavior which will result in an internal and external satisfaction for hospitality organizations, which will result directly in better marketing techniques for hotels conveying a higher level of service quality to current and potential customers. Lastly, based on the work of Wang, Liu & Baum (2008) the hotel industry can benefit from various factors set forth to form a model to measure and promote OCB, therefore applying effective internal communication practices can lead to the promotion of organizational citizenship behavior. Employees are more likely to adopt organizational citizenship behavior if they are sufficiently involved in internal communication practices. According to the findings, hotel employees are more likely to go above and beyond the official obligations of their job to assist others when they are in a happy and rewarding work-related state of mind. Employees who are experiencing a pleasant emotional and motivational state at work can take actions that go beyond the formal criteria in this way. Through internal communications, management ensures that employees know how to act and behave in given situations (Fog et al., 2005). Internal communications have a positive impact on employees' brand identification, commitment, and loyalty (Sharma & Kamalanabhan 2012).

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تأثير الاتصال الداخلي للعلامة التجارية على سلوك المواطنة التنظيمية للموظفين في الفنادق

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الملخص العربي:

هدفت هذه الدراسة إلى تقصي أثر الاتصال الداخلي على سلوك المواطنة التنظيمية للعاملين في الفنادق، كما تستند الدراسة إلى منهجية كمية حيث تم تصميم استبيان مطور لجمع البيانات، تم جمع البيانات من 15 فندق خمس نجوم بشرم الشيخ. تم جمع وتحليل ما مجموعه 399 دراسة استقصائية صالحة. تم تحليل البيانات باستخدام معامل ارتباط بيرسون وتحليل الانحدار، وكشفت النتائج أن الاتصال الداخلي له تأثير إيجابي معتدل على سلوك المواطنة التنظيمية .

الكلمات المفتاحية: العلامة التجارية الداخلية، الاتصالات الداخلية، سلوك المواطنة التنظيمية.